

Kgatelopele Local Municipality

Annual Performance Report

2018/2019



INTRODUCTION

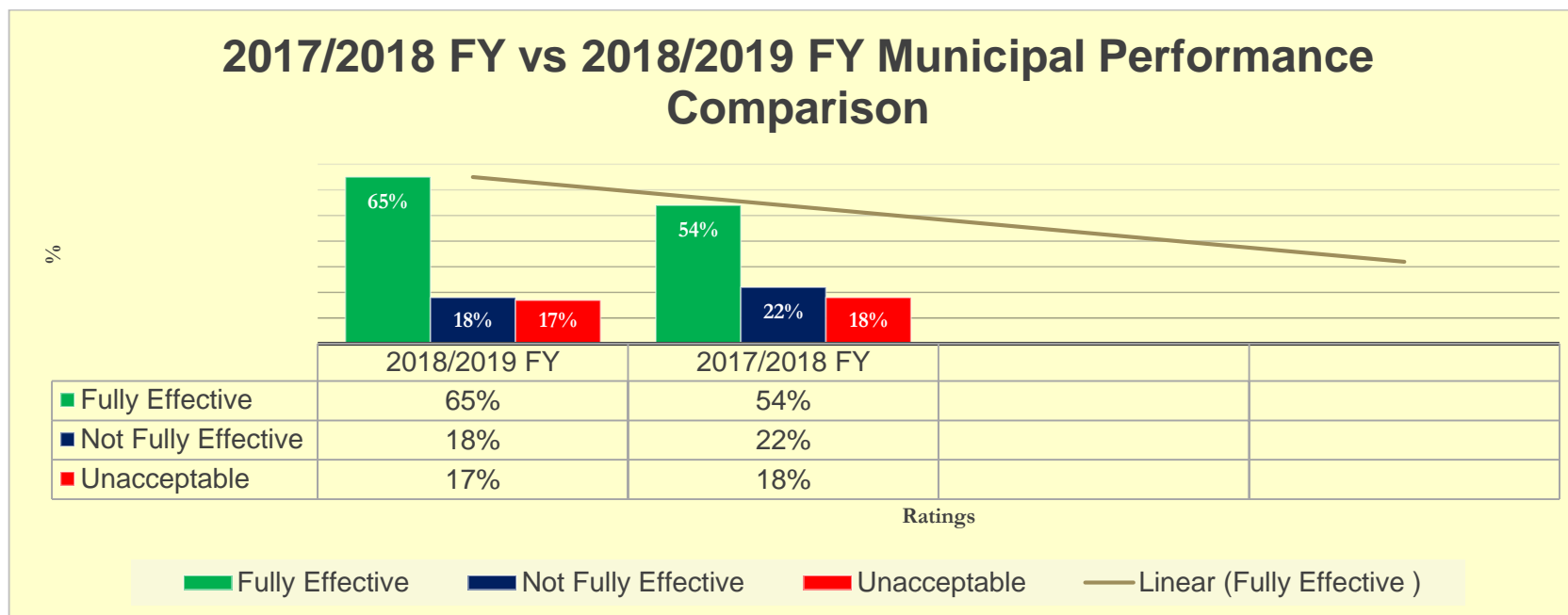
The Annual Performance Report (APR) is a legislative requirement which prescribes that the report must be submitted to the Auditor General by the 31st August annually. The Annual Performance Report, amongst other documents, will form part of the consolidated annual report of the municipality which must be submitted to council by the end of January on an annual basis.

During the 2018 / 2019 financial year, Kgatelopele Local Municipality developed as part of the reporting process on the SDBIP, a process for reporting against pre-determined objectives and key performance indicators (KPI's) that are contained in the approved service delivery and budget implementation plan (SDBIP). The process is based on a colour-coded dashboard that serves as an early-warning indicator of under / zero performance. Monthly and quarterly reports based on the colour-coded dashboard were submitted to council with applicable recommendations that were noted and implemented. These reports and council resolutions are available for inspection on request.

Performance Management Rating Table

| Rating | | Terminology | Description |
|--------|---|--|---|
| 5 | 😊 | Outstanding performance | Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the performance plan and maintained this in all areas of responsibility throughout the year. |
| 4 | 😊 | Performance significantly above expectations | Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year. |
| 3 | 😊 | Fully effective | Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the performance plan. |
| 2 | 😐 | Performance not fully effective | Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the performance plan. |
| 1 | ☐ | Unacceptable performance | Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to |

Figure1: HIGH LEVEL SUMMARY OF PERFORMANCE COMPARISON FOR THE 2017/2018 FY AND 2018/2019 FY



The municipality has translated the national key performance areas into strategic objectives. These strategic objectives assisted the institution to refocus in achieving the developmental agenda. Performance Management System is the key element in ensuring implementation and realisation of the Integrated Development Plan. The year under review realised an increase of 11% on the institutional performance, where 2017/2018 performance was at 54% in relation to the 65% in 2018/2019. The Municipality has taken a posture to implement performance management system and promote a performance orientated organizational culture.

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of SDBIP outcomes. This report provide strategic achievement of the municipality, in terms of the strategic intent and deliverables achieved as stated in the approved SDBIP. The Top Layer SDBIP is the municipality’s operational plan and shows the alignment between the different documents (IDP, Budget and Performance Agreements). The following figure 2 depicts Municipal Annual Performance for 2018/2019 financial year.

Figure 2: MUNICIPAL ANNUAL PERFORMANCE 2018/2019 FY

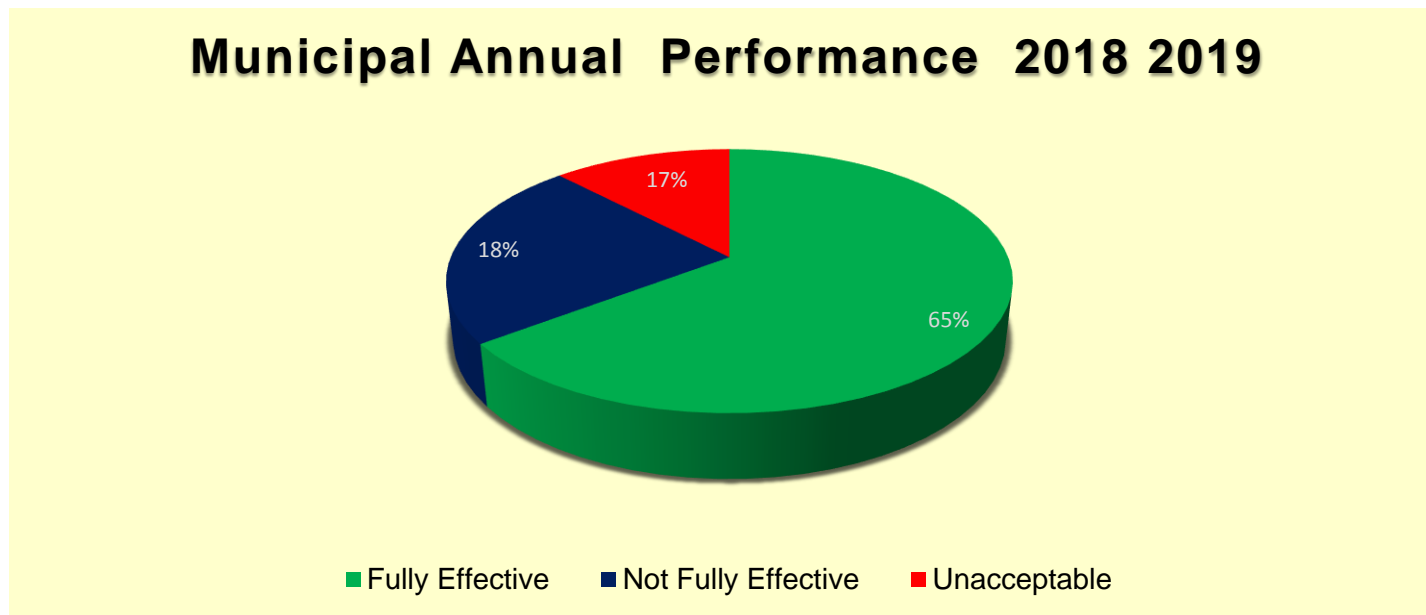
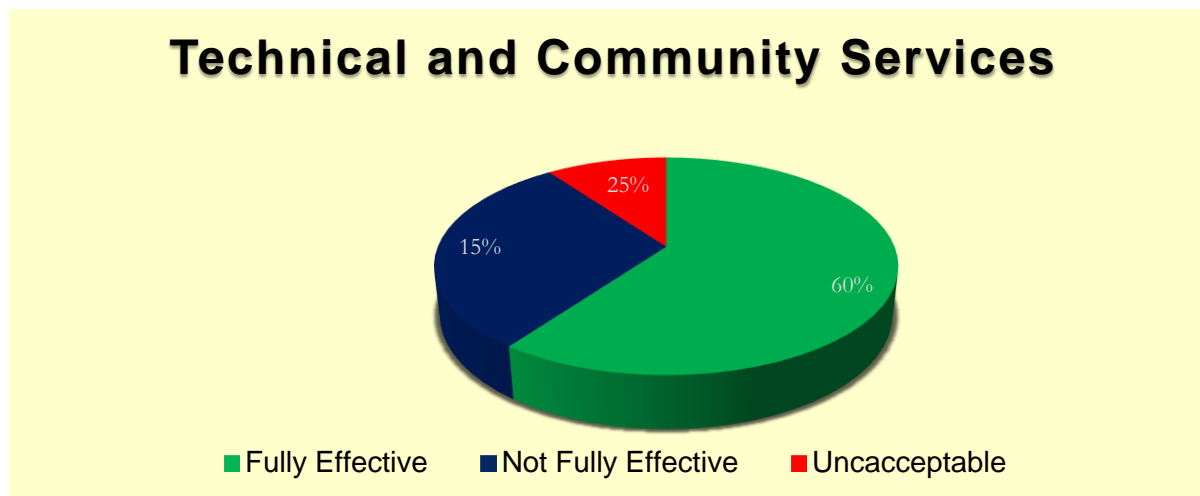
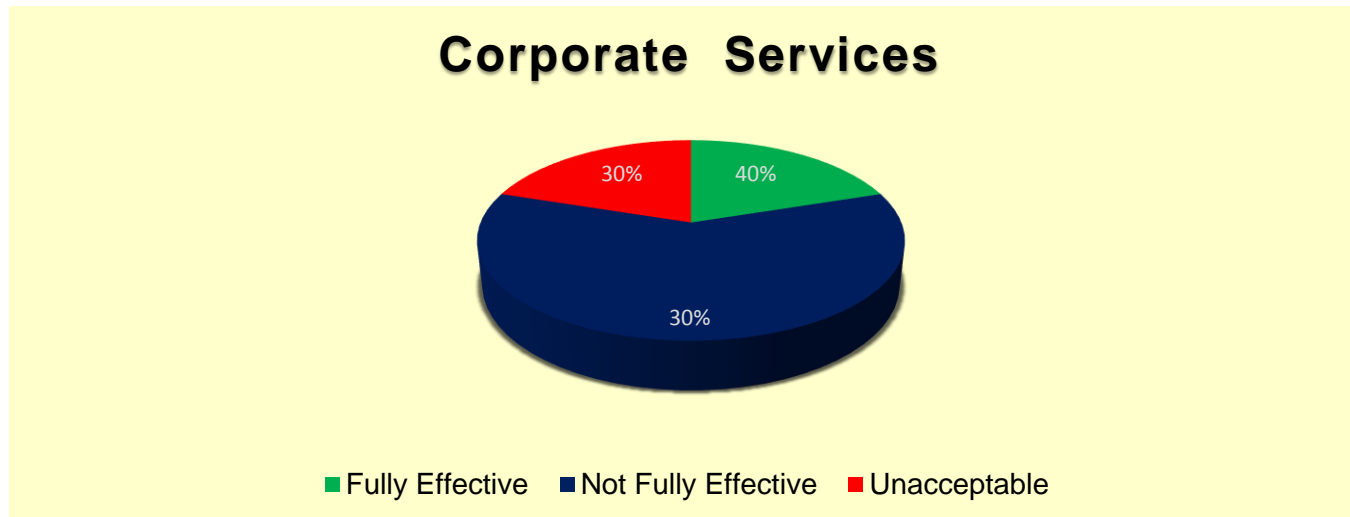


Figure 3: TECHNICAL AND COMMUNITY SERVICES DEPARTMENT ANNUAL PERFORMANCE 2018/2019 FY



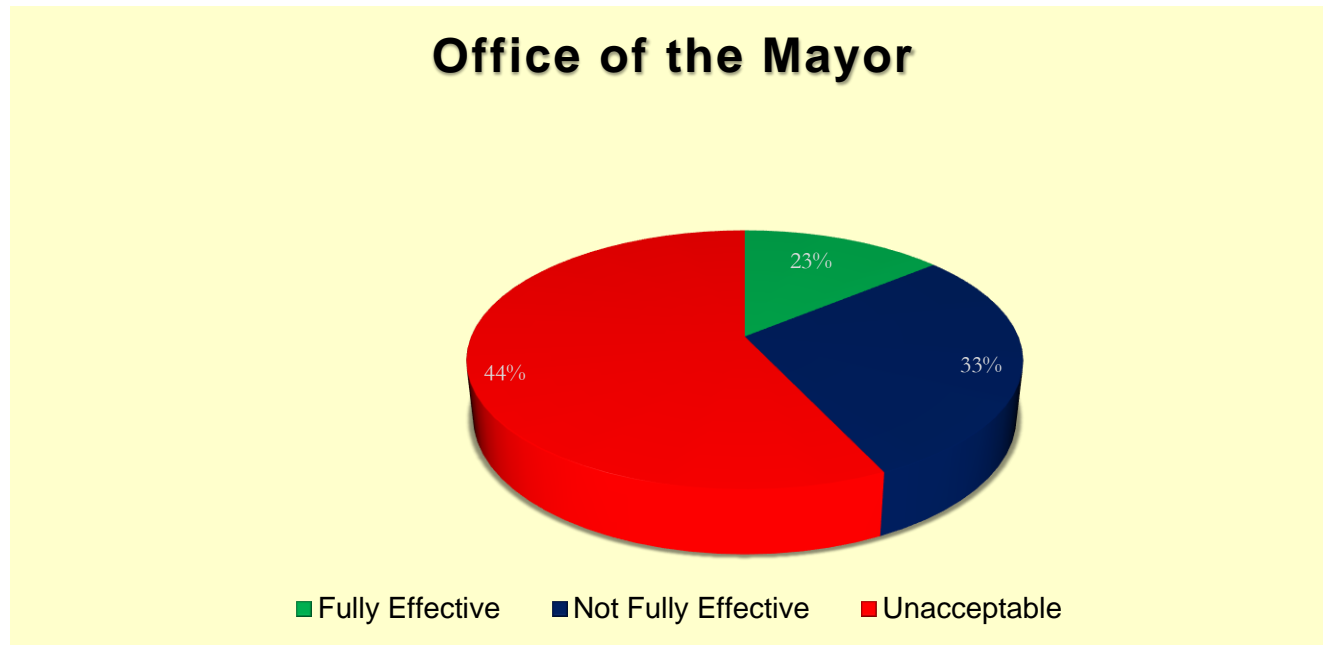
The technicalities around awarding the bid to the lowest price presented much concerns relating the sustainability of the projects. However, it needs to be noted that the finalisation of the extension of the waste water treatment project was delayed due to specific requirements from the department of water & sanitation that had a direct impact on the quality and scope of work performed. It is important for the municipality in future to ensure that the proposed service providers are able to render sustainable services that will ensure the achievement of the set pre-determined objectives. Human capacity remains the main contributing factor to under achievement.

Figure 4: CORPORATE SERVICES ANNUAL PERFORMANCE 2018/2019 FY



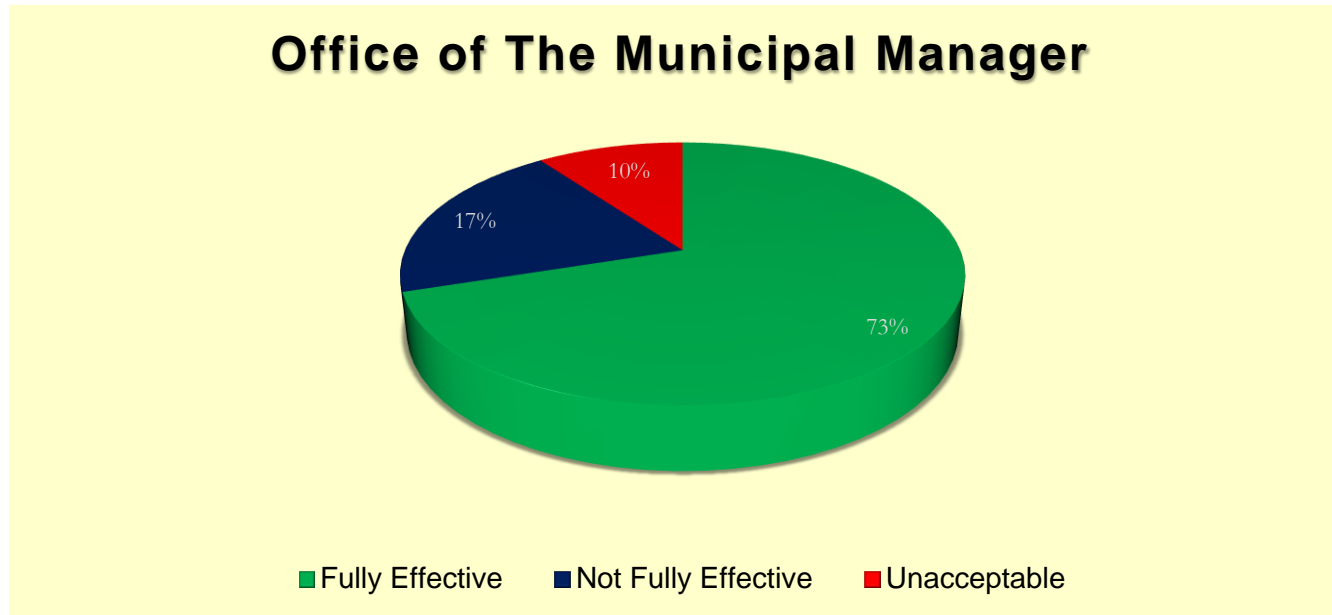
Corporate services aims to achieve human resource professionalisation in the local government sector. The need for competent, skilled, and professional staff in key positions drives the recruitment strategy. A low performance percentage 30% depicts lack of human capacity in this department. Skills development and retention strategy remain very high on the agenda of the institution. Non functionality of the Local Labour Forum contributed to the low performance, remedial action and intervention will be sought in the near future to correct the control environment in this department.

Figure 5: OFFICE OF THE MAYOR DEPARTMENT ANNUAL PERFORMANCE 2018/2019 FY



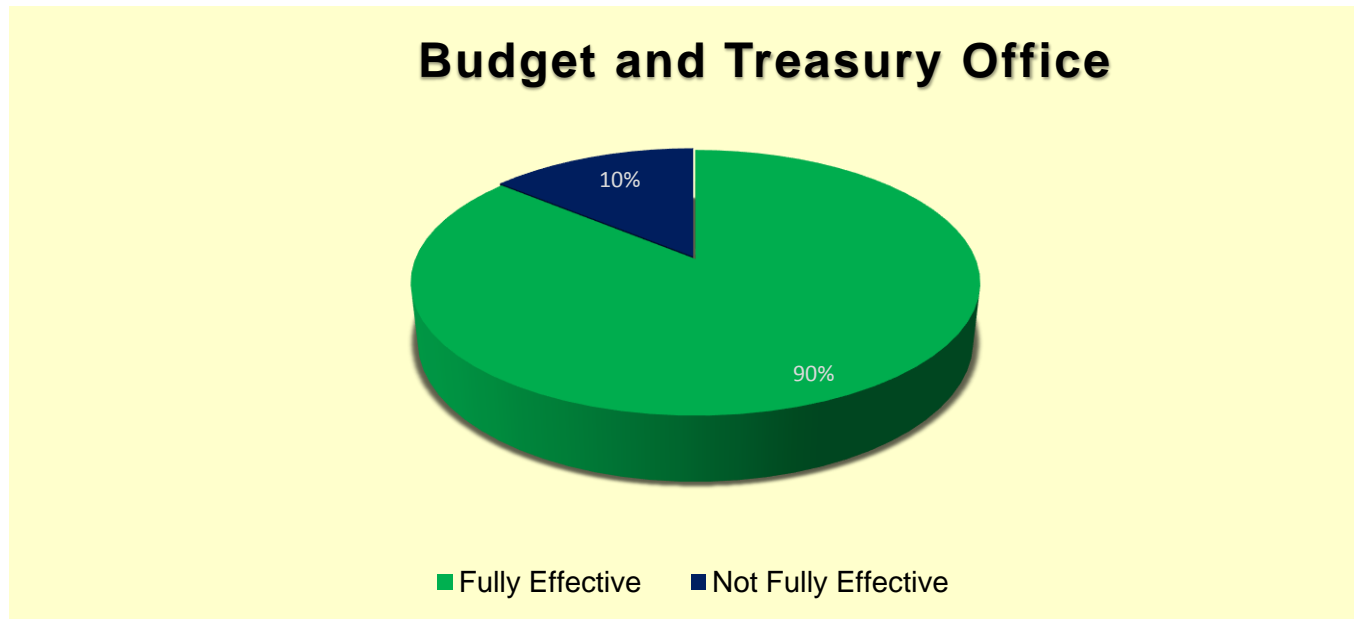
During this period significant efforts were employed in ensuring council stability through the election of the new Mayor and reconfiguration of section 79 & 80 Council committees in terms of Municipal Structures Act No 117 of 1998. This will enable the Municipality to become responsive, accountable, efficient and effective to improving service deliverables. Non-functionality of these committees can be viewed as a major contributing variable to the unacceptable outcome.

Figure 6: OFFICE OF THE MUNICIPAL MANAGER ANNUAL PERFORMANCE 2018/2019 FY



Amidst the challenging economic and financial environment we have managed to align the budgetary framework to the integrated development plan and the service delivery budget and implementation plan. The creation of the environment for a responsive to high performance and clear accountability has shown through significant performance increase from previous financial year. The further rollout of the performance management system to lower levels within the organisation will be the catalyst in improving performance and performance reporting at every level.

Figure 7: BUDGET AND TREASURY OFFICE ANNUAL PERFORMANCE 2018/2019 FY



This department is entrusted in ensuring sound financial management by improving the audit outcome and enhancing financial capacity of the institution. The greatest challenge perhaps, is the ability to ensure sustainable development and growth within this context. Clean governance remains one of our strategic imperatives. In this regard we continue to put systems in place to ensure regulatory compliance and take on fraud and corruption through consequence management system, while increasing the assurance provided to management for implemented controls addressing identified risks.

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---|---|--|--|---|--------------------------|-----------------|---|-----------------|
| National KPA 1: Basic Service Delivery: Service Delivery and Infrastructure Development | | | | | | | | |
| Strategic Objective | | | | To ensure the provision of sustainable basic service to our communities | | | | |
| KPI .1 | Provide clean piped water to all formal residential properties which are connected to the municipal water infrastructure network | Provide clean piped water to all formal residential properties which are connected to the municipal water infrastructure network as at 30 June 2019 | Compliance with SANS 241-:2015 requirements. formal residential properties which are connected to the municipal water infrastructure network | Full Compliance with SANS 241-:2015 requirements | Fully Effective | Fully Effective | N/A | N/A |
| KPI .2 | Provide electricity to formal residential properties connected to the municipal electrical infrastructure network for both credit and prepaid electrical metering | Provide electricity to formal residential properties connected to the municipal electrical infrastructure network for both credit and prepaid electrical metering as at 30 June 2019 | Total Number of households provided with electricity credit and prepaid | (3574) Total Number of both credit and prepaid electrical metering | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|--------|--|---|--|--|--------------------------|-----------------|---|-----------------|
| KPI .3 | Provide sanitation services to properties which are connected to the municipal waste water (sanitation/sewerage) network | Provide sanitation services to properties which are connected to the municipal waste water sanitation/sewerage network as at 30 June 2019 | Total number of households provided with sanitation/Sewer services | 3137 Total number of households provided with sanitation/Sewer services | Fully Effective | Fully Effective | N/A | N/A |
| KPI .4 | Collection and disposal of waste from all properties in the Municipal areas | 80% Collection and disposal of waste from all properties with Municipal account as at 30 June 2019 | Waste collection schedule. Total Number of households provided with waste collection | 2795 Total Number of households provided with collection and disposal of waste | Fully Effective | Fully Effective | N/A | N/A |
| KPI .5 | Provide free basic water in terms of the equitable share requirements to indigent account holders | Provide free basic water in terms of the equitable share requirements to indigent account holders by 30 June 2019 | Monthly provisioning of free basic water in terms of the equitable share requirements to 1500 indigent account holders (06 KL per account holders) | 1350 Indigents registered | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|--------|--|---|--|---------------------------|--------------------------|-----------------|---|-----------------|
| KPI .6 | Provide free basic electricity to 1500 registered indigent account holders connected to the municipal electrical infrastructure network | Provide free basic electricity to 1500 registered indigent account holders connected to the municipal electrical infrastructure network by 30 June 2019 | Provide free basic electricity to 1500 indigent account holders in terms of the equitable share requirements measured in terms of quantum approved (Free 50 kw basic electricity per indigent household) | 1350 Indigents registered | Fully Effective | Fully Effective | N/A | N/A |
| KPI .7 | Provide free basic sanitation services to 1500 registered indigent account holders which are connected to the municipal wastewater(sanitation/sewerage)network & are billed for sewerage service, irrespective of the number of water closets(toilets) | Provide free basic sanitation services to 1500 registered indigent account holders which are connected to the municipal wastewater(sanitation/sewerage)network & are billed for sewerage service, irrespective of the number of water closets(toilets) as at 30 June 2019 | Provide free basic sanitation services to registered indigent account holders which are connected to the municipal waste water (sanitation sewerage)network | 1350 Indigents registered | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|--------|--|---|--|------------------------------|--------------------------|-----------------|---|-----------------|
| KPI .8 | Provide free basic refuse removal, refuse dumps and solid waste disposal to 1500 registered indigent account holders | Provide free basic refuse removal, refuse dumps and solid waste disposal to 1500 registered indigent account holders as at 30 June 2019 | Number of indigent account holders receiving free basic refuse removal | 1350 Indigents registered | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO. | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|--|--------------------------|--------------------------|---------------------|--|--|
| KPI .9 | Refurbishment of Water Service Infrastructure phase 4 | Refurbishment of Water Service Infrastructure phase 4 by 30 June 2019 | Replacing 2.97 km of AC supply pipe line with HDPE pipe. | 99% Project work done | Fully Effective | Not Fully effective | Connections to existing lines were not as per as-built drawings and as result additional fittings had to be obtained. Existing valves were not in good condition and some were missing and as a result, new ones had to be obtained which wasn't part of the original scope. Lack of capital funds from subcontractors caused a delay in them being able to start their allocated works on time as there was a period where they had to source funds. Works allocated to subcontractors had to be redone due to poor workmanship | Contractor was required to work on weekends to fast-track works outstanding. Method of statements were drafted by contractor on how to fast track the works. Works allocated to subcontractors that were lagging behind were handed to main contractor to complete. Revised programme was submitted and practical completion date forecasted to 14th of July 2019. |

| KPI NO. | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|---|--------------------------|--------------------------|---------------|---|--|
| KPI .10 | Upgrading of the existing waste water treatment works | Upgrading of the existing waste water treatment works by 30 June 2019 | Increasing capacity from 723m ³ per day in to 12779.51 m ³ per day of oxidation ponds | 85% Project work done | Not Fully Effective | Unacceptable | <p>Extension of time due to community unrests and directive by DENC to stop clearing of site activities resulted in 61 days of a delay on the project.</p> <p>The industrial strike delayed the delivery of the necessary pipes after procurement by the contractor.</p> <p>The identification of a suitable borrow pit for the required material (G6) could not be located which also caused a delay on the project.</p> | Dissatisfaction letter with intention to institute penalties against the engineers / Contractor was provided. Revised programme has been developed with anticipated completion date end of October 2019. Intervention from monthly project steering committee meetings to Bi-Weekly in order improve in the monitoring and evaluation of projects. |

| KPI NO. | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|---|-------------------------------|--------------------------|---------------|---|---|
| KPI .11 | Closure of Existing Landfill site and establishment of new Danielskuil Waste Site | Closure of Existing Landfill site and establishment of new Danielskuil Waste Site by 30 June 2019 | Composition of class B site with In-Situ soil, Drainage and monitoring system | Only Project Designs received | New KPI | Unacceptable | Re-registration of the project with MIG caused a delay due to the high costs for implementation of the project by the successful contractor. The overall scope of the project had to be amended through an extensive consultation with DWS prior to approval by the MIG appraisal committee. Availability of funding for the implementation of the project posed as a challenge based on the usual MIG allocations. | Revised projects scope to address high cost of project. Consequent to that approval was sought and received. Management to develop funding model for this project to realise a successful completion. |

| KPI NO. | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|---|--|--------------------------|---------------------|--|--|
| KPI .12 | Upgrading and Refurbishment of the existing Electrical Main Sub-station | Upgrading and Refurbishment of the existing Electrical Main Sub-station by 30 June 2019 | Replacement of 2 10MVA with 2x20MVA 132/22KV transformers. Refurbish 2x 132 KV HV Transformer breakers Re-label existing transformer-2 equipment as transformer -3. | final budget quote/estimate was received from Eskom on 05/May/2019 | New KPI | Unacceptable | The final budget quote/estimate and breakdown thereof was only received from Eskom in May 2019. Due to inability of the Municipality to raise the required capital proved to be a challenge. | The Municipality will be implementing a renewable energy (solar) project for households to reduce capacity on the bulk electrical network. |
| KPI .13 | Conversion of 122 Indigent conventional water meters to pre-paid water meters | Conversion of 122 Indigent conventional water meters to pre-paid water meters by 30 June 2019 | Conversion of 122 Indigent conventional water meters to pre-paid water meters | 69 pre-paid water meters replaced Installed | New KPI | Not Fully Effective | Public Participation delayed the implementation of the project. | Distribution of letters process be through the ward committee members. |

| KPI NO. | Key Performance Indicator | Annual Target 18/19 | Unit of | 18/19 Actual Performance | Key Performance Indicator | Annual Target 18/19 | Unit of | KPI NO. |
|---------|--|--|---|---|---------------------------|---------------------|---------|---------|
| KPI .14 | 35 temporary Communal sanitation provision | Provision of 35 temporary communal sanitation services to informal settlements by 30 June 2019 | 35 temporary communal sanitation services to informal settlements | 35 Temporary communal sanitation services provided | New KPI | Fully Effective | N/A | N/A |
| KPI .15 | Replacement of 60 electrical poles | Replacement of 60 electrical poles by 30 June 2019 | 60 electrical poles replaced | 72 poles – 12 more replaced due to natural disaster that occurred | New KPI | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|--|---|---|--|--|---------------------------------|-----------------|---|---|
| National KPA 2: Spatial Development and Transformation | | | | | | | | |
| Strategic Objectives | | | | | conservation of the environment | | | |
| KPI. 16 | Review of the Land Use Management Scheme | Review of the Land Use Management Scheme by 30 June 2019 | Compliance with SPLUMA, Council resolution and document | Reviewed Land Use Management Scheme and Council resolution | NEW KPI | Fully Effective | N/A | N/A |
| KPI. 17 | Acquisition of non-dolomitic properties from the Department of Public Works | Acquisition of non-dolomitic properties from the Department of Public Works by 30 June 2019 | Land allocation from the Public Works to The Municipality | No Land Allocation and hand over made | NEW KPI | Unacceptable | The municipality is waiting the finalisation of the transfer of land from Department of Public. | Vigorous follow from the Department of Public works to ensure successful transfer. |
| KPI. 18 | Development of Informal Settlement Relocation and Upgrading Strategy and Policy | Development of Informal Settlement Relocation and Upgrading Strategy and Policy by 30 June 2019 | Informal Settlement Relocation and Upgrading Strategy document | No relocation strategy and policy in place | NEW KPI | Unacceptable | Lack of capacity to compile the documents in-house. | A request was sent to CoGHSTA to assist with the compilation of informal settlement upgrading plans which would include the relocation strategy, through the National Upgrading Support Grant |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | 18/19 Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|-------------------------------|------------------------------|--------------------------|---------------------|--|--|
| KPI. 19 | Numbering of graves and cemetery Management | Numbering of graves and cemetery Management by 30 June 2019 | Allocated Grave Number plates | Only grave count was made | Unacceptable | Not Fully Effective | Burials are now taking place outside of the boundaries of the demarcated area. Only grave count was made | A request was made for the number plates at SCM 01/07/19 |
| KPI. 20 | Facilitate one recycling activity | Facilitate one recycling activity by 30 June 2019. | Waste recycling | One recycling activity held. | Unacceptable | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|--|---|---|--|---|--------------------------|-----------------|---|--|
| National KPA 3: Local Economic Development | | | | | | | | |
| Strategic Objectives | | | | To promote a conducive environment for economic development | | | | |
| KPI. 21 | 10x temporary jobs created through projects | 10x temporary jobs created through projects by 30 June 2019 | Temporary jobs creation through Projects | 10 Temporary jobs creation through Projects | Not Fully Effective | Fully Effective | N/A | N/A |
| KPI. 22 | Updated Memorandum of Understanding (MoU) between 3 mines | Updated MoU between 3 mines by 31 December 201 | Conclusion/Update of MoU with the 3 mining companies | MoU Document is not completed | Fully Effective | Unacceptable | Restructuring of SLP Committee | New structure and new MoU will be completed by 30 October 2019 |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|---|--|--------------------------|---------------------|---|---|
| KPI. 23 | Review Local Economic Development Plan. | Review of Local Economic Development Plan by 30 June 2019 | Review LED strategy | LED strategy/ Plan document is not complete | Unacceptable | Not Fully Effective | Delays in receiving community inputs. | LED Strategy will be adopted by 30 October 2019 |
| KPI. 24 | Provision of Trading Space for SMMEs | Provision of Trading space for SMMEs by 30 June 2019. | Handover and container Allocation Letters / Accounts of tenants | Awarding and Allocation of SMMEs to the containers | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|-----------------------------|---|--------------------------|---------------------|---|---|
| KPI .25 | Development of 4 small local emerging suppliers through awarding contracts or sub-contracting | Development of 4 small local emerging suppliers through awarding contracts or sub-contracting by 30 June 2019 | 4x Appointment Letters | 4x Developed 4 small local emerging suppliers through awarding contracts or sub-contracting | Fully Effective | Fully Effective | N/A | N/A |
| KPI .26 | Develop and update the database on municipality's relevant economic information | Development of Database of all businesses by 30 June 2019 | Developed Business Database | No database developed, CSD has been utilized | NEW KPI | Not Fully Effective | Municipality makes use of CSD | Database will be developed by 30 October 2019. |
| KPI .27 | Formulation of information brochures to enhance tourism in the area | Formulation of information brochures to enhance tourism in the area by 30 June 2019 | Information brochure | Ghaap rout brochure | NEW KPI | Fully Effective | N/A | N/A |
| KPI .28 | 1 Career Exhibition | 1x Career Exhibition by 30 June 2019 | 1x Career Exhibition | No career exhibition made | NEW KPI | Unacceptable | Lack of capacity in the LED office | Support to be sought from the department Education. |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|--|--|--|--|--|--------------------------|-----------------|---|-----------------|
| National KPA 4: Municipal Institutional Transformation and development | | | | | | | | |
| Strategic Objectives | | | | To ensure an effective and efficient financial viable municipality | | | | |
| KPI .29 | 80% Billing on operating revenue budget | 80% Billing on operating revenue budget by 30 June 2019 | 80% Billing on operating revenue budget | 89% | Fully Effective | Fully Effective | N/A | N/A |
| KPI .30 | 50% Collection on Billing | 50% Collection on Billing by 30 June 2019. | 50% Collection on Billing | 71.83% | NEW KPI | Fully Effective | N/A | N/A |
| KPI .31 | 100% of total Capital Grant funding received | 100% of total Capital Grant funding received by 30 June 2019 | 100% of total Capital Grant funding received | 100% of total Capital Grant funding received | Fully Effective | Fully Effective | N/A | N/A |
| KPI .32 | 100% Collection of Conditional Grants | 100% Collection of Conditional Grants by 30 June 2019 | 100% Collection of Conditional Grants | 100% Collection of Conditional Grants | Fully Effective | Fully Effective | N/A | N/A |
| KPI .33 | Update the indigent household registered | Update the indigent household registered by 30 June 2019 | Updated indigent register | 1350 Updated indigent register | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|---|----------------------------------|--------------------------|---------------------|---|-----------------|
| KPI .34 | 100% of Capital Budget Expenditure | 100% of Capital Budget Expenditure by 30 June 2019 | Capital Budget Expenditure | 81% spent | Fully Effective | Not Fully Effective | Projects not yet completed – attach reports from TM | N/A |
| KPI .35 | 75% of operating budget expenditure spent | 75% of operating budget expenditure spent by 30 June 2019 | operating budget expenditure spent | 79% spent | Fully Effective | Fully Effective | N/A | N/A |
| KPI .36 | GRAP compliant asset register | GRAP compliant asset register by 31 August 2018 | GRAP compliant asset register | Asset register | Not Fully Effective | Fully Effective | N/A | N/A |
| KPI .37 | 4 Quarterly Updates of the Asset Register | 4 Quarterly Updates of the Asset Register by 30 June 2019 | 4 Quarterly Updates of the Asset Register | 4x Asset registers | Not Fully Effective | Fully Effective | N/A | N/A |
| KPI .38 | 4 quarterly undertakings of inventory of stores | 4 quarterly undertakings of inventory of stores by 30 June 2019 | 4 quarterly undertakings of inventory of stores | 4x quarterly inventory of stores | Not Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|---|---|--------------------------|---------------------|--|--|
| KPI .39 | Report on list of Assets that need to be disposed | Report on list of Assets that need to be disposed by 31 January 2019 | Assets Disposal List | Asset disposal 2018/2019 list | Fully Effective | Fully Effective | N/A | N/A |
| KPI .40 | 1 X Disclosure note in AFS | 1 X Disclosure note in AFS by 31 August 2018 | AFS disclosure note | AFS disclosure note | Fully Effective | Fully Effective | N/A | N/A |
| KPI .41 | 1x Procurement plan | 1x Procurement plan by 30 June 2019 | Procurement plan | 1 signed Procurement plan | Fully Effective | Fully Effective | N/A | N/A |
| KPI .42 | 100% Compliance with the procurement plan | 100% Compliance with the procurement plan by 30 June 2019 | 100% Compliance with procurement plan 18/19 | Procurement plan not fully implemented | Fully Effective | Not Fully Effective | Change in project plan, change in specifications, unresponsive bidders | To Improve specifications to advertise |
| KPI .43 | Compilation of biannual GRAP compliant Financial Statements | Compilation of biannual GRAP compliant Financial Statements by 30 June 2019 | Biannual GRAP compliance AFS | Biannual compliance GRAP 2018/2019 AFS | Not Fully Effective | Fully Effective | N/A | N/A |
| KPI .44 | Compilation of GRAP compliant Annual Financial Statements | Compilation of GRAP compliant Annual Financial Statements by 31 August 2018 | Compilation of GRAP compliant Annual Financial Statements 17/18 | Compilation of GRAP compliant 17/18 AFS | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|--|--|--|--|--------------------------|-----------------|---|-----------------|
| KPI .45 | Submission of Draft Budget to Council for approval | Submission of Draft Budget to Council for approval by 31 March 2019 | Draft budget to be Approved | Draft Budget submitted and approved | Fully Effective | Fully Effective | N/A | N/A |
| KPI .46 | Submission of Final Budget | Submission of Final Budget by 31 May 2019 | Final Budget 19/20 to be Approved by 31 May 2019 | Final Budget 19/20 to be Approved by 31 May 2019 | Fully Effective | Fully Effective | N/A | N/A |
| KPI .47 | 1 X Adjusted budget per annum | 1 X Adjusted budget per annum by 25 January 2019 | Approved Adjusted budget per annum | 1 X Adjusted budget per annum | Fully Effective | Fully Effective | N/A | N/A |
| KPI .48 | 12 monthly Section 71 Reports submitted to the Mayor and Treasury | 12 monthly Section 71 Reports submitted to the Mayor and Treasury by 15 July 2019 | 12 monthly Section 71 submitted | 12 monthly Section 71 submitted | Fully Effective | Fully Effective | N/A | N/A |
| KPI .49 | 4x Section 52 reports submitted quarterly to Council for approval and then submitted to Treasury | 4x Section 52 reports submitted quarterly to Council for approval and then submitted to Treasury by 31 July 2019 | 4x Section 52 reports submitted quarterly to Council | 4x Section 52 reports submitted quarterly to Council | Fully Effective | Fully Effective | N/A | N/A |
| KPI .50 | Section 72 Report submitted once a year for approval by Council and then to Treasury | Section 72 Report submitted once a year for approval by Council and then to Treasury by 25 January 2019 | Approved Section 72 Report | Approved Section 72 Report | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|--|--|--|--|--|--------------------------|---------------------|---|---|
| National KPA 5: Municipal Institutional Transformation and development | | | | | | | | |
| Strategic Objectives | | | | Democratic and accountable government, Municipal Transformation and Organisational development | | | | |
| KPI .51 | Appointment of Council Officer, Risk Officer, Billing Officer, Creditors Officer, Assets Officer, Senior Admin, 2 Care Takers, 1 electrician, 8 General Workers and 1 driver for sanitation unit, Project Technician, 8 General Workers for waste unit | Appointment of Council Officer, Risk Officer, Billing Officer, Creditors Officer, Assets Officer, Senior Admin, 2 Care Takers, 1 electrician, 8 General Workers and 1 driver for sanitation unit, Project Technician, 8 General Workers for waste unit by 30 June 2019 | Appointment letters/ employee files | 15 Appointments made | NEW KPI | Not Fully Effective | Review of the Organogram and consultation processes relating to vacant positions unfolded towards year end. | Approval of the reviewed organogram will be sought in the new financial year. |
| KPI .52 | Formulation of job descriptions for new posts by 31 July 2018 | Formulation of job descriptions for new posts by 31 July 2018 | Formulated and signed Job descriptions | 14 New Formulated and signed Job descriptions | NEW KPI | Fully Effective | N/A | N/A |
| KPI .53 | Development/Review of an employment equity plan by 31 August 2018 | Development/Review of an employment equity plan by 31 August 2018 | Signed Employment equity plan | EEP not signed | NEW KPI | Not Fully Effective | Equity employment plan is not signed. | To be reviewed and signed by the Municipal Manager |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|--|------------------------------------|--------------------------|---------------------|--|--|
| KPI .54 | 6x meetings in the by 30 June 2019 | 6x meetings in the by 30 June 2019 | 6x Attendance registers and minutes | 3 Meeting held | Not Fully Effective | Not Fully Effective | Skills development facilitator was on the maternity leave. | Committee to be functional on the new FY |
| KPI .55 | 92% of the allocated budget by 30 June 2018 | 92% of the allocated budget by 30 June 2018 | Total budget allocated for skills and total spending on skills | 97% Total Skills spending | New KPI | Fully Effective | N/A | N/A |
| KPI .56 | 4 LLF meetings by 30 June 2019 | 4 LLF meetings by 30 June 2019 | Attendance registers and minutes | No meeting held | Not Fully Effective | Unacceptable | Unavailability of union members | LLF to sit in order to fast-track job evaluations |
| KPI .57 | 80% resolution of labour disputes by 30 June 2019 | 80% resolution of labour disputes by 30 June 2019 | Number of Reported cases and number of resolved cases | 40% labour resolved | Fully Effective | Not Fully Effective | Only two closed cases 18/19, Due the nature of labour case they are time consuming | To introduce a panel of attorneys on different cases |
| KPI .58 | 100% all newly appointed staff inducted by 30 November 2018 | 100% all newly appointed staff inducted by 30 November 2018 | Induction report Attendance register | Introduction of employees was made | New KPI | unacceptable | An introduction of new employees done and not induction exercise | An induction module is to be developed |
| KPI .59 | Evaluation of newly established posts and updating of existing posts for re-evaluation by 31 January 2019 | Evaluation of newly established posts and updating of existing posts for re-evaluation by 31 January 2019 | Evaluation report | No evaluations made | Unacceptable | Unacceptable | No evaluations made on newly established posts | Evaluation will be internally conducted on the new financial year. |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|--|---|----------------------------------|-------------------------------------|--------------------------|-----------------|---|-----------------|
| KPI .60 | 4 staff meetings held | 4 staff meetings held by 30 June 2019 | Attendance registers and minutes | 10x staff meetings held | Fully Effective | Fully Effective | N/A | N/A |
| KPI .61 | 4x extended management meetings | 4x extended management meetings by 30 June 2019 | Attendance registers and minutes | 4x extended management held | Fully Effective | Fully Effective | N/A | N/A |
| KPI .62 | Formulation of all section 56 and 57 Managers' performance plans | Formulation of all section 56 and 57 Managers' performance plans by 1 July 2018 | Signed and published on website | 3x Performance plans and Agreements | Fully Effective | Fully Effective | N/A | N/A |
| KPI .63 | Tabling of mid-year s72 report for approval by Council | Tabling of mid-year s72 report for approval by Council by 25 January 2019 | Council resolution | year s72 report approved by Council | Fully Effective | Fully Effective | N/A | N/A |
| KPI .64 | 1x Quarterly 4x performance assessments | 1x Quarterly 4x performance assessments by 31 July 2019 | Council resolution and reports | 4x performance report | Fully Effective | Fully Effective | N/A | N/A |
| KPI .65 | 4 meetings of IT Committee | 4 meetings of IT Committee by 30 June 2019 | Attendance registers and minutes | 4x IT committee meetings held | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------------------------------|------------------------------------|--|--|---------------------------------------|--------------------------|---------------------|---|--|
| National KPA 6: Good Governance | | | | | | | | |
| Strategic Objectives | | | | Democratic and accountable government | | | | |
| KPI .66 | 4x Quarterly Council meetings held | 4x Quarterly Council meetings held by 31 July 2019 | Council resolutions, Attendance register and Minutes | 4x Normal Council meetings | Fully Effective | Fully Effective | N/A | N/A |
| KPI .67 | 10x Special Council meetings | 10x Special Council meetings by June 2019 | Council resolutions, Attendance register and Minutes | 8x Special Council Meetings held | Fully Effective | Fully Effective | N/A | N/A |
| KPI .68 | 10 Financial Committee meetings | 10 Financial Committee meetings by end June 2019 | Attendance registers and minutes | 2x Financial Committee meetings | Not Fully Effective | Unacceptable | Lack of stability in council and ineffective committee functionality | Reconfiguration of committees and election of a new Mayor, implementation of council calendar. |
| KPI .69 | 4 MPAC meetings | 4 MPAC meetings by end June 2019 | Attendance registers and minutes | 3x MPAC meetings held | Not Fully Effective | Not Fully Effective | Lack of stability in council and ineffective committee functionality. | Reconfiguration of committees and election of a new Mayor, implementation of council calendar. |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|----------------------------------|---|--------------------------|---------------------|---|--|
| KPI .70 | 4 x Institutional Committee meetings | 4 x Institutional Committee meetings by end June 2019 | Attendance registers and minutes | 1x Institutional Committee meeting held | Unacceptable | Unacceptable | Lack of stability in council and ineffective committee functionality. | Reconfiguration of committees and election of a new Mayor, implementation of council calendar. |
| KPI .71 | 4x Technical Committee meetings | 4x Technical Committee meetings by end June 2019 | Minutes and attendance registers | 2x Meetings held | Unacceptable | Unacceptable | Lack of stability in council and ineffective committee functionality. | Reconfiguration of committees and election of a new Mayor, implementation of council calendar. |
| KPI .72 | 4x Commonage Committee meetings | 4x Commonage Committee meetings by end June 2019 | Minutes and attendance registers | 3x meetings held | Fully Effective | Not Fully Effective | Lack of stability in council and ineffective committee functionality. | Reconfiguration of committees and election of a new Mayor, implementation of council calendar. |
| KPI .73 | 4 Audit Committee meetings | 4 Audit Committee meetings by 30 June 2019 | Minutes and attendance registers | 4x Audit Committee meetings | Fully Effective | Fully Effective | N/A | N/A |
| KPI .74 | 2x sittings of special audit committee meetings | 2x sittings of special audit committee meetings by August and November 2018 | Minutes and attendance registers | 2x special audit committee meetings | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|-------------------------------|-------------------------------------|--------------------------|---------------------|---|--|
| KPI .75 | Compilation of operational audit plan and review of strategic plan and policies | Compilation of operational audit plan and review of strategic plan and policies by 30 June 2018 | Operational Audit plan | Audit plan and operational Plan | Fully Effective | Fully Effective | N/A | N/A |
| KPI .76 | Submission of finalised quarterly audit reports | Submission of finalised quarterly audit reports by 30 June 2019 | 4x Quarterly Audit reports | 4x Quarterly reports | Fully Effective | Fully Effective | N/A | N/A |
| KPI .77 | 12x Monthly meetings on progress of AGSA Action Plan and recommendations made by IA | 12x Monthly meetings on progress of AGSA Action Plan and recommendations made by IA by 30 June 2019 | 12x Monthly Reports | 12x Monthly reports | Fully Effective | Fully Effective | N/A | N/A |
| KPI .78 | 4 quarterly Risk Assessments conducted | 4 quarterly Risk Assessments conducted by 30 June 2019 | 4x Quarterly risk assessments | 3x Report quarterly Risk assessment | Not Fully Effective | Not Fully Effective | Late appointment of risk Officer | Reports to be 4 on the new financial year |
| KPI .79 | 10 reports on implementation of risk mitigating actions | 10 reports on implementation of risk mitigating actions by 30 June 2019. | 10x Risk reports | 8x Reports submitted | Unacceptable | Not Fully Effective | Late appointment of risk Officer | Reports to be 10 on the new financial year |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|---|--|---------------------------------|--------------------------|---------------------|---|--|
| KPI .80 | Approval of IDP Process Plan by Council | Approval of IDP Process Plan by Council by 31 August 2018 | Council resolution and Approved Process Plan | Approved IDP Process | Fully Effective | Fully Effective | N/A | N/A |
| KPI .81 | 8 (2 per ward) IDP/Budget consultative meetings | 8 (2 per ward) IDP/Budget consultative meetings by 30 June 2018 | Minutes and attendance registers | 8(2 per ward) | Fully Effective | Fully Effective | N/A | N/A |
| KPI .82 | 10x Ward Meetings | 10x Ward Meetings by 30 June 2018 | Minutes and attendance registers | Meeting evidence Not provided | Unacceptable | Unacceptable | Lack of stability in council and ineffective committee functionality. | Reconfiguration of committees and election of a new Mayor, implementation of council calendar. |
| KPI .83 | 10 monthly Ward meetings for each ward | 10 monthly Ward meetings for each ward by 30 June 2018 | Minutes and attendance registers | W1-9 W2- 10 W3-10 W4-6 | Unacceptable | Not Fully Effective | Lack of stability in council and ineffective committee functionality. | Reconfiguration of committees and election of a new Mayor, implementation of council calendar. |
| KPI .84 | 1 draft IDP approved | 1 draft IDP approved by 31 March 2019 | Approved Draft IDP and Council resolution | Approved Draft IDP | Fully Effective | Fully Effective | N/A | N/A |

| KPI NO | Key Performance Indicator | Annual Target 18/19 | Unit of Measurement | 18/19 Actual Performance | 17/18 Actual Performance | Ratings | Reason for - Positive or Negative Deviation | Remedial Action |
|---------|---|--|--|--------------------------|--------------------------|-----------------|--|---|
| KPI .85 | 1 final IDP approved | 1 final IDP approved by 31 May 2019 | Council resolution and IDP document | Approved IDP | Fully Effective | Fully Effective | N/A | N/A |
| KPI .86 | 4x IDP Rep Forum held | 4x IDP Rep Forum held by 30 June 2019 | Attendance register and minutes | No Meeting held | Unacceptable | Unacceptable | Non-attendance of meetings by stakeholders specifically sector departments | Meetings will sit as per schedule even though sector departments do not attend. |
| KPI .87 | 4x Quarterly IDP Steering Committee held | 4x Quarterly IDP Steering Committee held by 30 June 2019 | Attendance register and minutes | No Meetings held | Unacceptable | Unacceptable | Instability of Council, unavailability of Mayor. | Ensure that dates are incorporated in the Mayor's calendar. |
| KPI .88 | 1 x Draft Approved SDBIP per annum | 1 x Draft Approved SDBIP per annum by 30 June 2019 | Council resolution and SDBIP | Approved SDBIP 2019 2020 | Fully Effective | Fully Effective | N/A | N/A |
| KPI .89 | 1x Draft Annual Report 31 August 2018 | 1x Draft Annual Report 31 August 2018 | Draft Annual Report and council resolution | Draft Annual report | Fully Effective | Fully Effective | N/A | N/A |
| KPI .90 | Submission of Final Annual Report before the legislative deadline | Submission of Final Annual Report before the legislative deadline by 31 March 2019 | Annual report and oversight report with council resolution | Report submitted to NCPL | Fully Effective | Fully Effective | N/A | N/A |

Recommendations

- Implementation to assess credibility of portfolio of evidence for achieved and under achieved KPI's.
- Establishment of evaluation committee to evaluate evidence provided
- Management of SDBIP deliverables to be aligned to individual employees with the aim of developing institutional performance management system
- Implementation of effective and efficient monitoring and evaluation of SDBIP deliverables.

Conclusion

Project management unit has proven for the financial year under review to be under capacitated. The appointment of SML projects to capacitate PMU has been realised, this should assist the Municipality to improve in providing key basic services. Management to develop monitoring and evaluation strategy on project management and reporting, subsequently developing funding model for service delivery projects.

Instability in Council has a direct impact on the performance and work of Council, this has shown by 23% KPI's under performance relating to good governance. In comparison from 2017/2018 Financial year an improvement of 11% has been noted in the year under review. Reconfiguration of Council committee will assist to ensure and increase functionality of Council committees.