



MANTSOPA LOCAL MUNICIPALITY

**1st QUARTERLY PERFORMANCE ASSESSMENT REPORT
01 JULY 2018 TO 30 SEPTEMBER 2018**

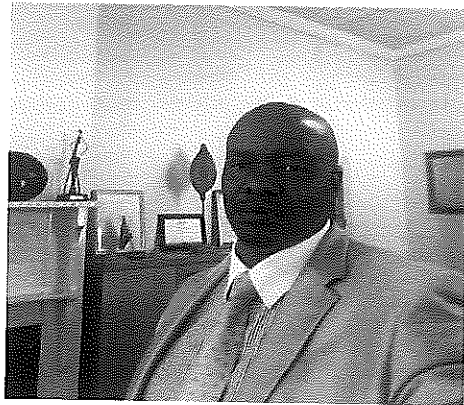
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CERTIFICATION BY THE MUNICIPAL MANAGER



PURPOSE

The purpose of this report is to provide a detail account of performance activities of the municipality in terms of the Key Performance Areas, covering the work of all Departments for the 1st Quarter (01 July 2018 to 30 September 2018) in compliance with section 52(d) of the Local Government: Municipal Finance Management Act, 56 of 2003, The report will also provide a high-level overview of the organisation's financial viability, management and sustainability.

CERTIFICATION

I hereby confirm that this 1st Quarterly Performance Assessment Report 01 July 2018 until 30 September 2018 was prepared in terms of Section 52(d) of the MFMA, 56 of 2003.

A handwritten signature in black ink, appearing to be 'T.P.M.', written over a horizontal line.

MR THAMAE PAULUS MASEJANE
MUNICIPAL MANAGER

GENERAL KEY PERFORMANCE INDICATORS AS PRESCRIBED IN TERMS OF THE LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

In formulating the key performance indicators in the IDP, Budget & SDBIP for the period ending 30 June 2019, the municipality was guided by the General Key Performance Indicators as prescribed in terms of the above-mentioned regulations. These General Key Performance Indicators are incorporated in the performance information to provide proper context and implementation as follows:

KPA: Good Governance & Public Participation

KPA: Local Economic Development


KPA: Financial Viability and Management

KPA: Transformation and Institutional Development

KPA: Basic Services- Community Development and Social Cohesion

All General Key Performance Indicators, as prescribed in terms of Section 43 of the Act, are listed below for ease of reference:

- (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- (b) the percentage of households earning less than R3500 per month with access to free basic services;
- (c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- (d) the number of jobs created through municipality's local economic development initiatives including capital reports;
- (e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- (f) the percentage of a municipality's budget actually spend on implementing its workplace skills plan; and
- (g) financial viability as expected by the following ratios:



$$(i) A = \frac{B - C}{D}$$

Where –

“A” represents debt coverage

“B” represents total revenue received

“C” represents operating grants

“D” represents debts service payments (i.e. interest + redemption)

$$(ii) A = \frac{B}{C}$$

Where –

“A” represents outstanding services debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services;

$$(iii) A = \frac{B+C}{D}$$

“A” represents cost average

“B” represents all available cash at a particular time

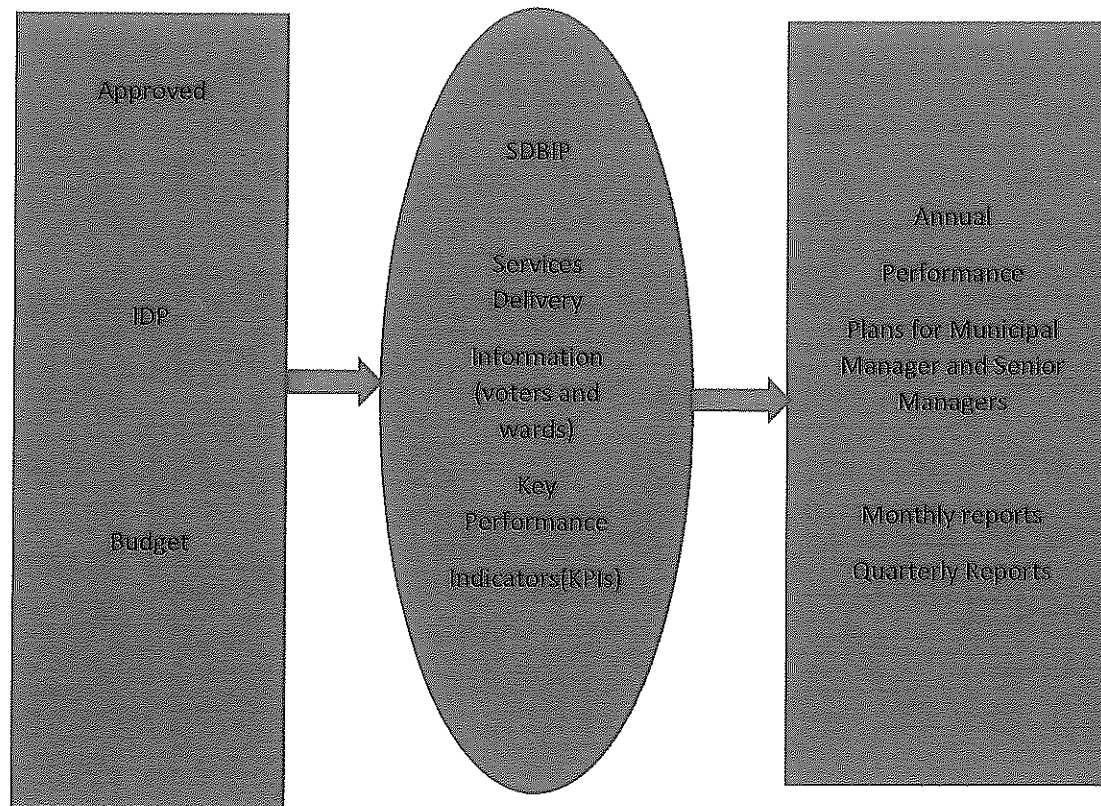
“C” represents investments

“D” represents monthly fixed operating expenditure

Strategic Direction and Planning Cycle

A seamless process between the Long Term Development Framework (LTDF), IDP, SDBIP, Performance Management System (PMS) and Annual Report would create an enabling environment for the municipality to achieve its deliverables

The Service Delivery and Budget Implementation Plan Concept



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SDBIP Monitoring, Reporting and Revision

In-year Reports	Revision	Annual Reports
<p>Monthly Reports must be submitted by Municipal Manager to the Mayor (Section 71 of the MFMA)</p> <p>Quarterly reports submitted by the Mayor to council (Section 52 of the MFMA)</p> <p>Mid-year budget and performance assessment reports submitted by the MM to the Mayor (72 of the MFMA)</p>	<p>Any revision to the SDBIP services delivery targets and performance indicators may only be made with approval of the council following the adjustment budget (section 54 of the MFMA)</p>	<p>The annual report of the Municipality must include an assessment of the performance against measurable objectives and the approved SDBIP (Section 121 of the MFMA)</p>

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MUNICIPAL PERFORMANCE PLANS (ADJUSTED 2018/2019 SDBIP)

Lower Layer Service Delivery and Budget Implementation Plan 2018/2019

Department: Community Services: KPA: Social Cohesion

1.Department: Community Services: KPA: Basic Service Delivery & Infrastructure Development

Disaster & Fire Management										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Providing Effective Community Services and Promotion of Local Economy	Number of fire safety inspections done	Fire safety inspections register	Target:	Number	60	60	48 Fire inspections were done in Mantsopa	12	To be completed in the 2 nd Quarter
				Budget	Rand					
Activity1.3		Number of Public Awareness campaigns on public safety conducted	Quarterly performance report & Evidence	Target:	Number	10	10	41 Public awareness were done in Mantsopa	None	None
				Budget	Rand					
Activity1.4		Number of Disaster Management Plans reviewed and approved	Quarterly performance report & Evidence	Target:	Number	1	1	It's a process that run concurrently with the IDP	None	It run concurrently with IDP
				Budget	Rand					
Activity1.5		Percentage response to internal & external audit addressed within timeframe	Report of the Internal Auditor	Target:	Percentage	100%	100%	No queries from the internal and external audit	None	None
				Budget	Rand					
Activity1.6		Percentage risk reduction	Risk register & Evidence	Target:	Percentage	100%	100%	1	None	None
				Budget	Rand					

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Human Settlement										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Percentage of municipality's capital budget actually spent on capital project identified for a particular financial year terms of the municipality's Integrated Development Plan To facilitate access to suitable human settlement and improved household opportunities and services	Number of sites allocated	Housing list register	Target:	Number	1120	670	15	655	Bulk Infrastructure not yet installed, ISU (informal settlement upgrading) strategy Letter submitted to Human Settlement and DDG (Hobhouse project)
				Budget	Rand					
Activity1.3		Security of tenure	title deeds issued	Target:	Number	300	200			Taking over from Mayors office to human settlement for profiling and handing to beneficiaries
				Budget	Rand					
Activity1.5		Percentage of progress of formalisation of Marikana informal settlements	Project work schedule and Marikana formalisation progress report	Target:	Percentage	100%	100%	60% of the project according to work schedule	Enumeration	Human Settlement is in progress of assisting municipality with enumeration
				Budget	Rand					
Activity1.6		Number of Sector Plans reviewed / adopted	Housing Sector plan	Target:	Number	1	1	Document is currently under review and is concurrently in the IDP process	None	None
				Budget						

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Development Planning and Management Division										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	1.Process land development applications and enforce Compliance with the Provisions of the SPLUMA 16 of 2013 To Ensure that all the building plans received within the municipal jurisdiction concur with the approved design in terms of the NBRBS Act 103 of 1977.	Number of Land Development Applications processed	Reports	Target:	Number	7	7	5 land development applications completed	2	under consideration phase, awaiting public notice
				Budget	Rand					
Activity1.3		Number of Building Plans received	Building plans Register	Target:	Number	150	100	48 approved 1 not approved	1	Disapproving letter written to applicant for non compliance
				Budget	Rand					
Activity1.5		Illegal Land Use/ Boundary Disputes/ Contravention Notices issued and attended to.	Land Use Register	Target:	Number	60	20	19		Follow-up to those who did not respond
				Budget	Rand					
Activity1.6		1. SDF Reviewed Document	Sector plans	Target:	Number	1	1	Document is currently under review and is concurrently in the IDP process	None	(FS COGTA) assisting the municipality with the review
				Budget						
		2.Land Use Scheme in compilation	Land Use Scheme		Number	1	1	land use scheme compilation In progress	None	- (FS COGTA) assisting the municipality with the land use scheme compilation -the municipality

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										currently the old town planning scheme
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Traffic Management Division										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	Type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Compliance with the NRTA	Proposal for the installation of (traffic light) robots	Engineering traffic impact study report	Target:	Number	0	3	Item sent to council for approval	None	None
				Target: Budget	Rand					
Activity1.2		Number of traffic signs replaced	Job card	Target:	Number	0	10	8 stop sign 3 drift signs planted and 2 drift signs marked on Joubert street and Boroa Tweespruit		
				Budget	Rand					
Activity1.3		3km roads marked	Road marking schedule, report & photos	Target:	Kilo metres	3km	3km	-400 km road painted Joubert street - 5km road maintained commissioner Excelsior -5.5km road maintained Boroa Tweespruit		
				Budget	Rand					
Activity1.5		120 check points and road blocks conducted	Road blocks report & register	Target:	Number	120	120	-1 roadblock @ Maseru road (July) - 06,16,24 August roadblocks for women month	None	None
				Budget						

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								-24 September at road Maseru		
								-Num of checkpoints 271	None	None

Security Service										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.2	Providing Effective Community Services and Promotion of Local Economy	Number of municipal properties secured through physical security	Incidents/security pocket book per property secured	Target:	Number	19	19	6 municipal buildings secured daily through physical security, access control and seveillance	Shortage of staff and equipment	- Organogram to be reviewed - 2x security to be appointed on 2-year contract - office space has been identified for control room
				Budget	Rand					
Activity1.4		Formulate a comprehensive Security Management Plan	Approved Security Plan and Council resolution	Target:	Number	0	1	Benchmarking with other municipalities	None	None
				Budget	Rand					

Park and Cemeteries										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.3	To ensure that all properties of council such as municipal offices, flats and stores are properly maintained	Maintenance of 10 municipal offices and 9 community halls	Job card and photos	Target	Number	19	19	Cleaning is done on daily basis	Unable to stick to the daily work plan due to lack of resources	Using CWP and EPWP to compliment staff Recruitment of skilled personnel for maintenance
				Budget				Minor and mayor maintenance is done as need arises		
Activity 2.1		Weekly cleaning of 6 sports grounds, 6 recreational parks &	Job card and photos	Target	Number	22	22	Sports grounds are graded as per request	Authur Pitso & Ladybrand Rugby stadium Shortage of equipment for cleaning	Using CWP and EPWP to compliment staff Manage to procure 2 brush cutters however the challenge is with other Mantsopa towns
				Budget				Hobhouse stadium is under refurbishment by MIG All 6 parks are properly maintained On daily basis		

		10 cemeteries						Numbering & cleaning in Ladybrand is done by municipal staff and in other mantsopa towns is done by EPWP and CWP	Numbering and fencing of cemeteries	Steal stamps has been procured for numbering of graves in all mantsopa towns Request to effect fencing of cemeteries into MIG
Activity 2.3	Community in mantsopa local municipality have access to proper cemeteries with enough capacity to cater for the next 20 years.	Establish three burial spaces		Target	Number	3	3	Boundary extension of cemeteries in 3 towns (ladybrand, tweespruit and Thaba Patchoa)	1 business plan submitted for MIG	Preparation of 2 business plan to de done next financial year
				Budget						

				Budget						
		Percentage of internal & External audit queries responded to and addressed within timeframe	Report of the Internal Auditor	Target:	100%	100%	100%	None	No audit queries for the quarter	None

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2. DEPARTMENT OF TECHNICAL SERVICES

KPA: Basic Service & Infrastructure Development

Refuse Removal, Environment & Waste Management											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial action	
Activity1.1	To provide waste collection service to all households	Annual review of Integrated Waste Management Plan	Council resolution on Integrated Waste Management Plan	Budget	Rand						
				Target:	Number	1	1	Not applicable in this quarter			
Activity1.2		Number of Public Awareness campaigns on waste management	Invitations & attendance register	Budget	Rand						
				Target	Number	10	10	Not applicable in this quarter			
Activity1.3		Weekly collection of refuse in all towns and townships	Monthly schedule & Job cards	Budget	Rand						
				Target	Number	11	11	Weekly collection done in all towns			
Activity1.4	Ensure Implementation and Compliance with NEMA, Act No.59 of 2008	Number of attended Quarterly Provincial Waste Management Officers Forum Meetings	Attendance Register or Reflective Meeting Minutes	Budget	Rand						
				Target:	Number	4	4	1 Meeting attended			
Activity1.5	Successful Implementation of Sustainable	Number of CWP Local Reference Committee Meetings	Minutes, Attendance Registers, Invitation of the	Target:	Number	4	4	1 Committee meeting			

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	Environment al Managemen t Programmes		quarterly meetings.					conducted			
				Budget	Rand						
Project management Unit											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps	
Activity1.1	To ensure that all Municipal Capital projects are managed within contractual prescripts	Percentage of progress made on the Construction of the Phase 3 Arthur Pitso Stadium	Site reports & Close out report	Target:	Percentage	70%	100%	80%	No variance		
				Budget	Rand						
Activity1.6		Percentage of progress made on upgrading of the Bulk pipeline Water supply in Excelsior	Site reports & Close out report		Percentage	50%	100%	92%	Issues with the delivery of crucial items	Issues were resolved and the project will be completed end of November 2018	
				Budget	Rand						
		Percentage of progress made on upgrading of the Boreholes drilling/commissioning in Tweespruit	Site reports & Close out report	Target:	Percentage	0%	100%	45%	Performed better than expected		
				Budget	Rand						
Project Management Unit continues...											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps	

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Activity1.1	To ensure that all Municipal Capital projects are managed within contractual prescripts	Percentage progress made on construction of Toilet top structures at Manyatseng Ext 9	Progress reports and Close out report	Target:	Percentage	7%	100%	81%	No variance			
				Budget	Rand							
Activity 1.2		Percentage progress made on installation of High mast lights in various towns	Progress reports and Close out report	Target	Percentage	0%	100%	The first service provider was terminated.	New contract or appointed beginning of second term			
				Budget								
Activity 1.3		Percentage progress made on construction of 1,7km paved roads and storm-water in Los My Cherrie & Vuka Zenzele	Progress reports and Close out report	Target	Percentage	0%	0%	Nor applicable				
				Budget								
Activity 1.4		Percentage progress made on Erection of 730metres of concrete palisade fencing at Excelsior graveyard	Progress reports and Close out report	Target	Percentage	0%	100%	47%	Community unrests halted the process	The works commenced, anticipated completion will be mid-November		
				Budget								
Activity 1.5												
		Number of MIG Monthly Reports generated	Monthly Reports	Target:	Number	12	12	3 reports submitted				
	Budget			Rand								

Activity 1.6		Number of MIG Quarterly Reports generated	Quarterly MIG Progress Reports	Target:	Number	4	4	1 Report submitted			
Activity 1.7				Budget	Rand						
Activity 1.8		Number of RBIG monthly Reports generated	Annual RBIG Progress Reports	Target:	Number	12	12	3 reports submitted			
				Budget	Rand						
Activity 1.9		Number of monthly WISG Reports generated	Monthly WISG Reports	Target:	Number	12	12	3 reports submitted			
				Budget	Rand						
Activity 1.10		Number of DWS Annual Reports generated	DWS Annual Reports	Target:	Number	1	1	Not applicable			
				Budget	Rand						
Activity 1.10		Number of EPWP beneficiaries achieved	Employment contracts	Target:	Number	228	252	151	The employment builds up along the year		
				Budget	Rand						
Water and Sanitation Division											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps	
Activity 1.1	Water & Waste water service provided to all households in accordance with Blue Drop	Number of water quality tests conducted	Water quality test results from the Lab	Target:	Number	12	12	3 quality reports conducted			

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	& Green Drop standards			Budget	Rand						
Activity 1.2		Number of waste water quality tests conducted	Waste water Test results from the Lab	Target:	Number	12	12	3 Test conducted			
				Budget	Rand						
				Budget	Rand						

ELECTRICITY DIVISION											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps	
Activity 1.1	To ensure that all households on formal erven have access to basic electricity service	Number of reports on DEF generated	DEF reports	Target:	Number	4	4	Not applicable			
				Budget	Rand						
Activity 1.2		Annual audit of electricity meters	Job cards & meter audit report	Target:	Number	1993	1993	Not applicable			
				Budget	Rand						

Roads and Storm water											
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps	
Activity1.1	To improve the standard of roads and storm water drainages in the municipality	Number of speed humps installed	Job cards	Target:	Number	10	2	Not applicable			
				Budget	Rand						
Activity1.2		Kilometres of roads re-gravelled	Job cards	Target:	Kilometres	160 km	12	Not applicable			
				Budget	Rand						

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Activity1.3		Kilometres of roads reshaped	Job cards	Target	Kilometres	160 km	30	Not applicable			
				Budget							
Activity1.4		Number of pedestrian bridges built	Quarterly reports	Target:	Number	1	1	Not applicable			
				Budget	Rand						
Activity 1.5		Kilometers of roads rehabilitated	Job cards	Target	Kilometres	52.8	2.35	0.27	No variance	New addition to the SDBIP	
				Budget	Rand						
Activity 1.6		Storm-water channel constructed	Job cards	Target	Kilometres	0	1.85	0.09	No variance	New addition to the SDBIP	
				Budget	Rand						

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3.DEPARTMENT OF CORPORATE SERVICES

KPA: INSTITUTIONAL TRANSFORMATION & DEVELOPMENT

Human Resources Division										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Development of the corporate Services Excellence	Number of co-ordinated positions filled	Quarterly reports on appointments made	Target:	Number	40	40	14		
				Budget						
Activity1.3		Number of policies reviewed	Reviewed Policies with Council Resolution	Target:	Number	11	4	2		
				Budget						
Human Resources Division continues... OHS										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Development of the corporate Services Excellence	Number of awareness made on Health and Safety at workplace	Reports on awareness campaigns held	Target:	Number	0	5	0	Inadequate resources like transport to conduct spot check	To report on progress by the 4 Dec 2018
				Budget						
Activity1.2		Convene meetings of the OHS	Minutes, Attendance Register & programme	Target:	Number	4	4	3		
				Budget						

Activity1.3		Percentage responded to and addressed within timeframe	Responses to audit queries responded to	Target:	Percentage	100%	100%	0		
				Budget						

Administration and Council Support										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Development of the Corporate Services Excellence	Number of awareness workshop held	Minutes and attendance register	Target	Number	0	1	Workshop on the employee's code of conduct was attend to.	None	None
				Budget						
Activity1.2		Number of reports of Records Disposed	Records register	Target	Number	1	1	None	We were unable to dispose any documents, we are still awaiting authorization for provincial archives.	Disposal Certificate is needed
Activity1.3				Budget						
		Number of Reports of Records Transferred	Records register	Target	Number	1	1	No progress	Awaiting storage facilities to be fumigated.	Fumigation will only take place in the next quarter
				Budget						
Output 2		Percentage of resolutions implemented	Council resolutions	Target	Percentage	93.34%	100%	59%	Unable to archive the desired	We recommend Consequence
				Budget						

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			progress report						outcome, due to lack of commitment from management	management to be enforced.
Activity2.1		Number of Year plans compiled and circulated	Year Plan	Target	Number	1	1	1, council approved the year plan for the 2018 / 2019 financial year	None	Year plan is being implemented
				Budget						
Activity2.2		Number of Council meetings co-ordinated	Minutes & Attendance register	Target	Number	4	4	1, council sat as per the schedule	None	Council is sitting as per the approved schedule
				Budget						
Activities 2.3		Number of EXCO Meetings co-ordinated	Minutes & Attendance register	Target	Number	12	12	2, Council sat only twice, as opposed to it sitting four times	Exco-could not always sit as scheduled due to availability of Councillors	We recommend Consequence management to be enforced.
				Budget						
Activities 2.4	Development of the corporate Services Excellence	Number of Annual Analysis Reports on Attendance of Meeting by Councillors	Analysis	Target	Number	1	1	Files has been developed for record keeping regarding councillors whom are not attending meeting as scheduled	None	Deductions have being made on respective councillor's salaries a result of non-attendance. Which serves as consequence management
				Budget						
				Budget						
				Budget						
				Budget						

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Activities 4.1		Number of Cleaning Services Satisfaction Surveys Conducted	Letter and Satisfaction Surveys Questionnaire for Cleaning Services issued and e-mailed	Target	Number	0	1	None, will be conducted in the second quarter	Still yet to be conducted	None
				Budget						
				Budget						
Output 5		Number of Bylaws/ Policies Development and Reviewed	Bylaw and Policy Documents (Property Rates Bylaw, Cemeteries Bylaw and Promotion of Access to information Manual policy)	Target	Number	100%	100%	65%, more policies have been reviewed and adopted by council. Only 1 by-law (waste management), was taking for public participation	Promulgation stage of by-law takes time, into consideration the various stages which it undergoes	Currently await Waste management by-law to be promulgated
				Budget						
Activities 5.1		Number of Bylaws submitted to Council for final adoption	Council Resolution and Bylaw Document (Property Rates Bylaw, Cemeteries Bylaws).	Target	Number	10	10			
				Budget				1, only one by-law undertook public participation	Colleagues have not yet present by-law which need to be implemented	Colleagues have request to kick start the by-law process in the second quarter e.g Led Manager
				Target	Number	12	12			

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Activities 5.2		Number of Reviewed PAIA Manual compiled and approved	Council Resolution and Reviewed PAIA Manual	Budget						
LEGAL AND LABOUR										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Development of the Corporate Services Excellence	Compile and review Contingent Liability Register	Contingent Liability register	Target	Number	12	12	3 monthly registers have been developed	None	None, register is developed monthly as a result we only have for the first quarter
				Budget						
Activity2.1		Number of monthly contracts registers compiled and updated	Contract registers	Target	Number	19	2	7, contracts where drafted after tenders were awarded	None, the remaining contractors	Contracts are being drafted as and when required
				Budget						
				Budget						
				Budget		2	2			
				Budget						
				Budget						

Legal & Labour division										
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Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.4		Percentage of disciplinary and labour matters procced and finalised	Percentage of disciplinary cases, conciliations and arbitration processed and finalised	Target:	Percentage	80%	100%	70% of the labour disputes which been brought forward have been finalized	Non-availability of witnesses and representative often result in unnecessary delays	None, matters are still within the prescribed time frame 3 months

Skills Development Division										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Development of the corporate Services Excellence	Percentage to which the Employees are trained	Work place skills Plan (WSP)	Target:	Percentage	1	1	1		
				Budget						
Activity1.2		Percentage to which the Employees are trained	Annual Training report (ATR)	Target:	Percentage	1	1	0 18.2 = 35%	Employed employees have started with the training in the second quarter	To report on the 30 December 2018
				Budget						
Activity1.3		Percentage to which the Employees are trained	Skills Audit report	Target:	Percentage	1	1	1		
				Budget						
Activity1.5		Employment Equity report	Implementation of the EE Plan	Target:	Number	1	1	0		

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DEPARTMENT OF THE MUNICIPAL MANAGER
4.KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Development Planning and Performance Management System										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	To provide strategic leadership to the strategic operational activities of the municipality	Number of meetings held on the developments of the IDP Review Process Plan	Notices, attendance registers and minutes	Target: Budget:	Number	20	20	13 meetings were held	Due to political turmoil in wards 8 & 9 we couldn't complete wards8&9	The outstanding wards will be dealt with in the next quarter
Activity1.2	To provide strategic leadership to the strategic operational activities of the municipality	Number of publication of the approved IDP Review Process Plan	Media Publications	Target Budget	Number	1	1	Achieved		
Activity1.3	To provide strategic leadership to the strategic operational activities of the municipality	Number of uploads of the approved IDP review process Plan on the municipal website	Website upload printout	Target Budget	Number	1	1	Achieved		
Activity 2.1	To provide strategic leadership to the strategic operational	Number of integrated Development Plan Community Representative forum held	Notices, attendance registers and minutes	Target Budget	Number	1	1	Not applicable	To be in the 3 rd quarter	

	activities of the municipality									
2.2	To provide strategic leadership to the strategic operational activities of the municipality	Number of draft Integrated Development Plan submitted to Council for adoption	Adopted draft Integrated Development Plan and a Council resolution	Target Budget	Number	0	1	Not applicable	To be in the 3 rd quarter	
2.3	To provide strategic leadership to the strategic operational activities of the municipality	Number of credible and legally complaint Integrated Development Plan submitted to Council for approval	Approved Integrated Development Plan and a council resolution	Target Budget	Number	1	1	Not applicable	To be in the 4 th quarter	
2.4	To provide strategic leadership to the strategic operational activities of the municipality	Number of Integrated Development Plan Assessment reports	Provincial and Districts Assessment reports	Target Budget	Number	4	4			
Activity 3.1	To provide strategic leadership to the strategic operational activities of the municipality	Number of quarterly reports submitted to Council	Section 52 (d) (non-financial) and Council resolution	Target Budget	Number	4	4			Awaiting Council Meeting to submit 1 st quarter report in December 2018
Activity 3.2	To provide strategic leadership to the strategic	Number of annual performance reports	Draft Annual Report submitted to Auditor	Target Budget	Number	1	1			Not applicable

	operational activities of the municipality	submitted to Auditor General of South Africa	General of South Africa							
Activity 3.3	To provide strategic leadership to the strategic operational activities of the municipality	Number of performance Agreements	Signed Performance Agreements	Target Budget	Number	5	5	3 Permanent Performance agreement of Municipal Manager and Managers accountable to him (CFO and DCS) were signed.		Achieved
3.4	To provide strategic leadership to the strategic operational activities of the municipality	Number of annual reports tabled to Council	Tabled annual Report and a Council Resolution	Target Budget	Number	1	1			Not applicable
Activity 3.5	To provide strategic leadership to the strategic operational activities of the municipality	Number of annual reports tabled to Council for consideration	Council resolution	Target Budget	Number	1	1			Not applicable
3.6	To provide strategic leadership to the strategic operational activities of the municipality	Number of Municipal Public Accounts Committee meetings held	Notices, attendance registers and minutes	Target Budget	Number		1			Not applicable
Activity 3.8				Target	Number	1	1			Not applicable

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	To provide strategic leadership to the strategic operational activities of the municipality	Number of oversight reports adopted reports	Adopted Oversight Reports adopted by Council	Budget						
Activity 4.2	To provide strategic leadership to the strategic operational activities of the municipality	Number of progress reports on the implementation of back to Basic 2 nd Phase Action Plan	Progress report and Council resolution	Target Budget	Number	4	4	Achieved		

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Internal Audit Unit										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity 1.1	Review and approve of the Internal Audit charter	Number of reviewed and approved internal Audit Unit Charter	Approved Internal Audit Unit Charter	Target	Number	1	1	Achieved	None	None
				Budget				Approved on the 23 rd July 2018		
Activity 1.2	Review and approve of the Audit and Performance Audit Committee Charter	Number of reviewed and approved internal Audit Charter	Approved Audit Committee Charter	Target	Number	1	1	Achieved	None	None
				Budget				Approved on the 23 rd July 2018		
Activity 1.3	Review and Approve Internal Audit Strategic Plans	Number of approved internal Audit Strategic Plans	Approved internal Audit Strategic Plan	Target	Number	1	1	Achieved	None	None
				Budget				Approved on the 23 rd July 2018		
Activity 1.4	Review and Approve of the Coverage Plan	Number of approved Coverage Plan	Approved Coverage Plan	Target	Number	1	1	Achieved	None	None
				Budget				Approved on the 23 rd July 2018		
Activity 1.5	Drafting of covering letter on quarterly plans	Number of Engagement letters on quarterly plans drafted	Engagement letters	Target	Number	4	4	Achieved	None	None
				Budget				Drafted on the 17 July 2018		
Activity 1.6	Implementation of the coverage plan	Number of progress reports in implementation of coverage Plan	Progress reports	Target	Number	4	4	Achieved	None	None
				Budget				Tabled before the committee on the 24/07/2018		

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity 1.7	Review and approve Internal Audit Procedural Manual	Number of Internal Audit Procedural Manual reviewed and approved	Internal Audit Procedural Manual	Target	Number	1	1	Achieved	None	None
				Budget				Approved on the 23 rd July 2018		
Activity 1.8	Review of the Quality Assurance and improvement Programme	Number of Quality Assurance and Improvement Programme reviewed	Quality Assurance and Improvement Programme	Target	Number	1	1	Achieved	None	None
				Budget				Approved on the 23 rd July 2018		
Activity 1.9	Compilation and submission of quarterly reports	Number of Quarterly audit reports compiled and submitted	Quarterly Audit Reports to Audit Committee	Target	Number	4	4	Achieved	None	None
				Budget				Submitted on the 28/08/2018 and 24/07/2018		
Activity 1.10	Compilation of follow-up reports	Number of follow-up audit reports	Follow-up Audit reports	Target	Number	2	2	Achieved	None	None
				Budget				Submitted on the 23 rd July 2018 and 28 August 2018		
Activity 1.11	Compilation of Audit Committee Report	Number of reports submitted to Council	Audit Committee Assurance reports and item	Target	Number	4	4	Achieved	None	None
				Budget				Two reports submitted on the 25/09/2018 and 31/08/2018		

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity 1.12	Mitigate identified risk	Number of registers updated	Internal Audit Unit Risk Register	Target	Number	1	1	Not applicable	None	It will be done in the 4 th Quarter
				Budget						
Activity 1.13	Compilation of Internal Audit Findings Control Registers	Number of Internal Audit Findings Control Registers compiled	Internal Audit Findings Control Registers	Target	Number	4	4	Achieved	None	None

RISK MANAGEMENT UNIT										
Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Management of Risk Management Committee	Number of Reports to the Risk Management Committee	Quarterly Risk Management Reports	Target	Number	4	4	2 Reports have been tabled to RMC for 2018/19	2	Monitoring to ensure RMC meetings sit according to schedule.
				Budget						
Activity 2.1	Facilitate enterprise wide risk assessment	Number of assessment report	Risk Assessment Report	Target	Number	1	1	COMPLETED		ACHIEVED
				Budget						
Activity 3.1	Review and approve of Strategic Risk Management Documents	Number of Risk Management Documents Approved	Approved Strategic Risk Management Documents	Target	Number	4	5	4 Approved strategic documents	1	Draft to be tabled to the next RMC

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Local Economic Development										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity 1.1	Provide an enabling environment for Radical Economic Transformation	Number of reports on informal Sector Development projects carried out	Informal sector's support register	Target	Number	4	4	2	2	<ul style="list-style-type: none"> All the ladies who are selling food at the Hawkers Hive have been assisted to form and register a Coop We managed to accommodate one crafter to occupy an open stall at the Hawkers Hive
				Budget						
		Number of reports on agricultural development programmes accomplished	Agricultural development sector's support register	Target	Number	4	5	2		<ul style="list-style-type: none"> We facilitated for 7 farmers to apply for funding We assisted the Farmers to attend to the Farmers Meeting with was Hosted By the Minister of Agriculture
				Budget						

		Number of LED projects supported by the Municipality in conjunction with SEDA & Destea offices	SEDA & DESTEA Register of projects	Target: Budget	Number	4	6	8		<ul style="list-style-type: none"> • New Coops were registered through Destea • Artists are assisted with Transport on a monthly base to attend capacity building trainings at PACOFS • Destea and Department of Agriculture are on an ongoing base visiting Sun Mark to assist with reviving the operations
Activity 1.2		Number of reports on support projects accomplished towards tourism development	Tourism development sector's support register	Target: Budget	Number	4	5	1		Meeting at My Housy Guesthouse
Activity 1.3		Number of reports on businesses issued with licences / permits	Business license register	Target: Budget	Number	4	4	1/2		The Application is on the final stage of being processes and to be signed by MM

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Information Communication Technologies										
Planning level	Planning Statements	Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Review Information Communication Technology Security Policy	Number of Information Communication Technology Security Policy reviewed	Information Communication Technology Security Policy	Target	Number	4	4	Achieved		
				Budget						
Activity 2,1	Number of disaster recovery test conducted	Number of licences reviewed	Disaster recovery updates	Target	Number	4	4	Achieved		
				Budget						
Activity 3.1	Review software licenses	Number of software licenses renewed and procured	Licence Certificates	Target	Number	5	5	Achieved		
				Budget						
Activity 4.1	Disaster recovery test on Sebata SERVER	Number of Disaster Recovery test conducted	Disaster Recovery test reports	Target	Number	4	4	Achieved		
				Budget						

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5. DEPARTMENT OF CHIEF FINANCIAL OFFICER
KPA: FINANCIAL VIABILITY & MANAGEMENT

Revenue Management Division

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Sound Financial Management and Reporting	Number of signed off balanced control accounts reports	Monthly levy control reports	Target:	Number 3	12	12	Achieved		
				Budget						
Activity1.2		Number of reports send to electricity and water division on faulty meters	Faulty meters reports	Target:	Number 3	12	12	Full report was send to technical		
				Budget						
Activity1.3		Number of monthly billing authorisation conducted	Monthly Billing Authorisation report	Target:	Number 3	12	12	Achieved		
				Budget						
Activity1.4		Number of revenue enhancement strategies approved	Approved revised revenue enhancement strategy	Target:	Number	1	1	Not Achieved		
				Budget						
Activity1.5		Review of indigent	Indigents register & policy	Target:	Number 3	1	1	Achieved		

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		registration policy		Budget						
		Number of updates of the supplementary valuation roll	Updated Valuation roll	Target:	Number	1	1	New General Valuation Roll		
				Budget						
		Percentage of External audit responded to and addressed within 5 days	Responses	Target:		100%	100%	Achieved		
				Budget						
		Number of progress reports on implementation of audit Action Plan 2017/2018	Approved Audit Action Plan	Target:	Number	4	4	Achieved		
				Budget						
		Number of reports on the enhanced intervention on identified risks to mitigate risk	Updated Risk Register	Target:	Number	4	4	Achieved		
				Budget						

Fleet management										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken

Activity1.1	Providing Effective Community Services and Promotion of Local Economy	Number of obsolete and redundant fleet auctioned	Auction report	Target:	Number	13	13	0	13	SCM PROCESSES UNDER TAKEN TO DISPOSE
				Budget						
Activity1.3		Number of vehicles licenced and registered	Schedule of licencing and registered vehicles	Target:	Number	23	23	40	57	Licenses and Discs still valid
				Budget						
Activity1.4		Number of fuel schedules in all units	Weekly fuel schedules	Target:	Number	23	23	4	8	July – October 2018
	Budget									
Asset Management Division										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.1	Sound Financial Management and Reporting	Number of existing policy updated with new developments in GRAP standards and other applicable laws and regulations	Approved updated Asset related Policies and procedures	Target:	Number	1	1	1	0	
				Budget						
Activity1.2		Number of monthly updates of asset accounting requirement	Additions report	Target:	Number	12	12	3	9	Quarter July to September 2018
				Budget						
Activity1.3		Number of verification reports	Asset Verification report	Target:	Number	4	4	1	3	Quarter 1 July to September 2018
	Budget									
3Activity1.4	Number of reconciliations	Reconciliation report	Target:	Number	12	12	4	8	July to September 2018	

		between the General Ledger and the Fixed Assets Register		Budget						
Activity1.5		Number of reports on the percentage of actual spent on asset over approved budget	S52d report	Target:	Number	4	4	1	3	Quarter 1 Additions and WIP Reports
				Budget						
Activity 2.1		Percentage of internal and External Audit queries responded to and addressed within 5 days	Report of the Internal Audit	Target:	Percentage	100%	100%	100	0	
				Budget						
Activity 2.2		Number of reports on the implementation of the Audit Action Plan 2017/2018	Approved Audit Action Plan	Target:	Number	4	4	4	4	
				Budget						

Supply Chain Management Division										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
		Number of Supply Chain Management	Approved Revised Supply Chain	Target	Number	1	1			

	Sound Financial Management and Reporting	Policies revised and approved	Management policy	Budget	1					
Activity5.2		Number of reports on irregular, unauthorised and fruitless expenditure submitted to Council	SCM reports & Council resolutions	Target	Number	4	4			
				Budget	1					
		Number of signed off annual procurement plans submitted	Signed off annual procurement plans	Target	Number	1	1			
				Budget	1					
Number of workshop held with internal and external stakeholders on Supply Chain Management Policy and processes		Notices, minutes and attendance registers	Target	Number	4	4			There Scheduled trainings.	
			Budget	0						
Activity 6.2		Percentage on internal and external audit queries responded to and addressed within 5 days	Responses	Target:	Percentage	100%	100%			
				Budget	100%					
Activity 7.1		Number of updates on the risk register	Approved updated risk register	Target:	Number	4	4			
				Budget	3					
Budget And Reporting Division										
Activity 1.2			Approved policies	Target:	Number	5	5			

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	Sound Financial Management and Reporting	Number of budget related policies approved		Budget	Rand 13					
Activity 1.3		Number of section 71 Reports submitted to the Mayor	Section 71 reports	Target:	3	12	12			
				Budget						
Activity 1.4		Number of section 52 (d) reports	Section 52 (d) Reports	Target:	Number	4	4			
				Budget	Rand 1					
Activity 1.5		Number of Mid-year Budget Performance report	Mid-year Budget Performance Assessment Report	Target:	Number	1	1			To be done in January 2019
				Budget	Rand 0					
Activity 1.6		Number of GRAP complaint Annual Financial Statements submitted to the office of the Auditor General	Signed off Annual Financial Statements submitted	Target:	Number	1	1			
				Budget	Rand 1					

Expenditure Management Division										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken

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Activity1.1	Sound Financial Management and Reporting	Percentage of payment voucher filed	Filing Records in Place	Target	Percentage	100%	100%	25%		
				Budget	Rand					
Activity1.2		Percentage of key creditor accounts reconciled	Monthly Reconciliation reports	Target	percentage	100%	100%	20%		
				Budget	Rand					
Activity1.3		Percentage invoices paid within 30 days	Monthly statistics reports	Target	Percentage	60%	60%	26%		
				Budget	Rand					
Activity2.1		Number of risk registers updated	Approved risk registers	Target	Number	4	4	4		
				Budget	Rand					
Activity5.1		Number of incidents of irregular, fruitless and wasteful expenditure reviewed and refined	Quarterly reports on irregular, fruitless and wasteful expenditure	Target	Number	12	12	3		
				Budget	Rand					
		Number of VAT 201 reports submitted to SARS	Monthly	Target	Number	12	12	3		
				Budget	Rand					
Activity5.2		Percentage issues responded to and addressed raised by PROPAC and MPAC	Responses	Target	Percentage	100%	100%			
				Budget	Rand					
Activity5.3		Percentage issues responded to and addressed	Responses	Target	Percentage	100%	100%			

		issued by internal and external auditors		Budget	Rand					
Activity6.1		Number of updates on the risk register to migrate	Update Risk register	Target	Number	4	4	4		
				Budget	Rand					
Activity6.2		Number of progress reports on the implementation of Audit Action Plan 2017/ 2018		Target	Number	4	4			
				Budget	Rand					

Payroll Administration										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Annual Target	Progress on review	Variance	Remedial steps taken
Activity1.3		Compile documents that proof that balancing of all data are done and filed	Recons of totals with compiled sheets	Target	Number	12	12	3		
				Budget						
Activity 2.1		Work through deduction list and ensure it balances with our Sebata Financial system	Keep record of all documents	Target	Number	12	12	3		
				Budget						

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Activity 2.3	Development of the Corporate Services Excellence	Compile documents that proof that balancing of all data are done and filed	Keep record of all documents	Target	Number	12	12			
				Budget						
Activity 3.1		Check all leave application signing off the vouchers and take the vouchers for capturing	Keep record of all vouchers	Target	Number	12	12			

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