**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[[1]](#footnote-1) and SDBIP[[2]](#footnote-2) 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.

1. **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 reflectedan 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.

1. **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

1. **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** | **% Target Achieved** | **Total KPI’s Assessed** | **Targets Achieved** | **% Target Achieved** | **Total KPI’s Assessed** | **Targets Achieved** | | **Targets Not Achieved** | **% Target Achieved** |
| 1 | Spatial Rationale | 5 | 3 | 60% | 9 | 4 | 44,4% | 14 | 11 | | 03 | 78.5% |
| 2 | Basic Service Delivery and Infrastructure Development | 4 | 3 | 75% | 54 | 26 | 48,1% | 33 | 21 | | 12 | 63.6% |
| 3 | Local Economic Development | 35 | 30 | 86% | 6 | 5 | 83,3% | 09 | 06 | | 03 | 66.6% |
| 4 | Municipal Transformation and Institutional Development | 47 | 31 | 66% | 39 | 21 | 53,8% | 22 | 17 | | 05 | 77.2% |
| 5 | Municipal Financial Viability and Management | 9 | 7 | 78% | 8 | 7 | 87,5% | 20 | 13 | | 07 | 65% |
| 6 | Good Governance and Public Participation | 16 | 13 | 81% | 20 | 11 | 55,0% | 25 | 20 | | 05 | 80% |
|  | **TOTAL** | **116** | **87** | **75%** | **136** | **74** | **54.4%** | **123** | **88** | | **35** | **71.5%** |

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).

# **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** | **2016/17 4th Quarter** | | | | | | **POE** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget** | **Spend** | **Target** | **Actual** | **Achievements** | **Challenges** | **Corrective Action** | **Annual** |
| 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 |
| % of New Building Plans of less than 500 square meters assessed within 10 days of receipt of plans. | SR 04 | Oper | Oper | 200 | 100% | 100% | 100% | Achieved | None | None | 100% | Individual site inspection reports and the Building plan file register |
| House the nation and build Integrated Human Settlement | Land Use Management | % 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% | Building Plan submission register |
| # of municipal buildings maintained as per the approved municipal maintenance plan by 30 June 2017 | SR 06 | 572,3 | 397.9 | 24 | 6 | 5 | 5 | Achieved | None | None | 20 | Section 72 financial report |
| # of Land Use Awareness workshops to held with Magoshi by 30 June 2017 | SR 08 | Oper | Oper | 1 | 1 | 1 | 1 | Achieved | None | None | 4 | Attendance registers and reports |
| % of buildings; constructed with approved plans, inspected that comply with the National Building Regulations and Building Standards Amendments Act No 49 of 1995 | SR 04 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Individual site inspection reports and the Building plan file register |
| Housing | 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 | 1 | Building Plan submission register |
| # 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 |
| # of reports in terms of new RDP Housing units provided by the CoGHSTA submitted to Council by 30 Jun 2017 | SR 13 /14 | Oper | Oper | New | 1 | 1 | 0 | Not Achieved | Poor forward planning by Building Inspector | Engage designated housing official | 4 | Annual RDP Housing report |
| SDF | Review EPMLM Spatial Development Framework and adopted by Council by 31 March 2017 | SR 10 | 506 | R0.00 | 1 | 0 | N/A | N/A | N/A | N/A | N/A | 1 | Council Resolution and agenda |
| Review EPMLM Town Planning Scheme by 31 March 2017 | SR 11 | 706 | R0.00 | 1 | 0 | N/A | N/A | N/A | N/A | N/A | 1 | Council Resolution and agenda |
| Improved community wellbeing through accelerated  service delivery | SCM | % attendance at scheduled Bid Committee meetings by 30 Jun 2017 (P&ED) | FV 07 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Attendance register |
| 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 |
| Good Governance | % of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (P&ED) | GG 14/15 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Quarterly IA status reports |
| % of AG Management Letter findings resolved by 30 Jun 2017 (P&ED) | GG 11/12  13 | 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% | Not 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 |

**5.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**Strategic Objective: Improved Community Wellbeing through Accelerated Service Delivery**

**: Effective and Efficient Community Involvement**

| **Strategic Objective** | **Priority Programme** | **KPI** | **IDP Ref No** | **R 000's** | | **Baseline 2015/16** | **Q3 Actual** | **2016/17 4th Quarter** | | | | | | **POE** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget** | **Spend** | **Target** | **Actual** | **Achievements** | **Challenges** | **Corrective Action** | **Annual** |
| Improved community wellbeing through accelerated service delivery | Roads and storm water | # of Kms of roads to be graded by 30 Jun 2017 | BS 89 | 1 644 | 1,524.00 | 1783.9 Km | 445.74km | 300 | 320.2km | Achieved | None | None | 1,300.00 | Inspection report |
| Number of m2 of base and surface patches repaired by 30 Jun 2017 | BS 90 | Oper | Oper | 2170,91 m2 | 1274.83km | 320 | 1678.3m2 | Achieved | None | None | 1200 | Inspection report |
| Review Roads Master plan and adopted by Council by 31 March 2017 | BS 59 | Oper | 500.00 | 1 | N/A | 1 | 1 | Achieved | None | None | 1 | Council Resolution and agenda |
| # of Kms of gravel roads to be constructed in tar by 30 Jun 2017 | BS 48/84/53/70 | MIG 29 517 | 2 446 871.61 | 4,7kms | N/A | 3.9km | 3.4km | Not Achieved | MIG Reallocation of funds | To follow spending pattern | 3.9km | Completion Certificate |
| Improved community wellbeing through accelerated service delivery | Roads and storm water | # of kms of Storm Water to be constructed in Ext 6 by 30 Jun 2017 | BS 45 | 6,000 | 1 395 044.33 | 400m | N/A | 1.294km | 1.294km | Achieved | None | None | 1.294km | Completion Certificate |
| # of Kms of roads to be rehabilitated by 30 Jun 2017 | BS 71/50 | 5 800 | 0.00 | New | N/A | 1.1km | 0.6km | Not achieved | Late appointments | Prompt appointments | 1.1km | Completion Certificate |
| % spending on MIG funding by the 30 June 2017 | New | Oper | Oper | New | 11% | 100% | 100% | Achieved | None | None | 100% | Section 71 financial report |
| Number of Km of roads to be constructed by 30 Jun 2017 (Industrial Road) | BS 57 | 2 000 | 0.00 | 400m | N/A | 250M | 0m | Not Achieved | Late appointments | Prompt appointments | 250M | Completion Certificate |
| Electricity | Number of high mast lights connected Morarela, Mbuzini, Mohlotsi, Matseding and Mohlalaotwane by 30 Jun 2017 | BS 17 | 60 | 45 | 11 | N/A | 16 | 16 | Achieved | None | None | 16 | Certificate of compliance |
| ***#*** 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 |
| Improved community wellbeing through accelerated service delivery | Electricity | # of Energy Master plans & OM plans developed and submitted to Council for adoption by 30 June 2017 | BS 22 | 500 | 0 | New | 0 | 1 O&M | 0 | Not achieved | Late appointment of Service provider | Shorter turnaround times on procurement | 2 | Council Resolution and agenda |
| Improved community wellbeing through accelerated service delivery | Electricity | # high mast lights upgraded to led fittings at Matlala Ramoshebo by 30 Jun 2017 | BS25 | 435 | 435 | New | N/A | 30 | 30 | Achieved | None | None | 30 | Completion Certificate |
| % of faulty streetlights fittings maintained within 90 days | BS 07/08 | Oper | Oper | 98,05% | 100% | 100% | 100% | Achieved | None | None | 100% | Inspection/repair reports. Monthly reports. |
| % of faulty Mast light fittings repaired within 90 days | BS 09/10 | Oper | Oper | 99,77% | 100% | 100% | 100% | Achieved | None | None | 100% | Inspection/repair reports. Monthly reports. |
| % of households with access to basic levels of electricity by the 30 June 2017 (GKPI) | New | Oper | Oper | 97.0% | N/A | >97% | 97% | Not achieved. (81 Connections energised and 44 completed) | ESKOM deferred 5 projects and very slow to complete projects | Engage ESKOM to fastrack their work | >97% | ESKOM monthly reports |
| Improved community wellbeing through accelerated service delivery | Project Management | % of new Capital projects started on time In terms of the appointment of consultants / contractors for EPMLM funded projects as per the Capital implementation plan | New | Oper | Oper | New | 70% | N/A | N/A | N/A | N/A | N/A | 100% | Individual project appointment letters in terms of consultants / contractors |
| % of new Capital projects completed in terms of agreed schedule for EPMLM funded projects by Jun 30 2017 | New | 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) |
| % 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 | New | 60% | 100% | 60% | Not achieved | Late appointments | Prompt appointments | 100% | Section 72 financial report |
| 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% | >17,4% | Achieved | None | None | >17,4% | Weekly waste collection schedules |
| Waste Removal | # of existing households in formal settlements provided with solid waste removal services by 30 Jun 2017 | BS 94 | Oper | Oper | 5619 per week | 5619 per week | 5619 per week | 5619 per week | Achieved | None | None | 5619/week | Weekly waste collection schedules |
| SCM | % attendance at scheduled Bid Committee meetings by 30 Jun 2017 (Social  & IS) | FV 07 | Oper | Oper | 1 | N/A | 100% | 100% | Achieved | None | None | 100% | Attendance register |
| # of quarterly reports submitted to Council in terms of compliance to the CoGHSTA Back to Basics reporting system | New | Oper | Oper | New | 1 | 1 | 1 | Achieved | None | None | 4 | Copy of 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 | 90 | 39,6 | 1 | N/A | 1 | 1 | Achieved | None | None | 1 | External Audit report |
| # of landscaping and greening project implemented by 30 Jun 2017 | BS 102 | 320 | 0 | 1 | N/A | 1 | 0 | Not Achieved | The original budget was cut and the landscaping plan not implemented | The landscaping master plan recommendation was budgeted for and will be implemented in 17’18 financial year | 1 | Completion certificate |
| 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 1st quarter | Increase better coordination of events | 2 | Approved project plan signed reports |
| # of cemeteries fenced by 30 Jun 2017 | BS 109 | 690.5 | 690.5 | 7 | N/A | 6 | 3 | Not Achieved | 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 | BS 114 | 95 | 95 | 1 | N/A | 1 | 1 | Achieved | None | None | 1 | Final report |
| # of Mayors marathon events held by 31 Mar 2017 | BS 115 | 40 | 0 | New | 0 | N/A | 0 | Not achieved | Technical challenges with Limpopo Registration | No marathon event in new financial year | 1 | Final report |
| Effective and Efficient Community Involvement | Community Facilities | # of Club Federations supported to promote sporting development by 30 Jun 2017 | BS 120 | 71.2 | 40 | New | 0 | 1 | 0 | Not Achieved | No clubs identified for support | Early identification in new financial year | 4 | Completion Handover report |
| HIV & AIDS | # of quarterly Local Aids Council forum meetings held | BS 112 | 24,5 | 23,3 | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Attendance register and annual programme |
| # of quarterly HIV /AIDS awareness campaigns | BS 113 | 40,8 | 33,04 | 4 | 0 | 1 | 1 | Achieved | None | None | 4 | Attendance register and annual programme |
| Build effective and efficient organization | Institutional Development | # of new / reviewed policies adopted by Council by 31 March 2017 (Social) | MTOD 09 | Oper | Oper | 3 | 0 | N/A | 1 | Not achieved | 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) | MTOD 09 | Oper | Oper | 3 | N/A | 2 | 2 | Achieved | None | None | 3 |
| 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% | Achieved | None | None | 100% | Quarterly IA status reports |
| % of AG Management Letter findings resolved by 30 Jun 2017 (Social & IS) | GG 11/12  13 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Quarterly AG Action Plan report |
| % execution of identified risk management plan within prescribed timeframes per quarter (Social & IS) | 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. | 100% | Quarterly Risk management committee reports |

**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** | **Q3 Actual** | **2016/17 4th Quarter** | | | | | | **POE** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget** | **Spend** | **Target** | **Actual** | **Achievements** | **Challenges** | **Corrective Action** | **Annual** |
| Grow the economy and provide livelihood support | LED | # of quarterly SMME's and Cooperatives capacity building skill workshops scheduled and held | LED 01 | 0 | 0 | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Attendance registers |
| # of Coop's supported with respect to financial support by 30 Jun 2017 | LED 02 | 0 | 0 | 12 | 3 | 3 | 3 | Achieved | None | None | 12 | Copies of completed funding application forms |
| # of quarterly LED forum meetings held | LED 03 | 21,2 | 21.2 | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Reports and Attendance Registers |
| Review and update the cooperative database by 30 June 2017 | LED 06 | 0 | 0 | 1 | N/A | 1 | 1 | Achieved | None | None | 1 | Updated Cooperatives database |
| # of EPWP job opportunities provided through EPWP grant by 30 June 2017 (GKPI) | LED 03/08 | 601.2 | 590.9 | 382 | 56 | 55 | 44 | Not Achieved | Late appointment of Service providers for the purchasing of PPE’s ;Contractor and EPWP participants | Shorter turnaround times on procurement | 305 | Quarterly reports submitted to the Department of Public Work |
| 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 |
| Tourism Association established by Dec 2016 | 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 | 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 |
| # 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 Achieved | Lack of cooperation by the mining companies | The LED officials in the district held engagement with the DMR to rollout programme to monitor all SLPs in the District. | 4 | Quarterly report and Council resolution |
| # of quarterly reports submitted to Council with respect to the Corporate Social Investment (CSI) programmes of both Business and Mining organisations | New | Oper | Oper | New | 0 | 1 | 0 | Not Achieved | Lack of cooperation from the private sector. | Engagement with the DMR to rollout programme to monitor all SLPs in the District | 4 | Quarterly report and Council resolution |

* 1. **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** | **Q3 Actual** | **2016/17 4th Quarter** | | | | | | **POE** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget** | **Spend** | **Target** | **Actual** | **Achievements** | **Challenges** | **Corrective Action** | **Annual** |
| Improve community wellbeing through accelerated service delivery - | Institutional Development | # of quarterly Customer Complaint reports submitted to Council (inclusive of Presidential Hotline) | MTOD 19 | 0.5 | 0.5 |  | 1 | 1 | 1 | Achieved | None | None | 4 | Quarterly Customer Complaint reports |
| SCM | % attendance at scheduled Bid Committee meetings by 30 Jun 2017 (Corp) | FV 07 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Attendance register |
| Develop and retain skilled capacitated workforce | Institutional Development | # of new / reviewed policies adopted by Council by 30 Jun 2017 (Corp) | MTOD 09 | 3 300 | 3 300 | 0 | 03 | 3 | 3 | Achieved | None | None | 12 | Council Resolution and agenda |
| % of Lease Agreements processed within the time frame of 30 days | MTOD 12 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Lease Agreements |
| % of Service Level Agreements (SLA's) and Employment Contracts processed within the time frame of 30 days | MTOD 34 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | SLA’s and employment contracts |
| % 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% | Appointment letters |
| % approved vacant positions (previously filled) processed within (3) months of post being vacant | MTOD 02 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Appointment letters |
| # of Job Descriptions developed by 30 Jun 2017 | MTOD 13 | 350 | 16.5 | 150 | 55 | 55 | 50 | 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) | MTOD 01 | 50 | 50 | New | N/A | 100% | 100% | Achieved | None | None | 100% | Quarterly Equity Employment Plan reports |
| Develop and retain skilled capacitated workforce | Institutional Development | % of budget spent implementing the Workplace Skills Plan by the 30 Jun 2017 (GKPI) | MTOD 03 | Oper | Oper | New | N/A | 100% | 100% | Achieved | None | None | 100% | Section 72 financial report |
| % of beneficiaries trained as per target of Workplace Skill Plan (WSP) by 30 Jun 2017 | MTOD 03 | 318 | 318 | New | N/A | 100% | 100% | Achieved | None | None | 100% | Approved WSP Report & Annual training report |
| # of Councillors trained by 30 Jun 2017 | GG 08 | 200 | 175.0 | 0 | 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 | 6 | Proof of payment, signed contracts and reports |
| 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 |
| Build effective and efficient organization | # of quarterly ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy | MTOD 23/24  25/26  27/28 | 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 |
| # of quarterly Local Labour Forum (LLF) meetings held as scheduled | MTOD 08 | Oper | Oper | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Signed minutes and attendance register |
| # of quarterly Workplace Health and Safety Forum meetings held as scheduled | MTOD 04 | 350 | 350 | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Signed minutes and attendance register |
| # of quarterly Employee Wellness Programs held | MTOD 05 | 400 | 400 | 4 | 0 | 1 | 1 | Achieved | None | None | 4 | Attendance registers |
| # of Quarterly institutional Performance Reports submitted to Council per quarter | MTDO 39 | 63,6 | 63,6 | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Quarterly institutional Performance Reports and council resolution |
| 2018/19 IDP review Process Plan approved by 30th June 2017 | MTOD 35 | Oper | Oper | New | N/A | 1 | 1 | Achieved | None | None | 1 | Approved IDP Framework and Plan |
| Build effective and efficient organization | Institutional Development | Hosting of an annual Strategic Lekgotla to review the IDP by 30 Dec 2016 | MTOD 36 | 300 | 186.8 | 1 | 1 | N/A | N/A | Achieved during Q2 | None | None | 1 | Council Resolution and agenda |
| Draft 2017/18 IDP/Budget tabled before Council for adoption by March 2017 | MTOD35 | Oper | Oper | New | 1 | N/A | N/A | Achieved during Q3 | None | None | 1 | Draft IDP and Council resolution |
| Final IDP/Budget tabled and approved by Council by the 31st May 2017 | MTOD 35 | 200 | 42.3 | 1 | N/A | 1 | 1 | Achieved | None | None | 1 | Final IDP and Council resolution |
| 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 commenced 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) | GG 11/12  13 | Oper | Oper | New | 100% | 100% | 80% | Not Achieved | Process of resolving 3 outstanding finding already commenced but not yet completed | The findings should be resolved in the 1st quarter of 2017/18fy | 100% | Quarterly AG Action Plan report |
| % 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 monitoring plan. | Roll over non implemented actions to the new financial year. | 100% | Quarterly Risk management committee reports |

* 1. **KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objective: Become Financially Viable**

| **Strategic Objective** | **Priority Programme** | **KPI** | **IDP Ref No** | **R 000's** | | **Baseline 2015/16** | **Q3 Actual** | **2016/17 4th Quarter** | | | | | | **POE** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget** | **Spend** | **Target** | **Actual** | **Achievements** | **Challenges** | **Corrective Action** | **Annual** |
| Improved community wellbeing through accelerated service delivery | SCM | % attendance at scheduled Bid Committee meetings by 30 Jun 2017 (BT) | FV 07 | Oper | Oper | New | 80% | 100% | 100% | Achieved | None | None | 100% | Attendance register |
| 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 | 60 | Achieved | None | None | 60 | BAC reports |
| 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 | N/A | 1 | Council Resolution and agenda |
| Become Financially Viable | Financial Management | % of consumer quarterly payment level received as compared to that billed | 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 reconciliation before close of the book for the year 2017 and such affected the timing of payments. | None | >80,80% | Section 72 financial report |
| % of approved (compliant) invoices paid within 30 days | FV 03 | Oper | Oper | 4 | 99% | 100% | 100% | Achieved | None | None | 100% | Section 72 financial report |
| # of monthly section 66 MFMA reports submitted to Council with respect to staff remuneration | FV 06 | Oper | Oper | 12 | 3 | 3 | 3 | Achieved | None | None | 12 | Section 66 Reports |
| Submission of MTRE Budget to Council for approval by the 31 May | FV 05 | Oper | Oper | 1 | N/A | 1 | 1 | Achieved | None | None | 1 | Approved Budget and Council resolution |
| # of monthly section 71 MFMA reports submitted to EXCO within legislative timeframes | FV 06 | Oper | Oper | 12 | 3 | 3 | 3 | Achieved | None | None | 12 | Section 71 financial report |
| # of SCM quarterly reports submitted to Exco | FV 07 | Oper | Oper | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | SCM Quarterly reports |
| Annual submission of the asset verification report to the MM by 30 Sept 2016 | FV 08 | Oper | Oper | 1 | N/A | N/A | N/A | N/A | N/A | N/A | 1 | GRAP compliant Asset Register |
| Become Financially Viable | Financial Management | Draft Annual Financial Statements (AFS) submitted on or before the 28 August 2016 | FV 10 | 3 210 | 1122.9 | 1 | N/A | N/A | N/A | N/A | N/A | N/A | 1 | Proof of submission from AG |
| % spend of the FMG funds by 30 Jun 2017 | FV 11 | 1 810 | 1073.7 | 75% | 65% | 100% | 100% | Achieved | None | None | 100% | FMG report |
| # of quarterly section 52(d) MFMA reports submitted to Executive Mayor within legislative timeframes | FV 06 | Oper | Oper | New | 3 | 1 | 1 | Achieved | None | None | 4 | Section 52 financial report |
| Section 72 (midyear) MFMA reports submitted to Executive Mayor within legislative timeframes | FV 06 | Oper | Oper | New | 1 | 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 | Achieved | None | None | 12 | SCM Quarterly reports |
| # of municipal fleet vehicle reports submitted each quarter | FV 09 | Oper | Oper | New | 1 | 1 | 1 | Achieved | None | None | 4 | Monthly fleet management report |
| # of MFMA checklists submitted per quarter as legislated | FV 06 | Oper | Oper | New | 1 | 3 | 3 | Achieved | None | None | 12 | Monthly MFMA Reports |
| % of (indigents) households with access to free basic electricity services by 30 Jun 2017 (GKPI) | New | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Indigent register |
| Cost coverage ratio by the 30 June 2017 (GKPI) | New | Oper | Oper | 18,6 | N/A | 4,7 | N/A | Not Achieved | To be resolved via completion 2016/17 AFS | None | 4,7 | Section 52 financial report |
| % outstanding service debtors to revenue by the 30 June 2017 (GKPI) | New | Oper | Oper | 35,7% | N/A | 31,4% | N/A | Not Achieved | To be resolved via completion 2016/17 AFS | None | 31,4% | Section 52 financial report |
| % Debt coverage ratio by the 30 June 2017 (GKPI) | New | Oper | Oper | 12,3 | N/A | 18,8 | N/A | Not Achieved | To be resolved via completion 2016/17 AFS | None | 18,8 | Section 52 financial report |
| 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% | 100% | 80% | Not achieved | Asset management findings not yet fully resolved | To be resolved via completion 2016/17 AFS | 100% | Quarterly IA status reports |
| % of AG Management Letter findings resolved by 30 Jun 2017 (BT) | GG 11/12  13 | Oper | Oper | New | 100% | 100% | 80% | Not achieved | Asset management findings not yet fully resolved | To be resolved via completion 2016/17 AFS | 100% | Quarterly AG Action Plan report |
| % execution of identified risk management plan within prescribed timeframes per quarter (BT) | 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. | 100% | Quarterly Risk management committee reports |
| Build effective and efficient organization | Good Governance | Action Plan on issues raised by the Auditor General compiled and tabled to Council by January 2017 | GG 11 | Oper | Oper | New | 1 | N/A | N/A | N/A | N/A | N/A | 1 | AG Action Plan |

* 1. **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** | **2016/17 4th Quarter** | | | | | | **POE** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budget** | **Spend** | **Target** | **Actual** | **Achievements** | **Challenges** | **Corrective Action** | **Annual** |
| 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 |
| Build effective and efficient organization | Institutional Development  Good Governance | # 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 | 2 | Section 56 Performance Assessments |
| % 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 | Departments to improve on performance | 100% | Annual Performance Report and Internal Audit quarterly report |
| # of Risk Management reports submitted to the Risk Management Committee per quarter | GG 10 | 420 | 0 | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Quarterly Risk Report |
| # 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 |
| % execution of identified risk management plan within prescribed timeframes per quarter (OMM) | GG 16 | Oper | Oper | New | 100% | 100% | 80% | Not 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 |
| % execution of identified risk management plan within prescribed timeframes per quarter (Total Organisation) | GG 16 | Oper | Oper | New | 41% | 100% | 50% | Not 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 |
| Build effective and efficient organization | Institutional Development  Good Governance | Fraud / Corruption Risk Plan approved by Council by 30 Sept 2016 | GG 17 | 0 | 0 | 0 | N/A | N/A | N/A | N/A | N/A | N/A | 1 | Approved fraud risk register |
| # of quarterly anti-fraud and corruption awareness campaigns held | GG 17/19 | 0 | 0 | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Anti-fraud and corruption awareness report |
| Strategic and Operational Risk Plan approved by Council by 30 Sept 2016 | GG 16 | 0 | 0 | 0 | N/A | N/A | N/A | N/A | N/A | N/A | 2 | Approved Risk Operational and Strategic registers |
| % of Auditor General matters resolved as per the approved audit action plan by 30 June 2017 (Total organisation) | GG 11/12  13 | 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 | 100% | Final AOPO IA Report |
| # 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% | 100% | 80% | Not Achieved | Other internal audit findings not yet fully resolved | To be resolved via completion 2016/17 AFS | 100% | 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 | 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 | 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 | 1 | Annual Performance Oversight Report |
| Build effective and efficient organization | Institutional Development  Good Governance | % of Council meetings resolutions resolved within the prescribed timeframe (3 months) | GG 07 | Oper | Oper | New | 100% | 100% | 100% | Achieved | None | None | 100% | Copies of all resolutions raised and management response / intervention to resolve |
| Number of Council meeting held by June 2016 as per the Legislation | GG 07 | Oper | Oper | 4 | 1 | 1 | 1 | Achieved | None | None | 4 | Council meeting minutes |
| Number of EXCO meetings held each month | GG 07 | Oper | Oper | 10 | 3 | 3 | 3 | Achieved | None | None | 12 | EXCO meeting minutes |
| # of Section 79 Committee meetings held each quarter | GG 07 | Oper | Oper |  | 1 | 1 | 1 | Achieved | None | None | 4 | Sec 79 meeting minutes |
| # of quarterly reports submitted to Council in terms of the number of MPAC resolutions raised and resolved per quarter | GG 07 | Oper | Oper | New | 1 | 1 | 1 | Achieved | None | None | 4 | Quarterly MPAC reports |
| # of quarterly Community Workers local forum meetings held | LED 07 | Oper | Oper | 2 | 1 | 1 | 1 | Achieved | None | None | 4 | Reports and Attendance Registers |
| Effective and Efficient Community Involvement | Institutional Development | # of Public Participation meetings facilitated | GG 02 | 600 | 600 | New | 1 | 1 | 1 | Achieved | None | None | 2 | Attendance register |
| # of quarterly reports submitted to Council in terms of scheduled ward committee meetings held | GG 03 | Oper | Oper | New | 0 | 1 | 1 | Achieved | None | None | 4 | Quarterly ward committee’s reports |
| # of Ward operational plan reports submitted to Council by the 30 Jun 2017 | GG 03 | Oper | Oper | 2 | N/A | N/A | N/A | N/A | N/A | N/A | 1 | Annual Ward operational plans |
| # of quarterly community newsletters published and distributed | GG 05 | 275 | 160.6 | 3 | 1 | 1 | 0 | Not Achieved | Delayed with the printers | Get assistance with articles | 4 | Published Newsletters |
| Welfare Services | # of Transversal programmes implemented in terms of mainstreaming with respect to Gender, Disabled, Woman and Children Rights by the 30 Jun 2017 | GG 01 | 250 | 250 | New | 1 | 1 | 1 | Achieved | None | None | 4 | Special programmes reports |
| Effective and Efficient Community Involvement | Youth | # of Youth programmes / initiatives implemented each quarter | GG 04 | 129 | 129 | 1 | 1 | 1 | 1 | Achieved | None | None | 4 | Quarterly Youth reports |
| Institutional Development | % hosting and management of the website by SITA | MTOD 29 | 75 | 75 | 100% | 100% | 100% | 100% | Achieved | None | None | 100% | Quarterly reports |
| Build effective and efficient organization | Good Governance | Obtain a Qualified Auditor General opinion for the 2015/16 financial year | GG 12 | Oper | Oper | Qualified | N/A | N/A | N/A | N/A | N/A | N/A | Qualified | Final AG Management Report |
| Adjusted Budget and SDBIP approved by the Mayor by the 28th February 2017 | FV 05 | Oper | Oper | 1 | 1 | 1 | 1 | Achieved | None | None | 1 | Adjusted Budget & SDBIP |
| Final SDBIP approved by the Mayor within 28 days after approval of Budget | New | Oper | Oper | New | N/A | 1 | 1 | Achieved | None | None | 1 | Signed SDBIP |

**APPROVAL**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**M.M. MATHEBELA**

**MUNICIPAL MANAGER**

**Date: ……………………….**

1. Integrated Development Plan [↑](#footnote-ref-1)
2. Service Delivery and Budget Implementation Plan [↑](#footnote-ref-2)