

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL MANAGER: PN GAMEDE

| NATIONAL KPA's | IDP REFERENCE NUMBER | IDP OBJECTIVE | DEPARTMENTAL OBJECTIVE | KEY PERFORMANCE AREA | KEY PERFORMANCE INDICATOR | UNIT OF MEASURE | BASELINE | ANNUAL TARGET | BUDGET | 1st QUARTER TARGET End Sept 2017 | 2nd QUARTER TARGET End Dec 2017 | 3rd QUARTER TARGET End March 2018 | 4th QUARTER TARGET End June 2018 | WEIGHTINGS | RESPONSIBLE DEPARTMENT |
|--|--|--|--|---|---|-----------------------|--|--|--------------|---|------------------------------------|--|---|----------------------|------------------------|
| Financial Viability & Management | FV01 | To ensure sound revenue management | Revenue management | Monitoring of revenue collection | Quarterly reports submitted to the Municipal Manager on the status and way forward of the collection rate | Number | 4 | 4 | Salaries | 1 | 2 | 3 | 4 | H | Finance |
| | FV02 | To ensure sound budgeting and compliance principles | Budget and compliance monitoring | Credible budgeting and compliance | Approved fully funded Operating & Capital Budget for 2018/2019 by deadline | MFMA compliance Dates | 30 May 2017 | 31 May 2018 | Salaries | Submit 2018/2019 budget programme to the Mayor | N/A | a) Prepare 2017/2018 mid term assessment and adjustment budget b) Prepare 2018/2019 draft budget and submit to Council for approval | Prepare 2018/2019 final budget & submit to Council for approval | H | Finance |
| | | | | | | | | | | | | | | | |
| | FV03 | To ensure sound expenditure management | Debt management | Payment of creditors (Pg 16 of MFMA circular 71) | Quarterly reports submitted to the Municipal Manager on the status of creditors payment | Number | 4 | 4 | Salaries | 1 | 2 | 3 | 4 | H | Finance |
| | FV05 | To maintain a clean audit opinion | Budget and compliance monitoring | Maintain a clean audit | Maintain Clean Audit opinion | AG Report | Achieved, 2015/16 AFS were submitted to AG by 31 August 2016. Consolidated AFS submitted on 30 September 2016. | Clean audit report by the AG for 2016/2017 | Salaries | Submission of AFS by 31 August 2017 for IDM. Consolidated AFS by 30 Sept 2017 | Clean audit report | N/A | N/A | N/A | H |
| FV05 | To maintain a clean audit opinion | Ensure adequate financial and administration management. | Compliance with MFMA and clean administration | Monitoring progress on audit queries resolving plan | Percentage | New measure | 100% | N/A | N/A | 80% | 100% | H | Performance Management, Planning & Risk Management Unit | | |
| MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT | MTI01 | To establish an efficient and productive administration | To manage staff component and improve the capacity of staff to deliver services and implement the employee equity plan | Human Resources | Quarterly reports on Human Resource functions submitted by Director Corporate Services | Number | 4 | 4 | Salaries | 1 | 2 | 3 | 4 | H | Corporate Services |
| | MTI02 | To ensure a sustainable and healthy environment | To provide an effective vector control service to the community. To monitor quality of potable water in the District (domestic samples). To monitor food handling premises/processes according to Regulation 962 of the Foodstuffs, Cosmetics and Disinfectants Act. | Municipal Health Services | Quarterly reports on Municipal health services | Number | 4 | 4 | Salaries | 1 | 2 | 3 | 4 | M | Corporate Services |
| Good Governance & Democracy | GP02 | To promote accountability and deepen democracy through capacitating the community to participate and support municipal business. | To facilitate the deepening of democracy through ward committees and develop implementation plans for projects proposed through the public participation strategy | Enhancement of public participation | Quarterly reports on Public Participation meetings held by Director Corporate Governance | Number | 4 | 4 | Salaries | 1 | 2 | 3 | 4 | H | Corporate Governance |
| | GP03 | To ensure prevention and mitigation against disasters | To ensure rapid and effective response in assisting vulnerable communities during incidents and disaster | Emergency Relief Aid | Quarterly reports on status of incidents responded to | Number | 4 | 4 | Salaries | 1 | 2 | 3 | 1 | H | Corporate Governance |
| | GP04 | To improve the quality of life within the district | Implementation of Operation Sukuma Sakhe | Operational plan integrated into senior manager agreement | % of senior manager's performance agreements with OSS indicators and targets | Percentage | New measure | 1 | Salaries | 100% | N/A | N/A | N/A | M | |
| | GP06 | Compliance and good Governance | To facilitate coordination within the District | Promote Intergovernmental Relations | Number of Municipal Manager's District Intergovernmental Forum meetings held within the District | Number | 8 | 4 | Salaries | 1 | 2 | 3 | 4 | M | Corporate Governance |
| | GP07 | To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. | To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. | Internal Audit Reporting to Audit Committee | Number of reports submitted to Audit committee | Number | 5 | 5 (was 4) | Salaries | 1 | 2 | 4 (was 3) | 5 (was 4) | H | Internal Audit Unit |
| | | | | Internal audit plan | Development and presentation of the Audit plan to Audit Committee by deadline | Date | New measure | Audit plan submitted to AC for approval | Salaries | Develop and present the Audit plan to the Audit Committee for approval | N/A | N/A | N/A | H | Internal Audit Unit |
| | | | | Implementation of Internal Audit Plan | Number of Internal Audit Assignments | Number | 15 | 20 (was 17) | Salaries | 2 | 5 | 10 | 20 (was 17) | H | Internal Audit Unit |
| | | | | Quality, assurance and improvement programme | a) Develop action plan by deadline b) Percentage implementation of (revised) action plan | Date & Number | a) New measure b) New measure | a) End Sept 2017 b) 25% (was 50%) | Salaries | a) Action plan developed b) 5% | a) N/A b) 20% | a) N/A b) 10% (was 30%) | a) N/A b) 25% (was 50%) | H | Internal Audit Unit |
| GP08 | To implement and maintain compliant, effective and efficient enterprise risk management systems and processes. | To ensure effective Enterprise Risk Management | Monitoring performance of effective enterprise risk management | a) Number of risk registers updated b) Number of ethics/Risk Committee meetings held | Number | a) 4 b) 5 | a) 4 b) 4 | salaries | a) 1 b) 1 | a) 2 b) 2 | a) 3 b) 3 | a) 4 b) 4 | M | Risk Management Unit | |

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| Good Governance & Democracy | | | To conduct a comprehensive Strategic and Operational Risk Assessment | Risk Management | Risk assessment process for the 2018/2019 finalised by deadline | Date | End June 2017 | End June 2018 | Salaries / assistance from Provincial Treasury | N/A | N/A | N/A | Conduct risk assessment for 2018/2019 & updated risk register finalised from process | H | Risk Management Unit | |
| | | | To ensure effective Enterprise Risk Management | Enterprise Risk Management Register | 2017/2018 Enterprise Risk Management Register submitted to council for approval by deadline | Register | 11 July 2017 | End Dec 2018 | Salaries | Submit Enterprise Risk Register to MANCO Risk Management Committee and Council | Submit the approved risk register to Heads of department | N/A | N/A | H | Risk Management Unit | |
| | | | To provide a basis that will effectively deal with uncertainty of associated risk and opportunity, thereby enhancing capacity to build value | Enterprise Risk Management Policy and Strategy | Reviewed Enterprise Risk Management Framework and Strategy | Date | 11 July 2017 | By June 2018 | Salaries / assistance from Provincial Treasury | N/A | N/A | N/A | Reviewed Risk Mngt Framework and Strategy | M | Risk Management Unit | |
| | | | To create an awareness and understanding of Risk Assessment and its importance | Conduct awareness on ERM processes and policies to all staff and Councillors | No. of ERM workshops held | Number | 01 February 2017 & 07 March 2017 | 2 by June (was March) 2018 | Salaries | N/A | N/A | 1 (was 2) | 1 (was N/A) | H | Risk Management Unit | |
| | | | To ensure effective Enterprise Risk Management | Anti-Fraud and Corruption Strategy & Policy | Reviewed Anti-Fraud and Corruption Strategy & Policy | Date | New measure | End June 2018 | Salaries | N/A | N/A | N/A | Reviewed Anti-Fraud and Corruption Strategy & Policy | H | Risk Management Unit | |
| | | | To ensure effective Enterprise Risk Management | Business Continuity Plan | a) % Implementation of the Business Continuity plan b) Testing of the Business Continuity plan | Percentage | a) New measure b) New measure | a) 100% Implementation by June 2018 b) Testing by June 2018 | Salaries | a) N/A b) formation of the committee's | a) N/A b) Conduct workshops for members | a) 50% b) N/A | a) 100% b) Conduct workshops for members and testing | H | Risk Management Unit | |
| | GP010 | To ensure effective Organisational Performance Management | To review the Performance Management Systems Framework document | Performance Management Framework | Reviewed Performance Management Framework | Date | 28 June 2017 | End June 2018 | Salaries | N/A | N/A | N/A | End June 2018 | M | Performance Management Unit | |
| | | | To complete the Annual Performance Management Report in terms of section 46 of the Municipal Systems Act | Annual Municipal Performance Report | Annual Municipal Performance Report prepared and submitted to Auditor - General by legislated deadline | Date | AMPR submitted to AG on 31 August 2016 | AMPR submitted to AG by 31 August 2017 | Salaries | AMPR submitted to AG by 31 August 2017 | N/A | N/A | N/A | H | Performance Management Unit | |
| | | | People Management | Performance Reviews | Number of performance reviews of Director's performance conducted quarterly | Number | 4 | 4 | Salaries | 1 | 2 | 3 | 4 | L | Performance Management | |
| | Local Economic Development | LED07 | To facilitate co-ordinated planning and development | To ensure accountability and transparency through reporting of credible information on financial and non financial performance information | Annual IDP Review | IDP Review adoption by deadline | Date | 30 May 2017 | 2018/2019 IDP adopted by 30 June 2018 | Salaries | Start IDP Process | Finalise process, plan and align process with budget processes | Adopt Draft IDP | Adopt Final IDP | H | Planning Unit |
| | | | To meet bulk services requirements for existing and new housing development | Infrastructure Planning | Number of planning and infrastructure alignments meeting held | Number | 11 | 12 | Salaries | 3 | 6 | 7 (was 9) | 9 (was 12) | M | Planning Unit | |
| | | | | District Growth and Development Plan | Preparation TOR's and commencement of procurement processes by deadline | Date | New measure | End June 2018 | Salaries | N/A | N/A | N/A | Preparation TOR's and commencement of procurement processes | M | Planning Unit | |
| | | | | District Climate Change Response Strategy | Business plans prepared by deadline | Date | New measure | End June 2018 | Salaries | N/A | N/A | N/A | Preparation of business plans to secure funding | M | Planning Unit | |
| | | | | Planning & development | Development Planning Shared Services | New model for DPSS drafted by deadline | Date | New measure | End June 2018 | Salaries | N/A | N/A | N/A | Drafting of the new model for DPSS | M | Planning Unit |
| | | | | Integrated Waste Management Plan | Terms of Reference for the IWMP prepared by deadline | Date | New measure | End June 2018 | Salaries | N/A | N/A | N/A | Preparation of the Terms of Reference for the IWMP and securing of funding | M | Planning Unit | |