

Mid-Year Performance Report 2015/2016
Key Performance Area: Good Governance and Public Participation
Strategic Goal: Promote a culture of public participation and good governance.
KPA Weight: 15%

| Corporate Objective | Strategy | Key Performance Indicator | Baseline | Annual Target | Budget | KPI Code | Outcome Indicator | | | | | | | | | |
|---|--|---------------------------------------|---|---|-------------|----------|-------------------|--|---------------|--|--|--|---------------|----------------------|-------------------|---|
| | | | | | | | | Quarter one | Actual Target | Reasons for variance | Corrective Action | Quarter two | Actual Target | Reasons for variance | Corrective Action | |
| To continuously ensure an effective and compliant system of municipal governance by 2017 and beyond | Quarterly Sittings of MPAC | No of MPAC sittings | 4 quarterly sittings of MPAC. | MPAC to seat quarterly | Operational | G01 | | Quarterly meeting of MPAC(minutes and attendance register) | Achieved | N/A | N/A | Quarterly meeting of MPAC(minutes and attendance register) | Achieved | N/A | N/A | 3 |
| | MPAC meetings to form part of annual calendar | % implementation of the programme | MPAC programmes on the annual calendar | Council calendar consists of MPAC programmes | Operational | | | Council calendar with MPAC programmes | Achieved | N/A | N/A | 0 | Achieved | N/A | N/A | 3 |
| | Implementation of the programme of action | No of MPAC reports to council | 4 quarterly MPAC reports to council. | Quarterly MPAC reports. | Operational | | | Quarterly MPAC report to council. | Not Achieved | The report has not been taken to council. | The report to be taken to council in the second quarter of 2015/2016 | Quarterly MPAC report to council | Achieved | N/A | N/A | 3 |
| | Stream line strategic plans through annual action for shorter lead times | Implementation of council resolutions | 4 quarterly council resolution progress report to council | Quarterly council resolution register to council. | Operational | | | Quarterly council resolution register to council. | Not Achieved | The target has not been attended to, reliance was put on corporate services. | To be dealt with in the second quarter of 2015/2016 | Quarterly council resolution register to council. | Achieved. | N/A | N/A | 3 |
| | Resourcing of Committee | Appointment of MPAC researcher. | MPAC researcher position to be filled. | Appointment of MPAC researcher. | | | | Advertisement, shortlisting and appointment | Not Achieved | Pending Reviewal of the organogram by MM | The position has been put on hold. | N/A | N/A | N/A | N/A | 3 |
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| | (Appointment of MPAC Researcher) | | | | | | | of MPAC researcher | | | | | | | | |
| | oversight on municipal performance and expenditure quarterly | MPAC Quarterly performance and expenditure report. | 4 quarterly MPAC reports on performance and expenditure. | Quarterly MPAC reports on performance and expenditure | Operational | | | Quarterly expenditure and performance report. | Not Achieved | N/A | N/A | Quarterly expenditure and performance report. | Achieved | N/A | N/A | 3 |
| | Oversight on Compliance with regulations/ Circulars | Oversight compliance reports | 4 quarterly MPAC compliance reports on regulations and circulars. | Quarterly MPAC compliance reports on regulations and circulars. | Operational | | | Quarterly MPAC compliance report on regulation and circulars | Achieved | N/A | N/A | Quarterly MPAC compliance report on regulation and circulars | Achieved | N/A | N/A | 3 |
| To ensure effective, efficient, economical and compliant public participation systems by 2017 and beyond | Implementation of the Ward Committee programme of action (streamlined programme for reporting of ward Committees on monthly basis) | % implementation of the ward committee programme | Ward committee programme of action to be in place. | Programme of action for ward all ward committees from ward 1 to ward 13 | | G02 | | Programme of action for all ward committees. | N/A | N/A | N/A | Progress report on the implementation of ward committee programme of action to council | Not Achieved | No progress report for Q2, due to non-sitting of ward committees | The target to be considered during SDBIP adjustment | 1 |
| | Capacitation of Ward Committees on effective implementation of Ward Operational Plans | % implementation of the Public Participation Plan | Public participation work plan. | 4 Quarterly reports on public participation plan implementation. | | | | Quarterly report on public participation implementation plan | Achieved | N/A | N/A | Quarterly report on public participation implementation plan | Not Achieved | Ward Committee Workshop and AGM postponed due to financial constraints | Ward Committee Workshop and AGM to be held in Q3 | 1 |
| | Monthly Ward meeting reports to Speakers Office to inform quarterly | Monthly ward meetings report to speakers' office. | 12 ward meetings report. | 12 Ward meetings report. | | | | Ward monthly meetings. | Achieved | N/A | N/A | 3 Ward monthly meetings | Achieved | N/A | N/A | 3 |

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| | report to council | | | | | | | | | | | | | | | |
| To continuously ensure effective, efficient and compliant customer management by 2017 and beyond | <ul style="list-style-type: none"> Effective implementation of the petitions policy. | Petitions quarterly reports. | 4 quarterly petitions reports. | Petitions reports 4 per quarter. | | G03 | | Quarterly petitions report. | Achieved | N/A | N/A | Quarterly petitions report | Achieved | N/A | N/A | 3 |
| | Monthly meetings of the petitions committee | Petitions committee meeting | 4 quarterly petitions committee reports. | 4 quarterly petitions committee reports. | Operational | | Quarterly petitions committee meeting | Achieved | N/A | N/A | Quarterly petitions committee meeting | Not achieved | Petitions Committee did not sit | It will see in the next quarter and a report will be prepared | 1 | |
| To continuously ensure effective and compliant municipal business oversight in line with approved plans by 2017 and beyond | Monthly meetings between Mayor, Portfolio Head, MM and HOD on departmental performance | Monthly meetings | 12 monthly meetings between Mayor and HOD's on PMS/Audit Action Plan and Risk register | Monthly meetings between Mayor and all HOD's. | Operational | | Monthly meetings between Mayor and all HOD's. | Not achieved | The new MM was not briefed about this target, hence is not yet implemented | To be attended in the second quarter of 2015/2016 | Monthly meetings between Mayor and all HOD's (3) | Not achieved | To be removed during SDBIP adjustment | The target will be removed during SDBIP adjustment | 1 | |
| To ensure effective and compliant systems of assurance on internal controls, service delivery and | Submission of advisory Audit Committee reports to Council and Management | Quarterly advisory reports to council from Audit committee. | 4 quarterly advisory reports from audit committee to council. | Advisory reports to council from the audit committee. | Operational | G04 | Quarterly Advisory report to council from the audit committee | Achieved | N/A | N/A | Quarterly Advisory report to council from the audit committee | Achieved | N/A | N/A | 3 | |

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| financial reporting in line with legislation by 2017 and beyond | 4 Ordinary Audit Committee meetings. | Quarterly ordinary audit committee meetings | 4 ordinary audit committee meetings reports. | Ordinary audit committee meetings reports. | | | | Quarterly ordinary audit committee meeting | Achieved | N/A | N/A | Quarterly ordinary audit committee meeting | Achieved | N/A | N/A | 3 |
| To ensure effective and compliant systems of assurance on internal controls, service delivery and financial reporting in line with legislation by 2017 and beyond | Co-ordination and facilitation of AG's Action Plans on quarterly basis | <ul style="list-style-type: none"> % implementation of the AG improvement plans | 4 quarterly updated audit action plan | Updated audit action plan. | Operational | G05 | | Updated audit action plan. | Not Achieved | As per the IA Plan this should be done in Q3 | Will be performed in Q3 | Updated audit action plan. | Not Achieved | As per the IA Plan this should be done in Q3 as the audit action plan was developed end of Q2 | Will be performed in Q3 | 1 |
| | Implementation of the Risk Based Audit Plans | Number of audits implemented | 4 quarterly updated risk register and audits. | Annual risk register updated and audits | Operational | | | Quarterly risk register updated and audit. | Achieved | N/A | N/A | Quarterly risk register updated and audit. | Not Achieved | In Q2, there was no adequate time to perform this due to other programmes. | The target will be performed in Q3. | 1 |
| To achieve an improved audit outcome by 2016 and beyond | Facilitate and co-ordinate the Implementation of the Audit Action Plan quarterly | 75 % implementation of Auditor General audit findings | 4 quarterly audit action plan updates. | Audit action plan updates. | Operational | G06 | | Quarterly audit action plan updated | Not Achieved | As per the IA Plan this should be done in Q3 | Will be performed in Q3 | Quarterly audit action plan updated | Not Achieved | As per the IA Plan this should be done in Q3 as the audit action plan was developed end of Q2 | Will be performed in Q3 | 1 |
| To ensure effective, efficient, economical and compliant public | Effective implementation of the communication action plan. | Communication action plan adopted by council | Communication action plan to be in place December 2015. | Communication strategy in place. | | | | | First draft communication plan. | Achieved | N/A | N/A | Final Adopted communication plan | Achieved | N/A | N/A |

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| participation systems by 2017 and beyond | Strengthen the Local Communicator's Forum through quarterly sittings. | No of quarterly meetings conducted. | 4 quarterly meetings of the LCF. | LCF 4 quarterly meetings conducted | Operational | G07 | | Report of the 1 st quarterly sitting of the LCF. | Not Achieved | due to many programmes that are of compliance the LCF could not sit, instead the Intergovernmental Relations Forum (IGR) was held on the planned day for LCF | To be convened in the second quarter. | Report of the 2 nd quarterly sitting of the LCF. | Not achieved | Due to financial constraints | | 1 |
| | Effective contribution to institutional corporate identity, image and branding of NLM | No of newsletters prepared and distributed. | 4 quarterly news letters to be produced. | Newsletters produced for each quarter. | | G08 | | 1 st quarterly newsletter produced. | Not Achieved | Awaiting tender processes | To be produced in the second quarter of 2015/2016 financial year. | 2 nd quarterly newsletter produced | Partially achieved | Delays with the service provider | Will be printed in January 2016 | 2 |
| To ensure an effective and efficient IGR function by 2017 and beyond | Monitor implementation of signed MOU | MOU signed by municipality and department | 5 MOU's to be signed between the municipality and sector departments | MOU's signed between NLM and 5 sector departments. | | | | 2 MOU's signed between NLM and 2 sector departments | Not Achieved | The MOU's have not been signed, due to un-coordinating of this indicator | MOU's to be signed in the second quarter of 2015/2016 Financial year | 3 MOU's signed between NLM and 2 sector departments. | Achieved | N/A | N/A | 1 |
| | Coordinate planning and reporting by sector departments in line with 2015/2016 IDP through IGR | Implementation of IGR Terms of Reference | To have IGR terms of reference | IGR terms of reference in place. | Operational | | | IGR terms of reference. | Achieved | N/A | N/A | 0 | N/A | N/A | N/A | N/A |

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| To ensure effective, efficient and economical coordination of municipal programmes /events by 2017 and beyond | Development and implementation of the annual local government events. and Communication plan. | Development and implementation of local government events. And Communication plan | Develop communications plan. | Communications plan to be in place. | | G09 | | N/A | N/A | N/A | N/A | 0 | N/A | N/A | N/A | N/A |
| | Adherence to government communication cycle with regards to annual open council day. | No of council open days | 1 council open day. | Council open day and proof thereof. | | | | 0 | N/A | N/A | N/A | 0 | N/A | N/A | N/A | N/A |
| To continuously ensure that the NLM has and maintains an effective processes of risk management by 2017 and beyond | Conduct annual risk assessments (operational and strategic) | Coordinate risk committee meetings | 4 quarterly risk committee meetings. | 4 risk committee meetings per annum. | | G10 | | 1 st quarterly risk committee meeting. (attendance register and report) | Achieved | N/A | N/A | 2 nd quarterly risk committee meeting. (attendance register and report) | Not Achieved | Currently there is no risk committee (as the previous committee was dissolved and a decision was taken that in the meantime, the Audit committee will also perform the functions of the risk committee. | The Risk management office is in a process of developing a risk strategy for the municipality, which will inform and direct the activities of RM including the establishment of a new functional Risk Management Committee. This is expected to be completed by 30 June 2016 | 1 |

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| Coordinate the Implementation of Risk Action Plans on a quarterly basis | No of Risk Assessment workshops conducted | 4 quarterly risk assessment workshops conducted. | Four quarterly risk assessment workshops conducted per annum. | | | | 1 st quarterly risk assessment workshop conducted. | Achieved | N/A | N/A | 2 nd quarterly risk assessment workshop conducted | Not Achieved | Departments did not respond on the request sent to perform risk assessment (Due to busy December schedule) | This will be performed in Q3. It is however important to note that the use of the word "Workshop" in the indicator is not accurate (as risk assessment workshop is conducted annually and only risk assessments are done on a quarterly basis). The wording in the SDBIP has to be Amended accordingly. | N/A |
| | Coordinate the Implementation of Risk Action Plans | 12 monthly updated risk action plans. | 12 risk action plans updated. | | | | Risk action plans updated. | Achieved | N/A | N/A | Risk action plans updated. (3) | Not Achieved | Departments did not respond on the request sent to perform risk assessment (Due to busy December schedule) | To be performed in Q3 | 1 |
| | Workshop the Risk and anti-fraud policies annually | Implementation of Risk and anti-Fraud Policies | 2 workshops of anti-fraud. | 2 Anti-fraud semester workshops. | | | N/A | N/A | N/A | N/A | Anti-Fraud workshop | Not Achieved | It was not provided for in the budget and the unit has opted to do the workshop internally | To be performed in Q3 | 1 |
| | Capacitate /Resource Risk Unit Implementation Risk management Strategy | Review Risk Management Strategy | Reviewed risk management strategy. | Annual reviewed risk management strategy. | | | | First draft of the reviewed risk management strategy. | Not Achieved | The draft is not available | The target to be dealt with in the second quarter of 2015/2016 | Final reviewed risk management strategy. | Not Achieved | Resource constraints as the manager resigned in the 1 st quarter- and the incoming | The Unit is currently in the process of developing a draft strategy which will be presented to the audit committee |

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| | Number of training workshops on PMS. | 1 Annual PMS workshop | One PMS workshop to be conducted. | Annual PMS workshop. | | | N/A | N/A | N/A | N/A | Annual PMS workshop conducted (1) | Achieved | N/A | N/A | | 3 |
| | Number of Strategic Planning Session held. | 1 annual strategic Planning Session to be held in the third quarter of 2015/2016 FY | Annual strategic planning session to be held in the third quarter. | February 2016 | | | N/A | N/A | N/A | N/A | 0 | N/A | N/A | N/A | | N/A |
| | Table 2014/2015 Annual Report Process Plan to council. | Annual report process plan to be tabled to council. | 2014/2015 Annual report process plan to council. | August 2016 | | G13 | 2014/2015 Annual report process plan approved by council. | Achieved | N/A | N/A | 2014/2015 Annual report road shows led by MPAC | Achieved | N/A | N/A | | 3 |
| | To have IDP/PMS and Budget Process Plan in place | 2015/2016 IDP/PMS and Budget Process Plan. | 2015/2016 IDP/PMS and Budget process plan | August 2015 | | | IDP/Budget and PMS Process Plan adopted by council. | Achieved | N/A | N/A | 0 | N/A | N/A | N/A | | N/A |

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| | Number of IDP/PMS and Budget Representative Forum held. | To have IDP/PMS and Budget Representative Forums | 4 quarterly IDP/PMS and Budget Representative Forums to be held. | 4 quarterly IDP/PMS and Budget Representative Forum. | | | IDP/PMS and Budget Representative Forum with advert. | Achieved | N/A | N/A | IDP/PMS and Budget Representative Forum with advert. | Not Achieved | The issues to be dealt with in the Rep forum were dealt with in the road shows programmes in all wards and stakeholders | The Forum will be convened in the Third quarter | 1 |
| | Number of IDP/PMS and Budget Road Shows | To have IDP/PMS and Budget Roadshows. | 2 IDP/PMS and Budget Roadshows to be conducted. | 2 IDP/PMS and Budget Roadshows | | | N/A | N/A | N/A | N/A | IDP/PMS and Budget road shows | N/A | N/A | N/A | N/A |
| | Draft 2016/2017 IDP Reviewed and Adopted. | 2016/2017 IDP. | Draft 2016/2017 IDP tabled in March and final adoption in May 2016 | May 2016 | | | N/A | N/A | N/A | N/A | Situational analysis & Strategy phase | Achieved | N/A | | 3 |
| | Approved Service Delivery and Budget Implementation Plan 2016/2017 | 2016/2017 SDBIP | Draft 2016/2017 SDBIP tabled in March and final adoption in May 2016. | May 2016 | | G14 | N/A | N/A | N/A | N/A | 0 | N/A | N/A | N/A | N/A |
| To ensure effective and compliant mainstreaming of special programmes into municipal plans and | Review of the SPU Strategy | % implementation of the SPU action plan | SPU strategy to be in place and SPU action plan | SPU strategy and Action plan. | | G15 | SPU Plan in place and adopted. | Achieved | N/A | N/A | SPU strategy in place and adopted. | Achieved | N/A | N/A | 3 |
| | Launch of integrated programme | Integrated plan of SPU with | Integrated plan | 2015/2016 integrated plan | Operational | | N/A | N/A | N/A | N/A | 1intergrated plan of SPU and | Achieved | N/A | N/A | 3 |

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| strategies by 2017 and beyond | es in compliance with the municipal communication plan | Communications plan. | | between SPU and Communications | | | | | | | Communications. | | | | | |
| To continuously promote the unearthing and nurturing of talent in various sporting codes within NLM by 2017 and beyond | Implementation of Sport Development Strategy action plan | % implementation of the Sports development action plan | 100% quarterly implementation of Sport Development Action Plan. | Sport development action plan implemented quarterly. | | G16 | | Quarterly Sport development action plan report | Achieved | N/A | N/A | Quarterly Sport development action plan report | Not Archived | The action plan has been developed yet to be taken to council for approval. | Action plan will be taken to council in Q3. | 1 |
| To ensure an integrated, responsive and efficient ICT function for NLM by 2017 and beyond | Implementation of the ICT action plan (including business continuity) | Adoption of the ICT action plan by council | ICT action plan quarterly implementation reports | September 2015 | | G17 | | ICT implementation action plan quarterly report | Partially Achieved | Strategy not yet adopted | Strategy to be adopted by the 30 th of October 2015 | ICT implementation action plan quarterly report | Partially Achieved | Strategy adopted on the 15 th of December 2015 | Implementation will be done in the remaining six months | 2 |

KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Strategic Goal: Improve Organizational Cohesion and Effectiveness.

KPA Weight: 15%

| Corporate Objective | Strategy | Key Performance Indicator | Baseline | Annual Target | Budget | KPI Code | Outcome Indicator | | | | | | | | |
|---|--|---|--|--|-------------|----------|-------------------|--|---|--|--|---|--------------------|--|--|
| | | | | | | | | Quarter one | Actual Target | Reasons for variance | Corrective Action | Quarter two | Actual Target | Reasons for variance | Corrective Action |
| To ensure timeous and compliant filling of vacant and budgeted positions by 2017 and beyond | Filling of all vacant and budgeted posts within 90 days | Turnaround time | Positions to be filled within six months as at beginning 2015/2016 | Positions to be filled | | C01 | | 3 Positions to be filled | Achieved | N/A | N/A | 2 Positions to be filled | Achieved | N/A | N/A |
| To ensure continuous compliance the Employment Equity Plan by 2017 and beyond | Enforce and monitor implementation of the EEP in line with the EE act beyond | Number employees from designated groups | Employment equity plan in place | 75% | Operational | C02 | | 15% | Partially Achieved | Delays in finalizing appointments | Fast track appointments | 20% enforcement of the equity plan | Achieved | N/A | N/A |
| | Establishment of a functional Remuneration committee | Number of barrier interventions implemented per EEP | Remuneration committee in place | To have a remuneration committee | | | | Establishment of the remuneration committee with in terms of reference | Partially Achieved | Terms of reference have been developed , while the actual committee is not in existence. | To be established in the next quarter of 2015/2016 | Quarterly report | Achieved | N/A | N/A |
| To continuously build capacity and improve performance at all levels of the municipality by 2017 and beyond. | Enforce implementation and adherence to the WSP | Number of trainings implemented per WSP | WSP/ Compliance | 35 interventions | | C03 | Skilled Workforce | Training Committee meetings and 5 interventions | Achieved | N/A | N/A | Training Committee meetings and 10 interventions Skills Audit & Training Needs Identified | Partially Achieved | Training committee set but interventions done were 5 instead of 10 as per the target | The interventions will be made as per the target |
| To continuously improve performance to middle management levels and Officers of the municipality by 2017 and beyond | Implementation of the PMS framework (cascading of PMS) | Number of employees with signed Service Delivery Agreements | All middle managers and Officers to sign service delivery agreements | All middle managers and Officers to sign service delivery agreements | | | | C04 | All middle managers and Officers to have signed service delivery agreements | Not achieved | Delays in conducting a workshop for proper understanding by all. | Workshop scheduled for the second quarter. | Formal Assessment | Not achieved | Lack of commitment by department & individuals |

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| To ensure continuous implementation of Municipal vision and mission through Human Resources Management plan by 2017 and beyond | Implementation of the HR plan | Number of interventions implemented per HR plan | 4 quarterly reports | 4 Reports | Operational | C05 | | 1 | Achieved | N/A | N/A | Quarterly report | Achieved | N/A | N/A |
| Continuously maintain a conducive working relationship between the employer and employees of NLM for the furtherance of service delivery by 2017 and beyond. | Coordinate forum meetings in line with as per applicable legislations and agreements | Number of meetings held | 6 LLF Meetings to be held. | 6 Meetings | | C06 | | Quarterly Reports | Achieved | N/A | N/A | Quarterly Report | Achieved | N/A | N/A |
| Effective implementation of wellness programmes by 2017 and beyond | Conduct employee wellness awareness workshops to management, councillors and staff | No. of employee wellness awareness workshops conducted | 4 quarterly Wellness workshops. | 4 wellness workshops | | C07 | | 1 | Achieved | N/A | N/A | Quarterly wellness workshop | Achieved | N/A | N/A |
| To continuously ensure the provision of effective and efficient council support services to the council and its structures by Ensuring the availability and adherence to the Municipal Institutional Calendar aligned to all applicable legislations by 2017 and beyond. | Development of Institutional Calendar by June 2015 | Report on number of council and council structures meetings held | Council calendar | Adopted council calendar | | C08 | | Adopted Council Calendar | Achieved | N/A | N/A | 0 | N/A | N/A | N/A |
| | Distribution of council notices and agenda to council and council structures seven days before the meeting or as per the adopted Standing Rules for special meetings | Number of council notices distributed to council and council structures | 4 Ordinary council meeting | 4 Quarterly Council meetings | | C09 | | Adverts Minute's council meeting and attendance register. | Partially Achieved | No ordinary council meetings were held this quarter, the target is talking to ordinary meetings and adverts thereof. | To have ordinary council meeting in the second quarter of 2015/2016 financial year. | Adverts Minutes Council meeting and attendance register. | Achieved | N/A | N/A |

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| | | Signed Council and Council Structures Minutes and resolutions | 4 Standing committees and Exco Meetings | 4 Ordinary standing Committee and Exco Meetings | | | | Attendance register of both Exco and Standing Committee. | Partially Achieved | There were special Exco meetings for the first quarter, but no standing committees were convened. | To have ordinary Exco and Standing Committees in the second quarter of 2015/2016 | Attendance register of both Exco and Standing Committee | Achieved | N/A | N/A |
| | | External Publication of council meetings | 4 Adverts for council meetings | To have external adverts for all council meetings. | Insert budget | C09 | | 1 | Not Achieved | No ordinary council meeting was held as the results no external advert made. | Second quarter ordinary council will be externally advertised. | Advert for council meeting (external) | Achieved | N/A | N/A |
| Promote Accountable & Efficient Administration by 2017 and beyond | % of employees that have signed Code of conduct. | Efficient administration | 100% | 100% | | C10 | | 100% | Achieved | N/A | N/A | 0% | N/A | N/A | N/A |
| | Number of team Building Exercise held. | | 1 Team Building | 1 Team Building | | | | N/A | N/A | N/A | N/A | 1 team building exercise | Achieved | N/A | N/A |
| To continuously maintain a fully functional records management system by adhering to the principles of the National Archives Act by 2017 and beyond. | Reviewal of Records Management Policy and Records Management Procedures by September 2015 | Reports on of Records Management Policy & Records Management Procedures | Records Unit | Records Management system in place | | C11 | | Procedure Manual to be in place | Achieved | N/A | N/A | Workshop on records keep management | Not achieved | Facilitator had other emergency commitment on the date identified | Workshop to be held third quarter |

Key Performance Area: Planning And Community Services

Strategic Goal: Create an enabling environment that promotes the development of the local economy and facilitate job creation.

KPA Weight: 15%

| Corporate Objective | Strategy | Key Performance Indicator | Baseline | Annual Target | Budget | KPI Code | Outcome Indicator | | | | | | | | |
|--|--|--|---|--------------------------|-------------|----------|-----------------------|---|--------------------|--|---|-------------------------------------|--------------------|--|--------------------------------------|
| | | | | | | | | Quarter one | Actual Target | Reasons for variance | Corrective Action | Quarter two | Actual Target | Reasons for variance | Corrective Action |
| To promote tourism in order to position Ngqushwa municipality as the Tourist destination by 2017 | Source and monitoring funding from DEDEA, ADM, IDC and National Heritage Council | No. of business plans submitted to potential funders | 4 Business plans to be submitted to DEDEA, IDC, ADM and National Heritage council | Business Plans submitted | Operational | C01 | Growing Local Tourism | Business plan submitted to potential funders | Partially Achieved | Acknowledgement of receipt not received from | To be submitted before the end of October | 1 Business plan submitted | Partially achieved | Acceptance of Business Plans at the LRED fund due to fund policy is under review | To be adjusted during SDBIP review . |
| To promote tourism in order to position Ngqushwa municipality as the Tourist destination by 2017 | Participation in community safety forum-awareness campaigns | Number of meetings attended. | 4 quarterly meetings to be attended | 4 meeting attended | Operational | C02 | | Quarterly meeting attended | Achieved | N/A | N/A | 1 quarterly meeting to be submitted | Partial Achieved | Not enough POE | POE's to submitted by 15/01/16 |
| To promote Tourism within NLM area in order to position the municipality as a tourism | Participate in Sports tourism | No. of Tourism sport performed | 2 tourism sports to be performed | Tourism sports performed | | C03 | | First quarterly tourism sport to be performed | Achieved | N/A | N/A | N/A | N/A | N/A | N/A |

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| destination in 2017 | | | | | | | | | | | | | | | | |
| To promote Tourism within NLM area in order to position the municipality as a tourism destination in 2017 | Revitalize tourism and commemoration of heritage site | No. of heritage sites identified | 2 Heritage sites to be identified | Heritage sites identified 2 (two) | | | | Event of Commemoration Heritage one site identified | Achieved | N/A | N/A | N/A | N/A | N/A | N/A | |
| | Facilitate craft product development and marketing | Number of reports prepared on marketing support, generated turnover and job created | 4 quarterly reports marketing support, generated turnover and job created | Reports on marketing support, generated turnover and job created | Operational | | | Marketing support generated turnover and job created. | Achieved | N/A | N/A | 1 Quarterly reports marketing support, generated turnover and job created | Achieved | N/A | N/A | |
| To maximise economic growth, and Agriculture development taking place in a conducive environment within Ngqushwa by 2017 | To ensure participation of stakeholders in agricultural forum local and district wise. | No of agricultural forums attended quarterly. | 4 district agricultural forums attended and 4 quarterly local forums | 4 district forums attended and 4 local forums attended. | | 05 | | Quarterly district forum attended and quarterly local forum attended | Achieved | N/A | N/A | Quarterly district forum attended and quarterly local forum attended | Achieved | N/A | N/A | |
| To maximise economic growth, and Agriculture development taking place in a conducive environment within Ngqushwa by 2017. | Promote and Support agriculture development | Number of agric development programmes identified and supported | 4 Agricultural developmental programmes | Agricultural development programmes | | 06 | | Agricultural development programme | Achieved | N/A | N/A | 1 Agricultural Development programme | Achieved | N/A | N/A | |
| | To facilitate value chain | No. of coops/SMMEs | 2 coops to be supported in a | 8 coops to be | | | | 2 coops supported | Achieved | N/A | N/A | 2 coops supported | Achieved | N/A | | |

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| | and mentoring of coops and SMME. | supported for agro-processing. Number of reports prepared | quarter and 4 quarterly reports to be prepared | supported and 4 quarterly reports to be prepared. | | | | and 1 quarterly report prepared. | | | | and 1 quarterly report prepared | | | |
| | To have a market fresh produce in place. | Market fresh produce structure in Ngqushwa town. | 1 Market fresh produce to be in place. | Market fresh produce end 2015/2016 financial year. | | | | Appointment of the consultant. | Not Achieved | N/A | N/A | Construction of the market fresh produce | Not Achieved | To be adjusted | This target will no longer be implemented |
| | Facilitation of registration of cooperatives and training | Updated cooperatives database and training reports | 4 updated cooperative registration database and 4 trainings. | 4 trainings and 4 cooperatives updated database | | | | 1 quarterly training and 1 updated coops database. | Achieved | N/A | N/A | 1 quarterly training and 1 updated coops database | Achieved | N/A | N/A |
| To continuously reduce road accident | Road Safety campaigns/awareness | Collection of outstanding infringement notices, Law enforcement and awareness campaigns | 2 road awareness campaigns to be conducted | 2 road awareness campaigns to be conducted. | | C07 | | N/A | N/A | N/A | N/A | 1 Road awareness campaigns to be conducted | Achieved | N/A | N/A |
| To ensure access to land properties for development and | Monitoring the progress of these business plans | No. of business plans submitted | 4 business plans to be submitted. | Business plans submitted 4. | | C08 | | 1 (one) Business plans per quarter. | Achieved | N/A | N/A | 1 (one) Business plans per quarter | Achieved | N/A | N/A |

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|---|--|--|---|--|-------------|-----|--|--|--------------------|--------------------|---------------------------------------|--|--------------------|--------------------|---|--|--|
| integrated human settlement pattern by 2017 | | | | | | | | | | | | | | | | | |
| To continuously maintain an updated municipal asset register | Register municipal properties and register | No. of properties registered | 4 registered municipal properties on a new database. | Registered municipal properties on a new database. | operational | C09 | | N/A | N/A | N/A | N/A | 2 properties registered | Achieved | N/A | N/A | | |
| To continuously ensure efficient and economical maintenance of municipal buildings by 2017 and beyond | Maintenance of municipal building | No. of municipal buildings maintained. | 1 municipal building to be maintained in a quarter. | 4 municipal buildings to be maintained. | | C10 | | 1 municipal building maintained (report and pictures) | Partially Achieved | N/A | N/A | 1 municipal building maintained (report and pictures) | Achieved | N/A | N/A | | |
| To continuously ensure effective regulation of the environment | Effective enforcement of by-laws | Number of reports submitted | 4 quarterly reports for enforcement of environmental by-laws. | Quarterly reports on enforcement of environmental by-laws. | | C11 | | Quarterly report on the enforcement of environmental by-laws | Not Achieved | N/A | To be done by end December 2015 | 1 quarterly reports on enforcement of environmental by-law | Achieved | N/A | N/A | | |
| To continuously maintain an updated general valuation roll for the | Conduct supplementary valuation | Updated General Valuation Roll | Annual supplementary valuation conducted. | Supplementary valuations conducted. | | C12 | | 1 quarterly supplementary valuation conducted . | Not Achieved | Only done annually | Will be available on the 30 June 2016 | Quarterly supplementary valuation conducted | Partially Achieved | Only done annually | Will be available 30 June. Target should be | | |

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| municipality by 2017 and beyond | | | | | | | | | | | | | | | | | | | moved to fourth quarter |
| To enhance revenue, ensure security of tenure, and improve asset register | Collection of data | Number of disposed Municipal properties | 1 disposal of redundant assets | Disposal of redundant assets | | C13 | | N/A | N/A | N/A | N/A | Auction and disposal of redundant assets | N/A | BTO is the custodian of this KPI | This report will reflect from BTO POE | | | | |
| To ensure provision of adequate and sustainable human settlements by 2017 and beyond | Development of a needs register. | Needs register developed | Needs register in place | To have a needs register and submitted to Human settlement. | Operational | C14 | | To develop a needs register. | Achieved | N/A | N/A | The needs register to be submitted to human settlement | Partially Achieved | Funding of the needs register has not yet transferred to the municipality | To be followed in Q3. | | | | |
| To continuously ensure that property development in Ngqushwa is in line with building laws and regulations by 2017 and beyond | Implementation, monitoring and review of policies and bylaws | No. of submitted building plans | 12 Building plans submitted. | Building plans submitted. | | C15 | | 3 building plans submitted. | Achieved | N/A | N/A | 3 building plans submitted | Achieved | N/A | N/A | | | | |
| To ensure access to land and properties for development and continuous of an efficient and integrated settlement | Implementation and review of SDF | % compliance with the SDF | Reviewed SDF. | 100% reviewed SDF and approved by council | | C16 | | Letter requesting assistance from Rural development and COGTA for the review of SDF | Not Achieved | N/A | N/A | Review of the SDF | N/A | SDF is not due for review until the provincial SPLUMA has been enacted | Awaiting enactment of the SPLUMA | | | | |

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|---|---|--|---------------------------------------|--|-------------|-----|--|------------------------------------|--------------|-----|-----|--|--------------------|--|-------------------------------|--|
| pattern by 2017 | | | | | | | | | | | | | | | | |
| To enhance Municipal revenue | Adjudicating building plans Workshops Engagement with prospective developers. | Number of building plans approved Identification of land for Retail complex | Land identified for retail complex. | Land for retail complex. | | C17 | | Land identified report. | Achieved | N/A | N/A | Rezoning of the land | Not achieved | KPI not clear, needs to be rephrased or removed | To be adjusted | |
| To modernise and beautify the image of Peddie/Hamburg in order to attract investors by 2017 | Submission of business plans to relevant departments | No. of business plans developed | 4 business plans to be submitted | Business plans submitted to relevant departments | Operational | C18 | | 2 business plans submitted. | Achieved | N/A | N/A | 2 business plans submitted | N/A | N/A | N/A | |
| To ensure effective, efficient and economic management of the environment by 2017 and beyond. | Implementation and monitoring | Adopted management plan % implementation of the EMP | Management plan to be in place. | Adopted management plan. | | C19 | | First draft of the management plan | Not Achieved | | | Final draft of the management plan and approval by council | Partially Achieved | Management plan developed but yet to approved by council | To be taken to council in Q3. | |
| To ensure effective, efficient and economic management of the environment by 2017 and beyond | Conduct capacity building. | Number of workshops conducted | At least 2 workshops to be conducted. | Two workshops to be conducted. | | C20 | | 1 workshop to be conducted. | Achieved | N/A | N/A | N/A | N/A | N/A | N/A | |
| | Implementation and monitoring of air quality management | Implementation of policy | Air quality policy to be in place. | 100% implementation of the policy | | | | 100% implementation of the policy. | Not Achieved | N/A | N/A | 100% implementation of the policy | Achieved | N/A | N/A | |

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| To protect and preserve the environment of Ngqushwa through effective, efficient, and economical methods of waste management by 2017 | To conduct capacity building | No. of capacity building workshops conducted Adopted waste by-law Procurement of appropriate machinery for refuse collection | 1 adopted waste by-law and capacity building workshop. | Waste by-law adopted and capacity building workshop conducted | | C21 | | Waste by-law adopted. | Achieved | N/A | N/A | Capacity building workshop conducted | Achieved | N/A | N/A |
| To protect and preserve the environment of Ngqushwa through effective, efficient, and economical methods of waste management by 2017 | Development of Integrated Waste Information System | Adopted Integrated Waste Information System | Waste integrated information system to be in place | Waste integrated information system in place. | | C22 | | First draft integrated waste information system. | Achieved | N/A | N/A | First draft integrated waste information system. | Partially Achieved | Draft waste information system is there but not yet adopted by council. | To be adopted by council in Q3 |
| To protect and preserve the environment of Ngqushwa through effective, efficient, and economical methods of waste management by 2017 | Site Identification, application for licensing | Construction of new Landfill site | 2 land fill sites to be constructed. | 2 land fill sites constructed. | | | | Preparations for the construction of a 1 st land fill site. | Not Achieved | | | Construction of a 1 st land fill site | Not achieved | Multi-year project, specification being drafted | |

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|--|--|---|---|--|--|-----|--|--|----------|-----|-----|---|--------------------|---|----------------------|
| To ensure effective, efficient and economical management of cemeteries by 2017 and beyond | Development, Implementation and monitoring bylaw and policy | Development of cemetery policy and bylaws | Cemetery and policy by-law to be in place. | Cemetery and policy by-law developed. | | C23 | | First draft of the cemetery by-law. | Achieved | N/A | N/A | Approval of the cemetery by-law | Partially Achieved | By-law cemetery developed, but not approved | To be approved in Q3 |
| To ensure effective, efficient, and economical coastal area to stimulate local and international tourists inflow and access into the Ngqushwa Municipal area by 2015 and beyond. | Review, Implementation and monitoring of Coastal Management Plan | Adopted Coastal Management Plan | Reviewed coastal management plan | Coastal management plan in place. | | C24 | | First draft of the reviewed coastal management plan. | Achieved | N/A | N/A | Final reviewed management plan adopted by council | Partially Achieved | Developed, but to adopted in the forth quarter | To be approved in Q4 |
| To ensure effective, efficient, and economical coastal area to stimulate local and international tourists inflow and access into the Ngqushwa Municipal area by | Implementation of Coastal maintenance plan. | Approved maintenance plan. | Approved coastal maintenance plan to be in place. | Coastal maintenance plan to be approved. | | C25 | | N/A | N/A | N/A | N/A | 0 | Partially Achieved | Developed, but to adopted in the fourth quarter | To be approved in Q4 |

Key Performance Area: Infrastructure and Service Delivery
Strategic Goal: To ensure effective, efficient and economical provision of services to Ngqushwa Community
KPA Weight: 35%

| Corporate Objective | Strategy | Key Performance Indicator | Baseline | Annual Target | Budget | KPI Code | Outcome Indicator | | | | | | | | |
|---|--|--|---|--|--|----------|----------------------------|---|--------------------|--|-----------------------------------|---|--------------------|--|---------------------------------|
| | | | | | | | | Quarter one | Actual Target | Reasons for variance | Corrective Action | Quarter two | Actual Target | Reasons for variance | Corrective Action |
| To ensure increased effectiveness of local economy by 2017 and beyond | Maintenance of support to existing micro-business initiatives | No of lights maintained in a village | 400 Street Lights to be maintained | 400 Street Lights to be maintained | | IO1 | More access to electricity | 100 Street lights maintained in Wesley Village | Partially Achieved | Late procurement of material | To be done in the second quarter | 100 street lights to be maintained in Prodhoe village | Partially Achieved | Some of the lights are inside the yard and that makes it difficult to maintain | To be done in the third quarter |
| | Provide maintenance of business buildings to local contractors | Number of buildings maintained | 100% | Contractors supported | | | C27 | 7 buildings maintained each quarter, maintenance report to be submitted | Achieved | N/A | N/A | N/A | Achieved | N/A | N/A |
| | Maintenance of streetlights | No of streetlights maintained | 6 municipal buildings maintained, main building, corporate services, Indoor sport, Traffic, Technical | 6 municipal buildings maintained annual in terms of quarters | 7 municipal buildings maintained on capacity building. | | | | | | | | | | |
| To continuously provide adequate and effective support to local SMEs for increased local economy by 2017 and beyond | Maintenance of community Halls | No of community halls to be maintained | 10 municipal community halls to be maintained | 10 community halls to be maintained per annum | | | | 2 community halls maintained | Partially Achieved | Service providers on this regard were non responsive and it has to be advertised twice | To be done in the second quarter. | 3 community halls maintained | Achieved | N/A | N/A |
| | Maintenance of street lights and high mast lights in | No of street lights and high masts maintained in urban areas | 100% maintenance of high mast lights and 100 street | High mast lights maintained 100% and 100 | | | | 100% high mast maintained and 100% street lights maintained | Partially Achieved | Late procurement of material | To be done in the second quarter. | 100% high mast maintained and 100% street lights maintained | Partially achieved | Late procurement of the material | To be done in the third quarter |
| | Maintenance of Art Centre and Hamburg | | | | | | | | | | | | | | |

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| | urban areas | | lights to be maintained in urban areas | streetlights maintained | | | | | | | | | | | |
| | Facilitation of Installation of electricity in village extensions | No of meetings and list of village extensions. | Project list submitted to Eskom | June 2015 a project list submitted to Eskom. | | | | Progress report on previous submission | Achieved | N/A | N/A | Progress report on previous submission | Achieved | N/A | N/A |
| To ensure a proper communication between NLM and ADM in issues of water and sanitation | Arranging and attending of meetings for water and sanitation | No of meetings attended | 4 Quarterly meetings to be attended | Quarterly meetings attended and proof of attendance | Operational | IO 2 | | Quarterly meeting attended and proof thereof | Achieved | N/A | N/A | One water and sanitation meeting attended | Achieved | N/A | N/A |
| Construction of existing access roads and internal street | Construction of Mgwalana internal roads. | No of km's of gravel road constructed | 14 Kilometres | 14km of internal roads to be gravelled at Mgwalana | | I03 | | Contractor appointed 25% | Achieved | N/A | N/A | Construction 50% | Partially achieved | Late sitting of Bid Committees | Contractor to be appointed through Sec 32 |
| | Construction of Dube Scheme access road | No of km's of gravel road constructed | 3.5 Kilometres | 3.5 km access road in Dube constructed | | | | Contractor appointed 75% | Partially Achieved | Late sitting of BID Committees | Early advertisement of contractors | Construction completed | Partially achieved | Late sitting of BID Committees | Contractor to be appointed through Sec 32 |
| Construction of Ngxakaxha Scheme access road | No of km's gravel road constructed | 3.8 km | 3.8 km of gravel roads constructed in Ngxakaxha | | | | | Preliminary design report | Achieved | N/A | N/A | Contractor Appointed | N/A | N/A | N/A |

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|--|---|--|--|--|-------------|-----|--|--------------------|---|---|---|--------------------|---|--|
| | Construction of Tuku A access road. | No of km's gravel road constructed | 8.7 Kilometres | 8.7 Km of gravel road constructed in Tuku A | | | Preliminary design report | Achieved | N/A | N/A | Contractor Appointed | N/A | N/A | N/A |
| Maintenance of existing access roads and related storm water | Blading Of existing gravel roads in rural areas. | No of km's existing gravel roads bladed | Existing gravel roads to be bladed | 120km gravel roads bladed in rural areas | | 104 | Report of roads bladed 30km per quarter | Partially Achieved | Shortage of operators (for example the maintenance people are the one that building Nquthu access road hence we didn't meet target, manage to blend 23.21km | Employ skilled operators for all the machines that the municipality have. | Report of roads bladed 30km per quarter | Partially achieved | Shortage of operators (for example the maintenance people are the one that building Nquthu access road hence we didn't meet target, manage to do 4.1km. | Prioritise the employment of skilled & experienced operators for the machines that the municipality have. Special grader operator. |
| | Pothole patching in urban areas. | Square metres of pothole patched in urban areas. | 50 Square Pothole patching in urban areas | Patching of potholes in urban areas 50 square metre. | | | Report of potholes patched in urban areas 50 square metres. | Achieved | N/A | N/A | Report of potholes patched in urban areas 50 square metres. | Achieved | N/A | N/A |
| | Patch gravelling and storm water cleaning in urban areas | Square meters of gravel roads patched and no of storm water drains cleaned | 12 Reports on cleaning of storm water drains and re gravelling | Cleaning of 10 storm water drains and 1000 square metre re gravelling. | | 105 | Regravelling of 250 square meters and cleaning of 2 storm water drains | Achieved | N/A | N/A | Patch gravel of 250m | Achieved | N/A | N/A |
| Facilitate the maintenance of provincial roads and related storm water | Facilitate the maintenance of provincial roads by department of roads and transport | No of meetings arranged and attended between NLM and DRPW. | 4 quarterly meetings to be attended. | 4 meetings to be attended | Operational | 106 | First quarterly Meeting to be attended | Achieved | N/A | N/A | Quarterly meeting attended between NLM and DRPW | Achieved | N/A | N/A |

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|--|--|---|---|---|-----|-----|----------------------------------|--------------------|--|---|----------------------------------|--------------------|--------------------------------|---|--|
| Construction of community halls | Construction of Mqwashu Community hall | % completion of Mqwashu community hall | Report/certificate on Mqwashu community hall | 100% completion of Mqwashu community hall | | | Contractor appointed 25% | Achieved | N/A | N/A | Construction 50 % | Achieved | N/A | N/A | |
| | Construction of Nier community hall | % completion of Nier community hall. | Report/completion certificate of Nier community hall | 100% completion of Nier community hall | | | Contractor appointed 25% | Achieved | N/A | N/A | Construction 50% | Achieved | N/A | N/A | |
| | Construction of Ndlambe community hall | % completion of Ndlambe community hall. | Report/completion certificate of Ndlambe community hall | 100% completion of Nier community hall | | | Contractor appointed 25% | Achieved | N/A | N/A | Construction 50% | Achieved | N/A | N/A | |
| Construction of Sports field | Construction of Hamburg sports field | % completion of Hamburg sports field | Report / completion certificate of Hamburg Sports field | 100% completion of Hamburg sports field | 107 | | Contractor appointed 25%. | Partially Achieved | Late advertisement is the cause of delays. | Fast Track appointment of service providers | Construction 25%. | Partially Achieved | Late sitting of bid committees | Contractor to be appointed through sec 32 | |
| | | | | | 108 | | Quarterly MIG expenditure report | Achieved | N/A | N/A | Quarterly MIG expenditure report | Achieved | N/A | N/A | |
| Commitment of MIG expenditure for the 2015/16 financial year | 100% spending of MIG funds for 2015/2016 FY | % completion of MIG funds for 2015/2016 FY | 4 quarterly MIG expenditure reports | 100% MIG expenditure report | | | | | | | | | | | |
| Monitoring of funds in MIG projects | Monthly cash flow monitoring in 2015/2016 FY | % funds spent in each project | 12 monthly cash flow MIG reports | Cash flow reports | | 109 | Cash flow MIG report. | Achieved | N/A | N/A | Cashflow MIG report | Achieved | N/A | N/A | |
| Commitment of EPWP expenditure for the 2015/2016 FY | 100% spending of EPWP funds for 2015/2016 FY | % Completion of EPWP funds for 2015/2016 FY | 12 EPWP spending reports | EPWP expenditure reports | | 110 | EPWP expenditure report. | Achieved | N/A | N/A | EPWP expenditure report | Achieved | N/A | N/A | |

KEY PERFORMANCE AREA: FINANCIAL VIABILITY
Strategic Goal: To ensure Effective and Efficient Institutional Financial Management
KPA Weight: 20%

| Corporate Objective | Strategy | Key Performance Indicator | Baseline | Annual Target | Budget | KPI Code | Outcome Indicator | | | | | | | | |
|---|---|---|---|---|-------------|----------|-------------------|--|---------------|----------------------|-------------------|--|---------------|----------------------|-------------------|
| | | | | | | | | Quarter one | Actual Target | Reasons for variance | Corrective Action | Quarter two | Actual Target | Reasons for Variance | Corrective Action |
| To have and maintain an efficient and effective system of expenditure management by 2015/16 and beyond. | Reviewal of existing policies and the procedure manuals and its implementation and monitoring. | Approved reviewed policies and procedure manuals by Council for control environment | Expenditure management policy in place. | Approved expenditure management policy. | | F01 | | Expenditure Management Policy | Achieved | N/A | N/A | N/A | N/A | N/A | N/A |
| | Ensure all compliance reconciliations and expenditure related reports are done timeously. | Ensure all compliance reconciliations and expenditure related reports are done timeously. | 12 balance sheets items reconciliation reports and other expenditure reports. | 12 balance sheets items reconciliation reports and other expenditure reports. | Operational | | | 3 balance sheet reconciliation reports. | Achieved | N/A | N/A | 3 balance sheet reconciliation reports. Achieved | Achieved | N/A | N/A |
| | Effective management of payroll system. | Effective management of payroll system. | Effective management of payroll system. | Effective management of payroll system. | | | | 3 Section 66 reports and third party payment report. | Achieved | N/A | N/A | 3 Section 66 reports and third party payment report. | Achieved | N/A | N/A |
| To continuously ensure an efficient, effective system of revenue management by 2015/16 and beyond. | Development, Review and Monitoring of Revenue Management Policies, procedure manuals and the development of revenue | Approved reviewed policies and procedure manuals by Council for control environment | Revenue enhancement strategy to be in place. | Revenue enhancement strategy. | | F02 | | Revenue enhancement strategy | Achieved | N/A | N/A | N/A | N/A | N/A | N/A |

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| enhancement strategy. | | | | | | | | | | | | | | |
| Monitor the implementation of the Revenue enhancement Strategy as well as the credit control policy to increase the collection by 60% of current and outstanding debtors. | Monthly revenue and debtors collection reports that reflects increase %. | 12 monthly debt collections reports. | 12 collections reports | Operational | | | 3 Revenue and Debt collections reports | Achieved | N/A | N/A | 3 Revenue and Debt collections reports | Partially Achieved | The process of Implementing revenue collection commenced towards the end of first quarter as a result the 46% increase in collection was attained instead of 50%. Reports were prepared in this regard. | Sheriff has been appointed and already on site, white & red letters of demand have distributed and there is positive response from some debtors. The balance on the debtors age analysis will be made accurate to be realistic |
| Ensure indigent households within Ngqushwa Local Municipality jurisdiction are registered for Free Basic Services | Developed credible indigent register. | Updated and approved indigent register | Indigent register | Operational | | | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Data Cleansing (sound billing system for | Accurate and reliable of monthly billing | 12 Monthly accurate billing | Accurate billing information | Operational | | | 3 months accurate billing information | Achieved | N/A | N/A | 3 months accurate billing information | Achieved | N/A | N/A |

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| | sustainability) | | | | | | | | | | | | | | |
| | | information system that will be reconciled with valuation roll on a monthly bases. (Monthly billing report) | Information reports. | Reports for 12 Months. | | | | reports and 1 data cleansing report with clear recommendation | Achieved | N/A | N/A | reports and 1 data cleansing report with clear recommendation | Achieved | N/A | N/A |
| To ensure and maintain an effective, efficient, fair, economical and effective system of supply chain management by 2015/16 and beyond. | Implementation of contract management system as per sec 116 of the MFMA. | Timeously reporting on performance of all municipal services providers to ensure that there is value for money for services rendered. | 4 quarterly reports for service providers performance | Quarterly reports for service providers performance | Operational | | | Quarterly performance report for service providers | Achieved | N/A | N/A | Quarterly performance report for service providers | Achieved | N/A | N/A |
| | Implementation of the approved procurement plans in line with 2015/2016 SDBIP. | No. reports prepared on implementation of the approved procurement plan. | 4 quarterly reports on implementation of procurements plans. | 4 Quarterly procurement plans reports to council strictures | | | | Procurement plans to council structures | Partially Achieved | Procurement Plans has been developed but its not as comprehensive as it is required due to the fact that other Departments | It will be fully developed on or before end of Nov. 2015 | Procurement plans to council structures | Achieved | N/A | N/A |

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| | | | | | | | | | did not submit the information | | | | | | |
| Effective budget management systems by 2015/16 and beyond. | Reviewal of existing policies and the procedure manuals and its implementation and monitoring. | Approved reviewed policies and procedure manuals by Council for control environment | Policies and procure manuals to be reviewed | 2 Reviewed Budget policies and manuals. | Operational | F05 | | 2 Policies reviewed. | Achieved | N/A | N/A | 2 Policies reviewed. | Not Achieved | The 2 policies were reviewed during before the start of the financial period. The BTO is n a process of reviewing the procedure manuals | The process of reviewing Budget procedure manual has commenced to be finalised toward end of quarter 3 |
| To continuously ensure effective, economical and compliant municipal business operations in line with approved plans by 2015/16 and beyond. | Preparation of a budget process plan in line with MFMA and MSA. | Adopted budget process plan by council before 31 August and monitor its implementation. | Budget process plan in place | Approved budget process plan. | Operational | | | Submission of budget process plan to council for approval | Partially Achieved | N/A | N/A | N/A | N/A | N/A | N/A |
| | Preparation of a realistic and credible budget for sound financial administration and monitoring its implementation. | Approved credible annual budget by council and ensure its implementation and monitoring. | Approved 2016/2017 Budget in place | 2016/2017 budget approved by council | operational | | | Approved Budget implementation and monitoring report to track and rectify all unauthorised expenditures. | Partially Achieved | Rectification not complete yet. | To be completed before end of October 2015. | N/A | N/A | N/A | N/A |

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| | Monthly preparation and submissions of budget returns and monthly required reports, quarterly and half year in line with the MFMA. | Proof of prepared reviewed and submitted monthly, quarterly and half year reports in line with the MFMA. | Number of Section 52,S11 reports submitted to the Mayor and other authorities | 4 Quarterly reports | Operational | | | S52 and S11 reports submitted to the Mayor and other authorities | Achieved | N/A | N/A | S52 and S11 reports submitted to the Mayor and other authorities. | Achieved | N/A | N/A |
| | Mid-year budget and performance assessment report. | Mid-year budget and performance assessment report. | Approved Mid-year budget and performance assessment report. | | | | | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | Adjustment Budget of 2015/2016 approved by council 12 monthly grant expenditure reports. | 1 Adjustment budget approved by council. | 2015/2016 approved adjustment budget. | Operational | | | | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | | Grant expenditure reports submitted to the relevant structure. | 12 grant expenditure reports submitted to the relevant structure. | Grant expenditure reports submitted to relevant structures | Operational | | | Grant expenditure reports | Achieved | N/A | N/A | Grant expenditure reports | Achieved | N/A | N/A |
| Monitor & ensure the implementation of Audit and Risk Action Plans by 2015/16 and | Development and implementation of audit and risk action plans to achieve | Developed risk plan and audit action plan Reduction for best control | 4 Audit Action plan progress reports and risk | Audit action plan progress report and risk action plan | Operational | F06 | | N/A | N/A | N/A | N/A | Audit action plan progress report and risk action plan progress report | Achieved | N/A | N/A |

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| beyond to achieve better audit opinion. | better audit opinion for 2015/2016. | environment in order to achieve clean administration. | action plan. | progress report | | | | | | | | | | | |
| To develop sound financial management within the institution for financial viability to achieve clean administration by 2015/16 and beyond. | Preparation and submission of credible financial statements quarterly for high level of accountability. | Developed and reviewed quarterly credible reports and financial statements through monthly updates and monitoring of G.L. | 2014/2015 Annual Financial Statements in place | 2014/2015 Annual Financial Statements Submitted to the Office of Auditor General (SA) by the 31 st August 2015. | Operational | F07 | Clean Administration | AFS Submitted to Auditor General (SA) (Proof of submission) | Achieved | N/A | N/A | 2014/2015 Annual Financial Statements Submitted to the Office of Auditor General (SA) by the 31 st August 2015. | Achieved | N/A | N/A |
| | Ensure compliance with GRAP 17 standards and section 63 of MFMA through review and implementation of Asset Management policy. | Safeguarding of municipal assets and 100% compliance with GRAP 17 | 12 reports of asset register and verification with GRAP17 compliance and safeguarding of assets reports. | Asset GRAP 17 compliant Register Updated and safeguarding of assets reports. | Operational | | | Updated Asset GRAP register | Achieved | N/A | N/A | Asset GRAP 17 compliant Register Updated and safeguarding of assets reports. | Partially Achieved | The Fixed Asset register for movable and immovable assets is complied as per GRAP17. The process to solicit engineers to assist in compilation of the FAR for infrastructure asset commenced towards end of first quarter. | The process of valuing infrastructure assets has commenced, the compilation of asset register for infrastructure asset to completed in quarter 4. |