

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

MUNICIPAL MANAGER: N G KUMALO

NATIONAL KPA's	IDP REFERENCE NUMBER	STRATEGIC OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	2nd QUARTER TARGET End Dec 2018	2nd QUARTER ACTUAL End Dec 2018	BI-ANNUAL TARGET JULY - DEC	BI-ANNUAL ACTUAL JULY - DEC	REASON FOR VARIANCE / COMMENTS	MEASURES TAKEN TO IMPROVE PERFORMANCE/CO RRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	WEIGHTINGS	PERFORMANCE SYMBOL	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	3	4	Salaries	2	2	2	2				5	Y	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 2019/2020 by deadline	MFMA compliance Dates	a) 2017/2018 mid term assessment and adjustment budget was prepared and submitted. b) 2018/2019 draft budget was prepared and tabled to council on the 29th of March 2018, and it was submitted to PT and NT on the 3rd of April 2018.	31 May 2019	Salaries	N/A	N/A	Submit 2019/2020 budget programme to the Mayor	Submitted to Council on 28 August 2018				6	Y	H	😊	Finance		
			To ensure adequate financial management	Statutory monthly reports to the Mayor	Percentage of monthly reports submitted to the Mayor no later than 10 working days after the end of each month (S.71)	Percentage	100%	100%	Salaries	100% of monthly reports submitted no later than 10 working days after the end of each month	All report submitted by deadline.	100% of monthly reports submitted no later than 10 working days after the end of each month	All report submitted by deadline.	There is no grant funding for RHIG, MSIG and WSOG	To adjust during the adjustment process			7	Y	M	😊	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	3	4	Salaries	2	2	2	2				8	Y	H	😊	Finance		
	FV05	To maintain a clean audit opinion	Budget and compliance monitoring	Maintain a clean audit	Maintain Clean Audit opinion	AG Report	Achieved, AFS for IDM were submitted to AG on the 31st of August 2017, and Consolidated AFS were submitted to AG on the 29th of September 2017. Unqualified Audit Opinion with findings.	Clean audit report by the AG for 2017/2018	Salaries	Clean audit report	Unqualified Audit Opinion achieved	Submission of AFS by 31 August 2018 for IDM. Consolidated AFS by 30 Sept 2018	Clean audit report	AFS for IDM were submitted to AG on 31 August 2018, and Consolidated AFS were submitted to AG on the 28 of September 2018. Unqualified Audit Opinion achieved				9	Y	H	😞	Finance	
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	90%	100%		N/A	N/A	N/A	N/A				10	N/A	H	N/A	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 Senior Manager Corporate Services	Number	3	4	Salaries	2	1	2	1			No evidence for Q2	11	Y	H	😞	Corporate Services		
	GP011	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	Municipal Health Services	Quarterly reports on Municipal health services	Number	3	4	Salaries	2	2	2	2				12	Y	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 Senior Manager Corporate Governance	Number	3	4	Salaries	2	2	2	2				13	Y	H	😊	Community Services		
	GP03	To ensure prevention and mitigation against disasters	To ensure rapid and effective response in assisting vulnerable communities during incidents	Emergency Relief Aid	Quarterly reports on status of incidents responded to		0 3	4	Salaries	2	2	2	2				14	Y	H	😊	Community Services		
	GP04/09	To improve the quality of life within the district	Implementation of Operation Sukuma Sakhe	Operational plan integrated into senior manager agreement	Percentage of senior manager's performance agreements with OSS indicators and targets	Percentage	100%	100%	Salaries	N/A	N/A	100%	100%				15	Y	M	😊	Performance Management Unit		
	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	6	4	Salaries	2	3	2	3				16	Y	M	😊	Community Services		
	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	4	4	Salaries	2	2	2	2					17	Y	H	😊	Internal Audit Unit	
				Internal audit plan	Development and approval of the Audit plan by deadline	Date	Audit plan was developed and it was presented to the Audit Committee for approval in October	End September 2018	Salaries	N/A	Audit Plan was developed and approved by the audit committee in November 2018.	Develop and present the Audit plan to the Audit Committee for approval	Audit Plan was developed and approved by the audit committee in November 2018.	Audit Committee 1st ordinary meeting for 2018/19 was held in November 2018.				18	Y	H	😊	Internal Audit Unit	
				Implementation of Internal Audit Plan	Number of Internal Audit Assignments conducted	Number	8	20	Salaries	5	8	5	8						19	Y	H	😊	Internal Audit Unit
				Quality, assurance and improvement programme	a) Conduct internal assessment (self assessment) by deadline b) Review action plan by deadline c) % implementation of the action plan	Date & Percentage	a) New Measure b) Action plan in place and detailed plan at a draft stage. c) 10%	a) End Sept 2018 b) End Sept 2018 c) 30%	Salaries	a) N/A b) N/A c) 27%	a) Self assessment has been conducted. b) Action plan has been reviewed. c) 0%	a) Conduct self assessment b) Review action plan c) 27%	a) Self assessment has been conducted. b) Action plan has been reviewed. c) 0%	c) Action Plan reviewed during the 2nd quarter hence no progress made in the implementation.			a) Y b) Y c) N	20		H	a) 😊 b) 😊 c) 😞	Internal Audit Unit	
	Internal Audit system	Acquire internal audit system	Date	New Measure	30-Jun-19	R 250 000	Conduct Research & Develop TOR	Research is being conducted by IT and specifications are being developed.	Conduct Research & Develop TOR	Research is being conducted by IT, Develop TOR not done but Needs & gap analysis conducted	An availability of resource	To be done in Q3				21	Y	M	😞	Internal Audit Unit/ Manager ICT			
GP08	To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	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) 3 b) 3	a) 4 b) 4	salaries	a) 2 b) 2	a) 2 b) 2	a) 2 b) 2	a) 2 b) 2				22	Y	M	a) 😊 b) 😊	Risk Management Unit			
		Risk Management	Risk assessment process for the 2019/2020 finalised by deadline	Date	End June 2017	End June 2019	Salaries / assistance from Provincial Treasury	N/A	N/A	N/A	N/A						23	N/A	H	N/A	Risk Management Unit		
		Enterprise Risk Management Register	2018/2019 Enterprise Risk Management Register submitted to council for approval by deadline	Date	Risk register was submitted to RMC on 23 June 2017, submitted to Council on 29 August 2017 and submitted to heads of departments on 12 December 2017	End Dec 2019	Salaries	Submit the approved risk register to Heads of departments	Risk register submitted to the Heads of departments	Submit Enterprise Risk Register to MANCO Risk Management Committee and Council ad Submit the approved risk register to Heads of departments	Risk register was submitted to MANCO on 11 June 2018, Risk Management Committee on 18 June 2018 and Exco on 26 June 2018 and submitted to the Heads of departments						24	Y	H	😊	Risk Management Unit		

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Good Governance & Democracy			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	End June 2017	By June 2019	Salaries / assistance from Provincial Treasury	N/A	N/A	N/A	N/A				25	N/A	M	N/A	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	Number of Enterprise Risk Management workshops held	Number	1	2 by June 2019	Salaries	N/A	N/A	N/A	N/A				26	N/A	H	N/A	Risk Management Unit	
			To ensure effective Enterprise Risk Management	Anti-Fraud and Corruption Strategy & Policy	Reviewed Anti-Fraud and Corruption Strategy & Policy	Date	No baseline (actual to be reported at year end)	End June 2019	Salaries	N/A	N/A	N/A	N/A					27	N/A	H	N/A	Risk Management Unit
			To ensure effective Enterprise Risk Management	Business Continuity Plan	a) Percentage Implementation of the Business Continuity plan b) Testing of the Business Continuity plan	Percentage & Date	a) 100% Implementation by March 2018 b) No baseline (actual to be reported at year end)	a) 100% Implementation by June 2019 b) Testing by June 2019	Salaries	a) N/A b) Conduct workshops for members	a) N/A b) Workshop has been conducted	a) N/A b) Formation of the committee's and Conduct workshops for members	a) N/A b) Committee has been formed which is made up of the Business Continuity Recovery Team; Emergency Response Team and Crisis Management Team. The Workshop has been conducted				28	a) N/A b) Y	H	a) N/A b) 😊	Risk Management Unit	
GP010	To ensure effective Performance Management	To review the Performance Management Systems Framework document	To complete the Annual Performance Management Report in terms of section 46 of the Municipal Systems Act	Performance Management Framework	Reviewed Performance Management Framework	Date	28 June 2017	End June 2019	Salaries	N/A	N/A	N/A	N/A				29	N/A	M	N/A	Performance Management Unit	
				Annual Municipal Performance Report	Annual Municipal Performance Report prepared and submitted to Auditor - General by legislated deadline	Date	Submitted to AG on 31 August 2017	AMPR submitted to AG by 31 August 2018	Salaries	N/A	N/A	AMPR submitted to AG by 31 August 2018	AMPR submitted to AG on the 31 August 2018				30	Y	H	😊	Performance Management Unit	
				Performance Reviews	Number of performance reviews of Senior Managers performance conducted quarterly	Number	3	4	Salaries	2	2	2	2	Annual performance appraisal for 2017/2018 will take place in Q3 after the Final APR is approved by Council in end Jan		31	Y	L	😊	Performance Management Unit		
				Performance Management system	Research on appropriate automotive performance management system by deadline	Date	New Measure	Procurement of automotive performance management system by 30 June 2019	R 250 000	DevelopTOR and Advertise	Research conducted but Development TOR and Advertise not done	Research conducted, DevelopTOR and Advertise	Research conducted, Development TOR and Advertise not done but Needs & gap analysis conducted	An availability of resource	To be done in Q3		32	Y	M	😞	Performance Management Unit Manager ICT	
GP02	To promote accountability and deepen democracy through capacitating the community to participate and support municipal implementation plans for	Batho Pele	Development of the Batho Pele Policy and Procedure Manual	Date	New Measure	End June 2019	Salaries	N/A	N/A	N/A	N/A					33	N/A	H	N/A	Municipal Manager		
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	IDP draft has been adopted by Council on 29 March 2018	2019/2020 IDP adopted by 30 June 2019	Salaries	Finalise process, plan and align process with budget processes	IDP process and Frameworks plans adopted by Council on 12 September 2018	Start IDP Process and Finalise process, plan and align process with budget processes	IDP process and Frameworks plans adopted by Council on 12 September 2018					34	Y	H	😊	Planning Unit	
			Infrastructure Planning	Number of planning and infrastructure alignments meeting held	Number	7	12	Salaries	6	3	6	3	The pace of development has slowed down in the District resulting in low number of new developments	To adjust during the adjustment process		35	Y	M	😞	Planning Unit		
			District Growth and Development Plan	Adoption of the reviewed District Growth and Development Plan by deadline	Date	No baseline (actual to be reported at year end)	End June 2019	Salaries	N/A	N/A	N/A	N/A				36	N/A	M	N/A	Planning Unit		
			District Climate Change Response Strategy	Business plans prepared by deadline	Date	No baseline (actual to be reported at year end)	End June 2019	Salaries	N/A	N/A	N/A	N/A				37	N/A	M	N/A	Planning Unit		
			Integrated Waste Management Plan	Drafting of the IWMP by deadline	Date	No baseline (actual to be reported at year end)	End June 2019	Salaries	N/A	N/A	Commence SCM processes	GIBBS has been appointed as the service provider which will compile the IWMP Inception meeting was held on the 20-08-18				38	Y	M	😊	Planning Unit		

PERFORMANCE SYMBOLS			
TARGET MET	NOT MET	N/A	TOTAL
😊	😞	N/A	
23	8	11	42

WEIGHTINGS			
HIGH	MEDIUM	LOW	TOTAL
H	M	L	
27	14	1	42