

# EPHRAIM MOGALE LOCAL MUNICIPALITY

## FOURTH QUARTER INSTITUTIONAL PERFORMANCE REPORT – 2016/17



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## 1. Foreword

The purpose of this report is to give feedback regarding the performance of the Ephraim Mogale Local Municipality as required through The Municipal Systems Act No 32 of 2000, section 41 (e) and the Municipal Finance Management Act 56 of 2003, section 52(d). The information included in this report is based on the IDP<sup>1</sup> and SDBIP<sup>2</sup> as developed for the financial year 2016/2017. The scorecards were developed to reflect ***cumulative performance***, therefore the status of indicators are a reflection of the overall performance level achieved year to date.

## 2. Executive Summary

This report serves as the **Fourth Quarter Institutional Performance Report for the 2016/2017 financial year ending June 2017**. It provides feedback on the performance level achieved (accumulative reporting) against the targets as laid out in the IDP/SDBIP Scorecard. In the case of under-performance, the respective concerns or mitigating reasons are highlighted and detail pertaining to the relevant measures taken to address these challenges are included thereto.

The overall performance for the Ephraim Mogale Local Municipality is based on a composite Performance Scorecard of each Department comprising of all indicators assessed in the period under review.

The overall Fourth Quarter Institutional performance achieved for the 2016/17 financial year reflected an improvement of **71.5%** with only **88 out of 123 KPI's** assessed attaining set targets, although this was on par to last year's 2015/16 overall performance.

Poor performance levels were experienced in all key performance areas as depicted in the Table Ref No1. The quality of departmental performance submissions needs to be addressed as a significant number of KPI's were not reported on. Departments need to take responsibility and accountability for service delivery and related activities measured in the performance reports, as this is a public document and reflects negatively on the municipality's commitment to service delivery. We need to instil a culture of accountability in the organisation and significantly improve the levels of monitoring and evaluation which are a prerequisite to ensure responsible management decisions can be taken.

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<sup>1</sup> Integrated Development Plan

<sup>2</sup> Service Delivery and Budget Implementation Plan

### **3. Key Performance Areas and Organisational Strategic Objectives**

The following Key Performance Areas and Strategic Objectives have been adopted by the municipality for the purposes of reporting on the attainment of the Institutional performance indicators and targets

#### **KPA 1: Spatial Development Analysis and Rationale**

Strategic Objective 1: House the nation and build Integrated Human Settlement

#### **KPA 2: Service Delivery and Infrastructure Development**

Strategic Objective 1: Improved community wellbeing through accelerated service delivery

Strategic Objective 2: Effective and Efficient Community Involvement

#### **KPA 3: Local Economic Development**

Strategic Objective: Grow the economy and provide livelihood support

Strategic Objective 2: Develop partnerships

#### **KPA 4: Municipal Transformation and Institutional Development**

Strategic Objective 1: Build effective and efficient Organization

Strategic Objective 2: Develop and retain skilled capacitated workforce

Strategic Objective 3: Plan for the future

#### **KPA 5: Municipal Financial viability and Management**

Strategic Objective 1: Become Financially Viable

#### **KPA 6: Good Governance and Public Participation**

Strategic Objective 1: Build effective and efficient Organization

Strategic Objective 2: Effective and Efficient Community Involvement

#### 4. Comparison of Institutional Performance Levels 2014/15 – 2016/17

Table 1: Annual Performance Comparison

KPA No	KPA	2014/15		2015/16		Fourth Quarter 2016/17	
		Total KPI's Assessed	Targets Achieved	Total KPI's Assessed	Targets Achieved	Targets Achieved	Targets Not Achieved
1	Spatial Rationale	5	3	4	44,4%	11	03
2	Basic Service Delivery and Infrastructure Development	4	3	26	48,1%	21	12
3	Local Economic Development	35	30	6	83,3%	06	03
4	Municipal Transformation and Institutional Development	47	31	21	53,8%	17	05
5	Municipal Financial Viability and Management	9	7	7	87,5%	13	07
6	Good Governance and Public Participation	16	13	11	55,0%	20	05
	<b>TOTAL</b>	<b>116</b>	<b>87</b>	<b>136</b>	<b>75%</b>	<b>74</b>	<b>35</b>
						<b>123</b>	<b>88</b>
					<b>54,4%</b>		<b>71,5%</b>

The following section contains a comprehensive breakdown of the individual Departmental performance. The scores highlight the progress with respect to performance not only at a departmental level, but also represents the progress made within each Key Performance Area (KPA).

**5. Service Delivery and Performance Indicator**

The high level non-financial measurable performance objectives in the form of service delivery targets and other related performance indicators form part of this section of the SDBIP. These indicators and targets will be cascaded to departmental scorecards, which will be used for internal monitoring of the organisation and relevant individuals.

**5.1 KPA 1: SPATIAL RATIONALE**

**Strategic Objective: House the Nation and Build Integrated Human Settlement**

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE			
				Budget	Spend												
House the nation and build integrated Human Settlement	Land Use Management	% of land use applications received and processed within 60 days as per the Town Planning and Township Ordinance Act 15 of 1986	SR 01	Oper	Oper	15	100%	100%	100%	Achieved	None	None	100%	Land Use application register			
				# of EPMLM Town Planning By-Laws developed and gazetted by Dec 2016	SR 02	Oper	Oper	0	N/A	1	1	Achieved	None	None	1	Council Resolution, agenda and proof of Gazette	
					# of EPMLM Billboard and Advertising by-law developed and gazetted by Jun 2017	SR 03	Oper	Oper	New	N/A	1	1	Achieved	None	None	1	Council Resolution, agenda and proof of Gazette
						SR 04	Oper	Oper	200	100%	100%	100%	Achieved	None	None	100%	Individual site inspection reports and the

POE	2016/17 4th Quarter												
	Building plan file register	Building Plan submission register	Section 72 financial report	Attendanc e registers and reports	Individual site inspection reports and the Building plan file register	Building Plan submission register	Building plan file register	Actual	Target	Achieve ments	Challenges	Corrective Action	Annual
Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual	Actual	Actual	Achieve ments	Challenges	Corrective Action	Annual
House the Land Use and Management	Integrated Human Settlement	% of New Building Plans of more than 500 square meters assessed within 28 days of receipt of plans.	SR 04	Oper	Oper	New	100%	100%	100%	Achieved	None	None	100%
							6	5	5	Achieved	None	None	100%
House the Land Use and Management	Integrated Human Settlement	# of municipal buildings maintained as per the approved municipal maintenance plan by 30 June 2017	SR 06	Oper	Oper	24	397,9	572,3	572,3	Achieved	None	None	397,9
							6	5	5	Achieved	None	None	100%
House the Land Use and Management	Integrated Human Settlement	# of Land Use Awareness workshops to held with Magoshi by 30 June 2017	SR 08	Oper	Oper	1	1	1	1	Achieved	None	None	1
							1	1	1	Achieved	None	None	100%
House the Land Use and Management	Integrated Human Settlement	% of buildings; constructed with approved plans, inspected that comply with the National Building Regulations and Standards Amendments Act No 49 of 1995	SR 04	Oper	Oper	New	100%	100%	100%	Achieved	None	None	100%
							6	5	5	Achieved	None	None	100%
House the Land Use and Management	Integrated Human Settlement	Develop a municipal building maintenance plan and submit to Council for approval by 30 Sept 2016	SR 05	Oper	Oper	New	N/A	N/A	N/A	N/A	N/A	N/A	N/A
							1	1	1	Achieved	None	None	100%

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual Q3	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE		
				Budget	Spend											
Improved community wellbeing through accelerated service delivery	SDF	# of municipal houses to be maintained as per the approved municipal maintenance plan by the 30 Jun 2017	SR 07	Oper	Oper	New	6	10	10	Achieved	None	None	40	Approved Maintenance Plan		
			SR 13	Oper	Oper	New	1	1	0	Not Achieved	Poor forward planning by Building Inspector	Engage designated housing official	4	Annual RDP Housing report		
		SR 10	Oper	R0.00	1	0	N/A	N/A	N/A	N/A	N/A	N/A	1	Council Resolution and agenda		
		SR 11	Oper	R0.00	1	0	N/A	N/A	N/A	N/A	N/A	N/A	1	Council Resolution and agenda		
		SR 14	Oper	Oper	Oper	New	1	1	1	1	Achieved	Engage designated housing official	4	Annual RDP Housing report		
		SR 15	Oper	Oper	Oper	New	1	1	1	1	Achieved	Engage designated housing official	4	Annual RDP Housing report		
	Build effective and efficient organization	Institutional Development	# of new / reviewed policies adopted by Council by 31 March 2017 (P&ED)	MTOD 09	Oper	Oper	New	1	N/A	N/A	N/A	N/A	N/A	1	Council Resolution and agenda	
				GG 14/15	Oper	Oper	New	1	100%	100%	100%	Achieved	None	None	100%	Quarterly IA status reports
				FV 07	Oper	Oper	New	1	100%	100%	100%	Achieved	None	None	100%	Attendanc e register
				SR 10	Oper	Oper	New	1	100%	100%	100%	Achieved	None	None	100%	Attendanc e register
				SR 11	Oper	Oper	New	1	100%	100%	100%	Achieved	None	None	100%	Attendanc e register
				SR 12	Oper	Oper	New	1	100%	100%	100%	Achieved	None	None	100%	Attendanc e register



Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend									
		Plan by 30 Jun 2017 (P&ED)												
		% of AG Management Letter findings resolved by 30 Jun 2017 (P&ED)	GG 11/12	Oper	Oper	New	100%	100%	N/A	No AG Management Letter findings	None	None	100%	Quarterly AG Action Plan report
		% execution of identified risk management plan within prescribed timeframes per quarter (P&ED)	GG 16	Oper	Oper	New	100%	100%	50%	Achieved	Various challenges as stated on risks monitoring plan.	Roll over non implemented actions to the new financial year.	100%	Quarterly Risk management committee reports



Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend									
Improved community wellbeing through accelerated service delivery	Electricity	# of Quarterly reports in terms of households with access to basic levels of electricity submitted to the MM (GKPI)	New	Oper	Oper	New	1	1	1	Achieved	None	None	4	Copy of Quarterly reports and Eskom monthly report
							# of Energy Master plans & OM plans developed and submitted to Council for adoption by 30 June 2017	500	0	New	0	1 O&M	0	
Improved community wellbeing through accelerated service delivery	Electricity	# high mast lights upgraded to led fittings at Matlala Ramoshobo by 30 Jun 2017	BS25	435	435	New	N/A	30	30	Achieved	None	None	30	Completion Certificate
							% of faulty streetlights maintained within 90 days	Oper	Oper	98,05%	100%	100%	100%	
Improved community wellbeing through accelerated service delivery	Electricity	% of faulty Mast light fittings repaired within 90 days	BS 09/10	Oper	Oper	99,77%	100%	100%	100%	Achieved	None	None	100%	Inspection reports. Monthly reports.
							% of faulty Mast light fittings repaired within 90 days	Oper	Oper	99,77%	100%	100%	100%	

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Actual	Achieve	Challenges	Corrective Action	Annual	POE
				Budget	Spend								
Improved community wellbeing through accelerated service delivery	Project Management	% of new Capital projects completed in terms of agreed schedule for EPMLM funded projects by Jun 30 2017	New	Oper	Oper	New	70%	N/A	N/A	N/A	N/A	100%	Individual project appointments in terms of consultants / contractors
% of households with access to basic levels of electricity by the 30 June 2017 (GKPI)	New	Oper	Oper	Oper	97.0%	N/A	>97%	97%	Not achieved. (81) Connecti ons energise d and 44 complete d	ESKOM deferred 5 projects and very slow to complete their work	Engage ESKOM to fast-track their work	>97%	ESKOM monthly reports
% of Capital budget spend in terms of new IDP identified projects as per the Capital implementation plan by the 30 June 2017 (GKPI)	New	Oper	Oper	Oper	New	N/A	100%	60%	Not achieved	Late appointments and poor performance of service providers.	Improve on monitoring of contractor to assist them, and prompt appointments.	100%	Individual project certificates of completion (COC)

2016/17 4<sup>th</sup> Quarter

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend									
Improved community wellbeing through accelerated service delivery	Waste Removal	% of households with access to a minimum level of basic waste removal by 30 June 2017 (once per week) (GKPI)	BS 94	Oper	Oper	17,4%	N/A	>17,4%	Achieved	None	None	>17,4%	Weekly waste collection schedules	Weekly waste collection >17,4%
				Oper	Oper	5619 per week	5619 per week	Achieved	None	5619 per week	None	5619/w	Weekly waste collection schedules	
				Oper	Oper	5619 per week	5619 per week	Achieved	None	5619 per week	None	5619/w	Weekly waste collection schedules	
				Oper	Oper	5619 per week	5619 per week	Achieved	None	5619 per week	None	5619/w	Weekly waste collection schedules	
Improved community wellbeing through accelerated service delivery	SCM	% attendance at scheduled Bid Committee meetings by 30 Jun 2017 (Social & IS)	FV 07	Oper	Oper	1	N/A	100%	Achieved	None	None	100%	Attendanc e register	Copy of Quarterly report submitted to COGHSTA
				Oper	Oper	New	1	1	Achieved	None	Oper	Quarterly report submitted to COGHSTA		
				Oper	Oper	Oper	1	1	Achieved	None	Oper	Quarterly report submitted to COGHSTA		
				Oper	Oper	Oper	1	1	Achieved	None	Oper	Quarterly report submitted to COGHSTA		
Effective and Efficient Community Involvement	Environmental Management	External audit of the Landfill to comply with National Environmental Waste Act by 30 Jun 2017	BS 98	39,6	90	1	N/A	1	Achieved	None	None	1	External Audit report	Efficient and Effective Community Involvement
				0	320	1	N/A	1	Not Achieved	The original budget was cut and the landscaping plan not	The landscaping master plan recommendation was budgeted for and will be	1	Completion certificate	
				0	320	1	N/A	1	Not Achieved	The original budget was cut and the landscaping plan not	The landscaping master plan recommendation was budgeted for and will be	1	Completion certificate	
				0	320	1	N/A	1	Not Achieved	The original budget was cut and the landscaping plan not	The landscaping master plan recommendation was budgeted for and will be	1	Completion certificate	

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual Q3	Target	Actual	Achievements	2016/17 4 <sup>th</sup> Quarter			POE											
				Budget	Spend						Actual	Target	Actual												
Effective and Efficient Community Involvement	Community Facilities	# of Cultural and Heritage festivals held by 30 Jun 2017	BS 116/117	210	206	2	1	2	1	Not Achieved	Officers suspended in 1 <sup>st</sup> quarter	Increase better coordination of events	2	Approved project plan signed reports											
											Late delivery of fencing materials	3 cemeteries to be fenced by 21 July 2017.	6	Completion certificates											
											# of Mayor's cup events held by 30 Jun 2017	95	95	1	1	Achieved	None	None	1	Final report					
											# of Mayors marathon events held by 31 Mar 2017	40	0	New	0	Not achieved	Technical challenges with Limpopo Registrar's event in new financial year	No marathon	1	Final report					
											# of Club Federations supported to promote sporting development by 30 Jun 2017	71.2	40	New	0	Not Achieved	No clubs identified for support	Early identification in new financial year	4	Completion Handover report					
											# of quarterly Local Aids Council forum meetings held	24,5	23,3	4	1	Achieved	None	None	4	Attendance register and annual programme					
											# of quarterly HIV/AIDS awareness campaigns	40,8	33,04	4	0	1	1	1	1	Achieved	None	None	4	Attendance register and annual programme	
											Effective and Efficient Community Involvement	Community Facilities	# of Mayor's marathon events held by 31 Mar 2017	BS 115	40	0	New	0	N/A	0	Not achieved	Technical challenges with Limpopo Registrar's event in new financial year	No marathon	1	Final report
																						# of Mayor's cup events held by 30 Jun 2017	95	95	1

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual Q3	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend									
Build effective and efficient organization	Institutional Development	# of new / reviewed policies adopted by Council by 31 March 2017 (Social)	09	Oper	Oper	3	0	N/A	1	Only Sport policy approved	The other 2 policies will be tabled for approval	3	Council Resolution and agenda	
							# of new / reviewed policies adopted by Council by 31 March 2017 (IS)	09	Oper	Oper	3	2		
	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (Social & IS)	GG 14/15	Oper	Oper	New						100%	100%	100%
							% of AG Management Letter findings resolved by 30 Jun 2017 (Social & IS)	GG 11/12	Oper	Oper	New	100%	100%	100%
	% execution of identified risk management plan within prescribed timeframes per quarter (Social & IS)	GG 16	Oper	Oper	New	100%						100%	50%	Not Achieved

2016/17 4<sup>th</sup> Quarter

### 5.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective A: Grow the Economy and Provide Livelihood Support  
 Strategic Objective B: Develop Partnerships

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual Q3	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE	
				Budget	Spend										
Grow the economy and provide livelihood support	LED	# of quarterly SME's and Cooperatives capacity building skill workshops and scheduled and held	LED 01	0	0	4	1	1	1	Achieved	None	None	4	Attendance registers	
			LED 02	0	0	12	3	3	3	Achieved	None	None	12	Copies of supported with respect to financial support by 30 Jun 2017	
			LED 03	21,2	21,2	4	1	1	1	1	Achieved	None	None	4	# of quarterly LED forum meetings held
			LED 06	0	0	1	N/A	1	1	1	Achieved	None	None	1	Review and update the cooperative database by 30 June 2017
			LED 03/08	601.2	590.9	382	56	55	44	44	Not Achieved	Late appointment of Service providers for the purchasing of PPE's; Contractor and	Shorter turnaround times on procurement	None	305



Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE																								
				Budget	Spend																																	
Develop partnerships	LED	Hosting of a LED Summit by 30 Jun 2017	LED 04	94,8	0	1	N/A	1	1	Achieved	None	None	1	Reports and Attendance Register																								
			LED 05	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	1	Reports and Attendance Register																								
			LED 09	0	0	2	N/A	1	1	1	Achieved	None	None	1	Reports and Attendance Register																							
Develop partnerships	LED	Participation in a Businesses Tourism Indaba by 30 Jun 2017	LED 09	0	0	2	N/A	1	1	Achieved	None	None	1	Reports and Attendance Register																								
			LED 05	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	1	Reports and Attendance Register																								
Develop partnerships	LED	# of quarterly reports submitted to Council with respect to the implementation of Social Labour Plan (SLP) programmes of Mining Companies	New	Oper	Oper	New	0	1	0	Noted	Lack of cooperation by the mining companies	The LED officials in the district held engagements with the DMR to roll out programme to monitor all SLPs in the District.	4	Quarterly report and Council resolution																								
															New	Oper	Oper	New	0	1	0	Not	Lack of cooperation from the private sector.	Engagements with the DMR to roll out programme to monitor all	4	Quarterly report and Council resolution												
																											New	Oper	Oper	New	0	1	0	Not	Lack of cooperation from the private sector.	Engagements with the DMR to roll out programme to monitor all	4	Quarterly report and Council resolution

Strategic Objective	Priority Programme	KPI	both Business and Mining organisations	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	SLPs in the District	Annual	POE
					Budget	Spend										
2016/17 4 <sup>th</sup> Quarter																

5.4 KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Strategic Objective A: Develop and Retain Skilled Capacitated Workforce  
 Strategic Objective B: Build Effective and Efficient Organization

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual Q3	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend									
Improve community wellbeing through accelerated service delivery -	Institutional Development	% attendance at scheduled Bid Committee meetings by 30 Jun 2017 (Corp)	FV 07	Oper	Oper	New	100%	100%	100%	Achieved	None	None	100%	Attendanc e register
							# of new / reviewed policies adopted by Council by 30 Jun 2017 (Corp)	3 300	3 300	0	03	3	Achieved	None
Develop and retain skilled capacitated workforce	Institutional Development	% of approved positions processed within three months of post being vacant (task 13 and above)	MTOD 02	Oper	Oper	New	100%	100%	100%	Achieved	None	None	100%	Appointme nt letters
							% of Service Level Agreements (SLA's) and Employment Contracts processed within the time frame of 30 days	3 300	3 300	0	03	3	Achieved	None
Develop and retain skilled capacitated workforce	Institutional Development	% of Lease Agreements processed within the time frame of 30 days	MTOD 12	Oper	Oper	New	100%	100%	100%	Achieved	None	None	100%	Lease Agreement s
							% of approved positions processed within three months of post being vacant (task 13 and above)	3 300	3 300	0	03	3	Achieved	None
Develop and retain skilled capacitated workforce	Institutional Development	% of Lease Agreements processed within the time frame of 30 days	MTOD 09	Oper	Oper	New	100%	100%	100%	Achieved	None	None	100%	Lease Agreement s
							% of Service Level Agreements (SLA's) and Employment Contracts processed within the time frame of 30 days	3 300	3 300	0	03	3	Achieved	None
Develop and retain skilled capacitated workforce	Institutional Development	% of approved positions processed within three months of post being vacant (task 13 and above)	MTOD 34	Oper	Oper	New	100%	100%	100%	Achieved	None	None	100%	SLA's and employme nt contracts
							% of approved positions processed within three months of post being vacant (task 13 and above)	3 300	3 300	0	03	3	Achieved	None

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE				
				Budget	Spend													
Develop and retain skilled workforce capacitated	Institutional Development	% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan by the 30 June 2017 (GKPI)	01	50	50	50	New	100%	100%	Achieved	None	None	100%	Quarterly Equity Employment plan reports				
			03	Oper	Oper	55	55	50	100%	100%	Not Achieved	Delay by incumbents to sign them	Follow up with incumbents again	220	Signed job descriptions			
		% of budget spent implementing the 30 Jun 2017 (GKPI)	03	Oper	Oper	100%	100%	New	100%	100%	Achieved	None	None	100%	Section 72 financial report			
		% of beneficiaries trained as per target of Workplace Skills Plan (WSP) by 30 Jun 2017	03	318	318	N/A	100%	100%	New	100%	100%	Achieved	None	None	100%	Approved WSP Report & Annual training report		
		# of Councilors trained by 30 Jun 2017	GG 08	200	175.0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	21	Training Reports		
		# of beneficiaries of the Community Bursary scheme by the 30 Jun 2017	MTOD 07/14	850	710.2	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6	Proof of payment, signed contracts		
	Develop and retain skilled workforce capacitated	Institutional Development	% approved vacant positions (previously filled) processed within (3) months of post being vacant	02	Oper	Oper	100%	100%	100%	100%	Achieved	None	None	100%	Appointment letters			
				03	Oper	Oper	16.5	150	50	100%	100%	Not Achieved	Delay by incumbents to sign them	Follow up with incumbents again	220	Signed job descriptions		
				# of job Descriptions developed by 30 Jun 2017	MTOD 13	350	350	150	55	55	100%	100%	Not Achieved	Delay by incumbents to sign them	Follow up with incumbents again	220	Signed job descriptions	
				% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan by the 30 June 2017 (GKPI)	01	50	50	50	55	55	100%	100%	Achieved	None	None	100%	Quarterly Equity Employment plan reports	
				% of budget spent implementing the 30 Jun 2017 (GKPI)	03	Oper	Oper	100%	100%	100%	New	100%	100%	Achieved	None	None	100%	Section 72 financial report
				% of beneficiaries trained as per target of Workplace Skills Plan (WSP) by 30 Jun 2017	03	318	318	0	N/A	100%	100%	100%	100%	Achieved	None	None	100%	Approved WSP Report & Annual training report

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE	
				Budget	Spend										
Build effective and efficient organization		Review organisational structure and align to the IDP and Budget by 30 June 2017	MTOD 10/11	Oper	Oper	New	N/A	1	1	Achieved	None	None	1	Approved annual organogram reports	
			MTOD 23/24	1 885,6	1 157,1	4	1	1	0	Not Achieved	Poor forward planning	To adhere to schedule meeting	4	ICT steering committee meeting minutes	
			MTOD 08	Oper	Oper	4	1	1	1	1	Achieved	None	None	4	Signed minutes and attendances
			MTOD 04	350	350	4	1	1	1	1	Achieved	None	None	4	Signed minutes and attendances
			MTOD 05	400	400	4	0	1	1	1	Achieved	None	None	4	Attendances registers
			MTOD 39	63,6	63,6	4	1	1	1	1	Achieved	None	None	4	Quarterly institutional Performance Reports submitted to Council per quarter
			MTOD 05	400	400	4	0	1	1	1	Achieved	None	None	4	# of quarterly Employee Wellness Programs held

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend									
Build effective and efficient organization	Institutional Development	2018/19 IDP review Process Plan approved by 30th June 2017	35	Oper	Oper	New	N/A	1	1	Achieved	None	None	1	Approved IDP Framework and Plan
Draft 2017/18 IDP/Budget tabled before Council for adoption by March 2017	5	MTOD3	Oper	Oper	New	1	N/A	N/A	Achieved Q3 during Q3	None	None	1	Draft IDP and Council resolution	
														Final IDP/Budget tabled and approved by Council by the 31st May 2017
Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (Corp)	GG 14/15	Oper	Oper	New	100%	100%	80%	Not Achieved (3/6 not resolved)	Process of resolving 3 outstanding finding already resolved but not yet completed	The findings should be resolved in the 1st quarter of 2017/18fy	100%	Quarterly IA status reports	
														% of AG Management Letter findings resolved by 30 Jun 2017 (Corp)

2016/17 4th Quarter

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual Q3	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
		% execution of identified risk management plan within prescribed timeframes per quarter (Corp)	GG 16	Oper	Oper	New	100%	100%	50%	Not Achieved	Various challenges as stated on risks monitored in plan.	Roll over non implemented actions to the new financial year.	100%	Quarterly Risk Management committee reports
											outstanding findings already commented but not yet completed	quarter of 2017/18fy		

5.5 KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective: Become Financially Viable

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Q3 Actual	Target	Actual	Achieve ments	Challenges	Corrective Action	Annual	POE
				Budget	Spend								
Improved community wellbeing through accelerated service delivery	SCM	Average # of days elapsed on successful bids awarded as per the competitive bidding process for tenders over R200,000	FV 07	Oper	Oper	New	60	60	Achieved	None	None	60	BAC reports
			FV 07	Oper	Oper	New	80%	100%	Achieved	None	None	100%	Attendance register
Build effective and efficient organization	Institutional Development	# of new / reviewed policies adopted by Council by 30 Jun 2017 (BT)	MTOD 09	Oper	Oper	0	N/A	N/A	N/A	N/A	N/A	1	Council Resolution and agenda
			FV 02	Oper	Oper	100%	90%	>80,9%	75%	Not Achieved	Billing for June 2017 was delayed due to year-end adjustments and other key reconciliati on before close of the book for the year 2017	None	>80,80 %



Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achieve ments	Challenges	Corrective Action	Annual	POE			
				Budget	Spend												
Become Financially Viable	Financial Management	% of approved (compliant) invoices paid within 30 days	FV 03	Oper	Oper	4	99%	100%	100%	Achieved	None	None	100%	Section 72 financial report			
			FV 06	Oper	Oper	12	3	3	3	Achieved	None	None	None	12	Section 66 Reports		
			FV 05	Oper	Oper	1	N/A	1	1	Achieved	None	None	None	1	Approved Budget and Council resolution		
			FV 06	Oper	Oper	12	3	3	3	Achieved	None	None	None	12	Section 71 financial report		
			FV 07	Oper	Oper	4	1	1	1	Achieved	None	None	None	4	SCM Quarterly reports		
			FV 08	Oper	Oper	1	N/A	1	N/A	N/A	N/A	N/A	N/A	N/A	1	GRAP compliant Asset Register	
			FV 10	3 210	1122.9	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	Proof of submission from AG	
			FV 11	1 810	1073.7	75%	65%	100%	100%	100%	Achieved	None	None	None	100%	FMG report	
			% spend of the FMG funds by 30 Jun 2017 Draft Annual Financial Statements (AFS) submitted on or before the 28 August 2016 Annual submission of the asset verification report to the MM by 30 Sept 2016 # of monthly section 71 MFMA reports submitted to EXCO within legislative timetables # of SCM quarterly reports submitted to Exco Annual submission of the asset verification report to the MM by 30 Sept 2016 Submission of MTRF approval by the 31 May Budget to Council for approval by the 31 May Submission of MTRF approval by the 31 May # of monthly section 66 MFMA reports submitted to Council with respect to staff remuneration # of monthly section 66 MFMA reports submitted to Council with respect to staff remuneration % of approved (compliant) invoices paid within 30 days and such affected payments.														
			2016/17 4 <sup>th</sup> Quarter														

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3			Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend		Actual	Target	Actual								
		# of quarterly section 52(d) MFMA reports submitted to Executive Mayor within legislative timetrames	FV 06	Oper	Oper	New	3	1	1	1	1	Achieved	None	None	None	4	Section 52 financial report
		Section 72 (midyear) MFMA reports submitted to Executive Mayor within legislative timetrames	FV 06	Oper	Oper	New	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	Section 72 financial report
		# of monthly SCM deviation reports submitted to the MM	FV 07	Oper	Oper	New	3	3	3	3	3	Achieved	None	None	None	12	SCM Quarterly reports
		# of municipal fleet vehicle reports submitted each quarter	FV 09	Oper	Oper	New	1	1	1	1	1	Achieved	None	None	None	4	Monthly fleet management report
		# of MFMA checklists submitted per quarter as legislated	FV 06	Oper	Oper	New	1	3	3	3	3	Achieved	None	None	None	12	Monthly MFMA Reports
		% of (indigents) households with access to free basic electricity (GKPI)	New	Oper	Oper	New	100%	100%	100%	100%	100%	Achieved	None	None	None	100%	Indigent register
		Cost coverage ratio by the 30 June 2017 (GKPI)	New	Oper	Oper	18,6	N/A	4,7	4,7	N/A	N/A	Not Achieved	To be resolved via AFS completion 2016/17	None	None	4,7	Section 52 financial report

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend									
Build effective and efficient organization	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (BT)	GG 14/15	Oper	Oper	New	100%	80%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly IA status reports
							100%	80%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly AG Action Plan report
							100%	50%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
							100%	50%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
Build effective and efficient organization	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (BT)	GG 11/12	Oper	Oper	New	100%	100%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly AG Action Plan report
							100%	100%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly AG Action Plan report
							100%	100%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
							100%	100%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
Build effective and efficient organization	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (BT)	GG 11	Oper	Oper	New	100%	100%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly risk management reports
							100%	100%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly risk management reports
							100%	100%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
							100%	100%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
Build effective and efficient organization	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (BT)	GG 11	Oper	Oper	New	100%	100%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly risk management reports
							100%	100%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly risk management reports
							100%	100%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
							100%	100%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
Build effective and efficient organization	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (BT)	GG 11	Oper	Oper	New	100%	100%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly risk management reports
							100%	100%	Not achieved	Asset management resolved	Not yet fully resolved	To be resolved via completion of AFS n 2016/17	100%	Quarterly risk management reports
							100%	100%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		
							100%	100%	Not Achieved	Various challenges non implemented	Roll over to the new financial year.	Quarterly risk management reports		

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE	and efficient organization
				Budget	Spend										
															General compiled and tabled to Council by January 2017

5.6 KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective A: Effective and Efficient Community Involvement  
 Strategic Objective B: Build effective and efficient organization

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Q3 Actual	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE
				Budget	Spend									
Improved community wellbeing through accelerated service delivery	SCM	% attendance at scheduled Bid Committee meetings by 30 Jun 2017 (OMM)	FV 07	Oper	Oper	New	N/A	100%	100%	Achieved	None	None	100%	Attendance register
				# of formal performance reviews conducted with Section 56 employees (bi-annual)	MTDO 37	10	0	4	1	N/A	N/A	N/A	N/A	N/A
Build effective and efficient organization	Institutional Development	% of KPIs attaining organisational targets by 30 Jun 2017 (Total organisation)	MTDO 38	Oper	Oper	78%	85%	100%	71.5	Not Achieved	Poor performance by departments	Department's performance	100%	Annual Performance Report and Internal Audit quarterly report
				# of Risk Management reports submitted to the Committee per quarter	GG 10	420	0	4	1	1	1	Achieved	None	None
Build effective and efficient organization	Good Governance	# of Risk Management Committee meetings convened per quarter	GG 20	0	0	4	1	1	1	Achieved	None	None	4	Quarterly Risk Management Committee reports
				# of Risk Management Committee meetings convened per quarter	GG 10	420	0	4	1	1	1	Achieved	None	None

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual Q3	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE	
				Budget	Spend										
Build effective and efficient organization	Institutional Development	% execution of identified risk management plan within prescribed timeframe per quarter (Total Organisation)	GG 16	Oper	Oper	New	100%	100%	50%	Not Achieved	Various challenges as stated on risks monitoring plan.	Roll over non implemented actions to the new financial year.	Quarterly Risk management committee reports		
			GG 17	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Approved fraud risk register	
			GG 17/19	0	0	4	1	1	1	1	Achieved	None	None	Anti-fraud and corruption awareness campaigns held	4
			GG 16	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Strategic and Operational Risk Plan approved by Council by 30 Sept 2016	2
Build effective and efficient organization	Good Governance	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2017 (Total organisation)	GG 11/12	0	0	75.4%	N/A	100%	84%	Not Achieved	Other AG matters not yet fully resolved	To be resolved via completion 2016/17 AFS	Final AOPD IA Report		
			GG 16	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	Approved Risk and Strategic registers	100%	
			GG 17	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	Approved fraud risk register	1	
			GG 16	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	Approved Operational Risk and Strategic registers	2	

Strategic Objective	Priority Programme	KPI	IDP Ref No	R 000's		Baseline 2015/16	Actual Q3	Target	Actual	Achievements	Challenges	Corrective Action	Annual	POE			
				Budget	Spend												
Build effective and efficient organization	Institutional Development	# of Internal Audit reports submitted to the Audit Committee per quarter	GG 14/15	0	0	4	1	1	1	Achieved	None	None	4	Quarterly IA status reports			
			% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	GG 14/15	0	0	100%	100%	80%	Not Achieved	Other internal audit findings not yet fully resolved	To be resolved via completion 2016/17 AFS	None	Quarterly IA status reports			
			# of quarterly Performance Audit Committee meetings held	GG 15	780	780	4	1	1	1	Achieved	None	None	4	Audit Performance Committee meeting report		
			Submission of Draft consolidated Annual Report to Council on or before 28 August 2016	FV 10	Oper	Oper	New	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	Draft Annual Report	
			Submission of Final audited consolidated Annual Report to Council on or before 28 January 2017	FV 10	Oper	Oper	New	1	N/A	N/A	N/A	N/A	N/A	N/A	1	Council Resolution and agenda	
			Submission of AR Oversight Report to Council by the 30th March 2017	FV 10	Oper	Oper	New	1	N/A	N/A	N/A	N/A	N/A	N/A	1	Annual Performance Oversight Report	
			% of Council meetings resolved within the prescribed timeframe (3 months)	GG 07	Oper	Oper	New	100%	100%	100%	100%	Achieved	None	None	100%	Copies of all resolutions raised and management	