



**TSWELOPELE**  
LOCAL MUNICIPALITY  
A MUNICIPALITY IN PROGRESS

**TSWELOPELE LOCAL MUNICIPALITY**  
**ANNUAL PERFORMANCE REPORT (QUARTER 1 - 4)**

**NON-FINANCIAL PERFORMANCE**

**31 JULY 2016**

# TLM NON-FINANCIAL PERFORMANCE REPORT (Q1 JULY 2015 TO Q4 JUNE 2016)

## REPORTING PERIOD: AS AT 30 JUNE 2016

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### 1. INTRODUCTION

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Performance management is a process which measures the implementation of actions identified to achieve the organisation's strategy. It assists management to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality. According to the Local Government Municipal Finance Management Act, Act 56 of 2003, Section 52 (c) thereof, the Mayor must take all reasonable steps to ensure that the municipality performs its Constitutional and statutory functions within the limits of the municipality's approved budget.

Performance management is prescribed by chapter 6 of the Municipal Systems Act 2000 and the Municipal Planning and Performance Regulation of August 2001. Section 7 of the aforementioned regulation states that "A municipality's performance management systems entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of different role players" This framework should reflect the linkage between the IDP, Budget and SDBIP.

The constitution of S.A (1996), section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources,
- accountable public administration,
- to be transparent by providing information,
- to be responsive to the needs of the community, and
- to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), no. 32 of 2000, requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA), no. 56 of 2003, requires the Integrated Development Plan (IDP) to be aligned with the municipal budget and be monitored for the performance of the budget against the IDP by using the Service Delivery and the Budget Implementation Plan (SDBIP).

## **2. LEGISLATIVE REQUIREMENTS**

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In terms of section 46(1)(a) of the MSA, a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.

## **3. TLM STRATEGIC PERFORMANCE**

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Strategic performance indicates how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported during the financial year to various role-players so as to enable them to timeously implement corrective measures where required.

This report highlight the strategic performance in terms of the municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), high level performance in terms of the National Key Performance Areas and an overall summary of performance at a functional level. Details regarding specific basic service delivery targets, achievements and challenges will be included in this report as well as the detailed Annual Report of the municipality.

Tswelopele Local Municipality compiled its consolidated performance report (Q1 to Q4) in line with the above mentioned legislation. The purpose of the report is to outline the achievements of the municipality in the period under review. The report further seeks to outline challenges and remedial actions that have been implored as corrective measures thereto.

The purpose of this performance report is as follows:

- To analyze the performance of the municipality for the entire financial year
- To track progress against the targets set in the SDBIP.
- Inform decision making and future goal setting
- To identify problems regarding performance of municipal programmes with a view to obtain solutions.
- To determine whether the objectives of various programmes have been met and whether is it appropriate to review and amend them given the changing circumstances.

For the financial year under review, the Municipality (TLM) comprised of five departments, namely; Municipal Manager's Office, Finance, Corporate Services, Community Services and Technical Services. All Heads of Department positions have been filled and there were no vacancies.

This report covers the performance information from 1 July 2015 to 30 June 2016 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the Integrated Development Plan (IDP). In addition, the report provides an overview of improvements made to the performance management system and shortcomings that still need to be addressed and progress made in the implementation.

#### **4. INSTITUTIONAL PERFORMANCE MANAGEMENT PROCESS OVERVIEW**

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At the commencement of the financial year, every attempt was made to ensure that the municipality complies with legislation concerning the development, operation, compliance and maintenance of a performance management system that is commensurate to the institutional service delivery objectives captured in the IDP. Tswelopele Local Municipality continued to maintain the effective operation of the following mechanisms:

- The Strategic Services Division conducts individual meetings with the nominated PMS Champions.
- PMS Champions then coordinates the collection of data and supporting evidence within their respective departments.
- All objectives and targets as contained in the performance plan and SDBIP are reported.
- Upon receipt of documentation, the Strategic Services Division analyses the submitted information and prepares a performance report.
- Draft performance report gets presented to the PMS Champion with the view of reaching consensus.
- Thereafter submitted evidence together with the draft performance report is then submitted to the Internal Audit Division for auditing, verification and quality assurance. Thus quarterly performance reports with supporting evidence were prepared by managers directly reporting to the Municipal Manager (MM). Quarterly performance reports were objectively and independently audited by the Internal Audit unit to verify and to confirm performance information as reflected in the reports; the unit also confirms the credibility of evidence that was submitted.
- Meetings take place between the Internal Audit and Strategic Services Division to deliberate intensively on the report.

#### **5. PERFORMANCE MANAGEMENT SYSTEM FOLLOWED FOR THE FINANCIAL YEAR 2015/16**

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- Adoption of the Performance Management System Policy and Framework

Performance management is prescribed by chapter 6 of the Municipal Systems Act, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations of August 2001. Section 7 (1) of the aforementioned regulation states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of the different role players.” This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and service provider performance. The municipality adopted a performance management policy framework which was followed in managing performance throughout the financial year. The policy and framework will be reviewed annually and inputs will be solicited from various stakeholders.

- Municipal IDP and Budget

The IDP was revised and updated for 2015/16 as well as the budget, the documents were approved by Council in June 2015. The municipality started with the process of aligning the IDP with the performance management requirements and has improved the alignment of the IDP, Budget and the SDBIP for the 2015/16 financial year.

- The Service Delivery Budget Implementation Plan

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget.

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned;
- The budget must address the strategic priorities;
- The SDBIP should indicate what the municipality is going to do during next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The SDBIP was prepared, as prescribed by legislation and approved by the Mayor in July 2015 and later revised during January 2016.

### **MUNICIPAL SCORECARD (TOP LAYER SDBIP)**

The municipal scorecard (Top Layer SDBIP) consolidate service delivery targets set by Council and provides the overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

Components of the Top Layer SDBIP included:

- Monthly projections of revenue to be collected for each source;
- Expected revenue to be collected not billed;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Non-financial measurable performance objectives in the form of targets and indicators; and
- Detailed capital project plan broken down by ward over three years.

Top layer SDBIP gets operationalized into directorate scorecards (performance plans) it captures the performance of each directorate. Unlike the municipal scorecard, which reflects on the strategic performance of the municipality, the performance plan provides a comprehensive picture of the performance of that directorate.

## **6. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

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The organisational performance was monitored and evaluated within the SDBIP and the performance process can be summarised as follows:

- The Top Layer SDBIP was approved by the Mayor and the information was loaded to municipal website.
- The actual results against monthly and quarterly targets set, were discussed in the monthly meetings (Dashboard and commitments) to determine early warning indicators and discuss corrective measures that were needed in cases of non-performance.
- The first and second quarterly report formed part of the section 72 report in terms of the Municipal Finance Management Act, which was submitted to the Mayor on 25 January 2016.
- The Quarterly SDBIP performance reports were also submitted to the Audit Committee.
- Internal Audit performed a statutory compliance review which included revision of the information contained in the budget, SDBIP, reviewed IDP and reported thereon. Continuous validation of reported performance has been maintained.

## **7. INDIVIDUAL PERFORMANCE MANAGEMENT**

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### Municipal Manager and Managers Directly Accountable to the Municipal Manager

The Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance based agreements with the all s57-employees and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). All Heads of Departments have signed the performance agreements and performance plans.

The appraisal of the actual performance in terms of the signed agreement did not take place twice per annum as regulated. A formal performance appraisal has been scheduled for September 2015 whereby the MM and Managers reporting directly to him will be assessed and evaluated.

### Other Municipal Personnel

The municipality has not yet initiated a process of implementing individual performance management to lower level staff, however a phased in approach will be implemented as encompassed by the policy and framework. Performance agreements/scorecard will be developed and signed between the staff on other post levels and immediate managers/supervisors. Progress in this regard will be reported on in future.

## 8. SERVICE DELIVERY KEY MUNICIPAL PERFORMANCE FOR 2015/16 AND MEASURES TAKEN TO IMPROVE OVERALL MUNICIPAL PERFORMANCE

This section provides an overview on the strategic achievements of the municipality in terms of deliverables achieved. The Top Layer SDBIP and the municipality's strategic plan shows strategic alignment between the IDP, budget and the performance plans.

Strategic performance of the municipality was therefore measured in terms of the municipality's performance on its key performance indicators set in the Top Layer SDBIP. The sections below illustrates the performance achieved according to the 5 National Key Performance Areas (KPA) linked to the IDP objectives.

The overall assessment of actual performance against targets set for the key performance indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology.

### SYNOPSIS OF MUNICIPAL PERFORMANCE RESULTS AT A STRATEGIC LEVEL

#### PERFORMANCE RESULTS PER KEY PERFORMANCE INDICATOR

| DEPARTMENT         | TOTAL NUMBER OF KEY PERFORMANCE INDICATORS PER KPA FOR THE FINANCIAL YEAR 2014/15 |  |                                     |   |   |             |
|--------------------|---|--|-------------------------------------|---|---|-------------|
|                    | KPA 1<br>Municipal Transformation and Organizational Development                  | KPA 2<br>Municipal Infrastructure and Basic Service Delivery | KPA 3<br>Local Economic Development | KPA 4<br>Municipal Financial Viability and Management | KPA 5<br>Good Governance and Public Participation | TOTAL KPI'S |
| Municipal Manager  | 8   | 9  | 5                                   | 11  | 11  | 44          |
| Finance            | 03  | 03   | 02                                  | 26  | 03  | 37          |
| Corporate Services | 04  | 05   | 01                                  | 04  | 8   | 22          |
| Technical Services | 01  | 18   | 03                                  | 10  | 02  | 34          |
| Community Services | 02  | 19   | 21                                  | 04  | 02  | 48          |

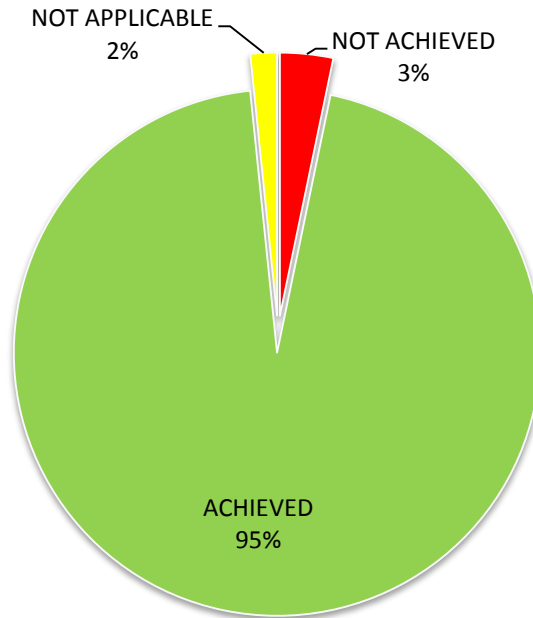
**TOTAL NUMBER OF KEY PERFORMANCE INDICATORS PER DEPARTMENT.**

| DEPARTMENT           | MM |   |   |    |   | FINANCE |   |   |    |   | CORPORATE |   |   |   |   | TECHNICAL |    |   |    |   | COMMUNITY |    |    |   |   |
|----------------------|----|---|---|----|---|---------|---|---|----|---|-----------|---|---|---|---|-----------|----|---|----|---|-----------|----|----|---|---|
| KEY PERFORMANCE AREA | 1  | 2 | 3 | 4  | 5 | 1       | 2 | 3 | 4  | 5 | 1         | 2 | 3 | 4 | 5 | 1         | 2  | 3 | 4  | 5 | 1         | 2  | 3  | 4 | 5 |
| ACHIEVED             | 8  | 8 | 4 | 11 | 1 | 3       | 3 | 2 | 25 | 3 | 4         | 2 | 1 | 4 | 8 | 1         | 17 | 3 | 10 | 2 | 2         | 1  | 20 | 4 | 2 |
| NOT ACHIEVED         |    |   | 1 |    |   |         |   |   |    |   |           | 2 |   |   |   |           |    |   |    |   | 1         | 1  |    |   |   |
| NOT APPLICABLE       |    | 1 |   |    |   |         |   |   | 1  |   |           | 1 |   |   |   |           | 1  |   |    |   |           |    |    |   |   |
| TOTAL PER KPA        | 8  | 9 | 5 | 11 | 1 | 3       | 3 | 2 | 26 | 3 | 4         | 5 | 1 | 4 | 8 | 1         | 18 | 3 | 10 | 2 | 2         | 19 | 21 | 4 | 2 |

The following graphs illustrate the overall performance of the municipality measured in terms of the Top Layer (strategic) SDBIP and performance plans. The performance is measured and reported per National KPA.



## OVERALL MUNICIPAL PERFORMANCE RESULTS FOR THE YEAR UNDER REVIEW.



### **MUNICIPAL MANAGERS OFFICE**

The Municipal Manager's Office had **(44)** targets set as per the key performance indicators; Attained **(42)**, not achieved **(1)** and with **(1)** not applicable.

### **FINANCE**

The Finance Department had **(37)** targets set as per the key performance indicators; Attained **(36)**, not achieved **(0)** and with **(1)** not applicable.

### **CORPORATE SERVICES**

The Corporate Services had **(22)** targets set as per the key performance indicators; Attained **(19)**, not achieved **(2)** and with **(1)** not applicable.

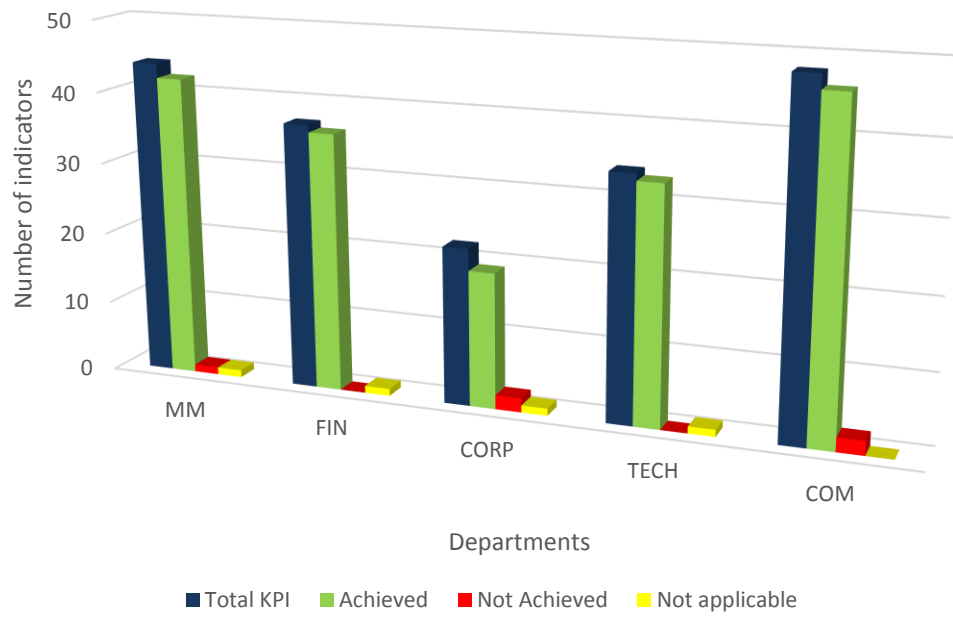
### **TECHNICAL SERVICES**

The Technical Services had **(34)** targets set as per the key performance indicators; Attained **(33)**, not achieved **(0)** and with **(1)** not applicable.

### **COMMUNITY SERVICES**

The Community Services had **(48)** targets set as per the key performance indicators; Attained **(46)**, not achieved **(2)** and with **(0)** not applicable.

### Comparison of reported performance in terms of indicators



### PERFORMANCE DEFICIENCIES AND CORRECTIVE MEASURES

| MM  | FINANCE  | CORPORATE  | TECHNICAL | COMMUNITY   |
|---|--|--|-----------|---|
| <ul style="list-style-type: none"> <li>▪ LED strategy to be submitted to council</li> </ul> | <ul style="list-style-type: none"> <li>▪ Schedule C report for the fourth quarter</li> </ul> | <ul style="list-style-type: none"> <li>▪ Installation of the backup server;</li> <li>▪ Installation of the firewall</li> </ul> | None      | <ul style="list-style-type: none"> <li>▪ Completion of the construction at the landfill site;</li> <li>▪ LED strategy to be submitted to council</li> </ul> |

### PERFORMANCE AUDIT COMMITTEE RECOMMENDATIONS TO ADDRESS THE SHORTCOMINGS

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- That performance of all targets that were not met be included in the 2016/17 performance plans.
- Performance be reported monthly in order to track non-performance and also to serve as an early warning.
- Monthly performance reviews be conducted.
- Performance management be cascaded to lower levels in order to adequately promote accountability.
- To institutionalize the performance management system and inculcate a culture of a developmental orientated PMS.
- Committees of Council must be functional in order to execute the oversight function on municipal performance.
- Timeous submission of evidence (PoE) to support reported performance.

## **CONCLUSION**

Thus, this report reflects the municipal performance as at 30 June 2016. This is a high level report based on the scores obtained through a process whereby Key Performance Indicators and targets are compared to the initial planning as contained in the 2015/16 SDBIP.

Where under-performance or zero achievement of indicators have been experienced the respective concerns or mitigating reasons are highlighted and detailed pertaining to the relevant measures being implemented or those that need to be implemented.

There has been an upward improvement in terms of achieving targets and this was closely observed during quarterly performance reporting. Emphasis on the submission of supporting evidence is encouraged at all times.

The municipality will continue improving on its performance management system, particularly, in the application of the SMART principle. Plans are underway to cascade PMS to all employees in order to promote accountability across all post levels.

DEPARTMENT: MUNICIPAL MANAGER

KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15 TARGETS                    | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017         | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|---|--|--|---|---|----------------------------|--------------------|
| To create & build a sustainable performance management excellence aligned to institutional needs                      | Review organisational PMS policy and framework                                  | 1 PMS Policy & Framework reviewed (June 2016)                    | 1 PMS Policy & Framework                           | The reviewed PMS policy and reviewed has been submitted | None  | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of EE Plan developed   | 1 Employment equity plan approved and submitted (September 2015) | 2 EE reports approved & submitted                  | The plan was developed and submitted.                   | None  | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of the Workplace Skills Plan developed                                   | 1 Compliant WSP developed (March 2016)                           | 1 Compiled WSP                                     | The work skills plan was developed and submitted        | None  | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of officials & Councillors capacitated in terms of Workplace Skills Plan | All officials & Councillors trained as per the WSP (quarterly)   | All officials & Councillors trained as per the WSP | The reports for the financial year have been submitted. | None  | Achieved                   | Achieved           |

|   |   |  |   |  |      |          |          |
|---|---|--|---|--|------|----------|----------|
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of management meetings held  | Quarterly Meetings   | Quarterly meetings                                  | The minutes of the management meetings have been submitted                           | None | Achieved | Achieved |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of OHASA awareness campaigns conducted   | 2 OHASA Awareness Campaigns conducted (August/ September 2015)                                 | N/A   | On 14 & 15 September 2015 an awareness was conducted for the drivers and supervisors | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations                | Percentage compliance with section 75 of MFMA (documents to be placed on the website) | 100% compliance with section 75 of MFMA (document to be placed on the website) Monthly updates | Documents have been placed in the municipal website | The documents have been placed and the proof was provided                            | None | Achieved | Achieved |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of departmental meetings held  | Quarterly  | Quarterly meetings                                  | The attendance registers for the departmental meetings have been submitted           | None | Achieved | Achieved |

DEPARTMENT: MUNICIPAL MANAGER OFFICE

KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16                               | COMPARISON WITH 2014/15 TARGETS         | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017   | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|--|---|--|---|---|---|----------------------------|--------------------|
| To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations | Number of landfill sites licenced   | 1 landfill site licenced in Hoopstad by 30 June 2016 | 1 landfill site licenced in Bultfontein | The information was submitted and the landfill is been submitted                          | None  | Achieved                   | Achieved           |
| To ensure the sustainable provision, safeguarding and improved water supply to residents   | Completion of phase 1 for the upgrading of bulk water supply in Hoopstad and Bultfontein        | 100% completion of phase 01 by 30 June 2016          | None                                    | The report of the upgrading of bulk water supply in Hoopstad and Bultfontein is submitted | None  | Achieved                   | Achieved           |
| To ensure the development, enhancement & upgrade of sporting facilities within the municipality  | % completion of Phase 4 for the upgrading of the sporting facility at Phahamang by 30 June 2016 | 10% completion of phase 4 by 30 June 2016            | None                                    | The information has been provided for the sporting facility at Phahameng                  | None  | Achieved                   | Achieved           |
| To ensure the development, enhancement & upgrade of sporting facilities within the municipality  | % completion of Phase 3 for the upgrading of the sporting facility at Tikwana by 30 June 2016   | 30% completion of phase 4 by 30 June 2016            | None                                    | The information has been provided for the sporting facility at Hoopstad                   | None  | Achieved                   | Achieved           |

|  |  |  |                      |  |      |          |          |
|--|--|--|----------------------|--|------|----------|----------|
| To improve sanitation facilities in order to allow effluents to be disposed without any danger towards community's health & the environment. | % Completion for the Upgrading of the Waste Water Treatment Works  | 70% completion for the Upgrading of the WWTW at Hoopstad (June 2016) | None                 | The report has been provided for the upgrading of the WWTW at Hoopstad | None | Achieved | Achieved |
| To improve sanitation facilities in order to allow effluents to be disposed without any danger towards community's health & the environment. | Number of progress reports on Households (Total 837) with access to a minimum standard of sanitation provision levels                        | 4 Progress report on the 837 Households backlog                      | None                 | The report for the financial year have been prepared and submitted.    | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations                                       | Number of MIG reports submitted  | 12 MIG reports prepared & submitted (3 per quarter)                  | 12 Reports submitted | The reports have been prepared and submitted.                          | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations                                       | Number of EPWP reports submitted   | 12 EPWP reports prepared & submitted (3 per quarter)                 | 12 Reports submitted | The reports have been prepared and submitted.                          | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations                                       | Prepare the terms of reference and ensure conclusion of the service level agreement with the service providers appointed by the Municipality | Monthly  | None                 | N/A  | N/A  | N/A      | N/A      |



DEPARTMENT: MUNICIPAL MANAGER OFFICE

KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT

| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)                               | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017   | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE   | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|--|---|--|---------------------------------|---|---|----------------------------|--------------------|
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment. | Reviewed and approved LED Strategy                            | 1 LED Strategy reviewed and Approved (June 2016).  | 1 LED Strategy reviewed         | The LED strategy was developed and ready to be tabled to council for approval in June 2016. | The management took a decision that the LED be presented to management before been tabled to council.<br>The LED strategy will be tabled to council in July 2016. | Not Achieved               | Not Achieved       |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment. | Number of By-laws developed for vendors, peddlers or hawkers. | 1 approved By-Law for Street Vendors, Peddlers or hawkers By-Law and Fine list (June 2016) | None                            | The information of the approval of the By-law by council was provided                       | None  | Achieved                   | Achieved           |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment. | Assistance provided to emerging farmers                       | 6 Agricultural equipments (September 2015)   | None                            | The proof of payment was submitted  | None  | Achieved                   | Achieved           |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment. | Assistance provided to cooperatives                           | 1 Cooperative assisted with equipment (March 2016)   | None                            | The proof of payment was submitted  | None  | Achieved                   | Achieved           |

|   |   |   |                  |   |      |          |          |
|---|---|---|------------------|---|------|----------|----------|
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment | To market Tswelopele Municipality at Tourism Indaba | 1 Tourism Indaba Event attended (June 2016) | 1 Event attended | The report for the tourism indaba was submitted | None | Achieved | Achieved |
|---|---|---|------------------|---|------|----------|----------|

| DEPARTMENT: MUNICIPAL MANAGER OFFICE  |   |  |   |  |   |                            |                    |
|---|---|--|---|--|---|----------------------------|--------------------|
| KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT                               |   |  |   |  |   |                            |                    |
| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15 TARGETS                     | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                                      | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
| To ensure effective financial management & accountability in compliance with applicable regulations | Compiled MFMA Section 72 Report (Non-financial performance information) | Compiled Mid-Year Section 72 Report (January 2016)               | Section 72 report compiled and presented to Council | The council resolutions approving the Mid-year Section 72 report has been submitted. | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations | Approved schedule of budget timelines & IDP Review Process Plan         | Approved budget schedule times & IDP process plan by August 2015 | Schedule prepared with the Process Plan             | The IDP/Budget process plan has been developed and approved by Council               | None  | Achieved                   | Achieved           |

|   |  |  |                             |   |      |          |          |
|---|--|--|-----------------------------|---|------|----------|----------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Percentage responses to all internal & external queries                | All quarterly audit queries responded                        | All AG exceptions addressed | The copies of the management responses to the audit exceptions have been submitted  | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | No of revenue enhancement committees estashed by 30 June 2016          | 01 Revenue enhancement committee established by 30 June 2016 | None                        | The report on the implementation of the revenue enhancement strategy were submitted | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Achieve financially unqualified audit report for the 2014/15 Fy        | Unqualified audit opinion (November 2016)                    | Unqualified audit opinion   | The Municipality achieved financially unqualified audit report for the 2014/2015    | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Compiled & submitted 2014/15 AFS                                       | 1 Set of 2014/15 AFS submitted by August 2015                | Submitted AFS               | The AFS have been prepared and submitted to the Auditor General                     | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | compilation of the annual report in line with section 121 of the MFMA. | Approved Annual 2014/2015 Annual Report by 30 March 2016     | 1 Annual Report             | The annual report was approved in the council meeting of 30 March 2016              | None | Achieved | Achieved |

|  |  |   |                            |   |      |          |          |
|--|--|---|----------------------------|---|------|----------|----------|
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number of section 71 reports submitted to stakeholders | 12 Section 71 reports submitted                       | 12 Reports submitted       | The section 71 reports for the financial year have been received.                   | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number of asset updates conducted                      | 12 Updates with 1 per month                           | 12 Updates                 | The update for the financial year have been submitted                               | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations    | Compiled, consolidated & approved municipal budget     | 1 Final approved municipal budget June 2016           | Approved budget            | The council resolution approving the budget and related policies has been submitted | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations    | Submitted budget adjustment                            | 1 Council approved budget adjustment by February 2016 | Approved adjustment budget | The adjustment budget was approved on 29 February 2016                              | None | Achieved | Achieved |

DEPARTMENT: MUNICIPAL MANAGER OFFICE

KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16  | COMPARISON WITH 2014/15 TARGETS                   | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017   | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|---|---|---|---|---|----------------------------|--------------------|
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Annual calendar developed & adopted by Council, EXCO, Sec 80 Comm, Audit Committee, Risk Committee and MPAC | Developed & approved annual calendar of council meetings (September 2015) | Approved annual calendar of council meetings      | The Council calendar of meetings schedule has been developed and submitted to Council for approval on 23 July 2015. | None  | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Percentage of Council resolutions/minutes dispatched to departments   | 100% of council resolutions/minutes dispatched (quarterly)                | 100% of council minutes circulated and dispatched | The copies of the acknowledgement of receipt for council resolutions and minutes are submitted                      | None  | Achieved                   | Achieved           |
| To create & build a sustainable performance management excellence aligned to institutional needs                      | Developed SDBIP for 2016/17   | Approved SDBIP by the Mayor June 2016                                     | Approved 2014/15 SDBIP                            | The copy of the SDBIP was submitted   | None  | Achieved                   | Achieved           |
| To create & build a sustainable performance management excellence aligned to institutional needs                      | Development and review of the IDP   | Approved reviewed IDP by April 2016                                       | Approved 2014/15 IDP                              | The council resolution approving the IDP was submitted  | None  | Achieved                   | Achieved           |

|  |  |   |  |  |      |          |          |
|--|--|---|--|--|------|----------|----------|
| To create & build a sustainable performance management excellence aligned to institutional needs             | Number of draft performance plans and agreements for the directors developed | 5 Draft performance plans & agreements developed by June 2016 | Performance plans and agreements developed | The Draft performance agreements have submitted                                  | None | Achieved | Achieved |
| To create & build a sustainable performance management excellence aligned to institutional needs             | Number of Municipal Public Account Committee meetings conducted              | 4 Meetings (1 per quarterly)                                  | 4 Meetings                                 | The minutes of the Municipal Public Account committee meeting has been submitted | None | Achieved | Achieved |
| To create & build a sustainable performance management excellence aligned to institutional needs             | Number of audit committee meetings held                                      | 4 Meetings (1 per quarter)                                    | 4 Meetings                                 | The minutes of the audit committee meeting have been submitted                   | None | Achieved | Achieved |
| To build a risk conscious environment that is supported by strategies to identify & mitigate potential risks | Number of Risk Management Committee Meetings held                            | 4 Meetings (1 per quarter)                                    | None                                       | The updated risk management register has been submitted                          | None | Achieved | Achieved |
| To build a risk conscious environment that is supported by strategies to identify & mitigate potential risks | Updated municipal risk management register                                   | Quarterly updated risk management register                    | 4 Updates of the risk register             | The updated risk management register has been submitted                          | None | Achieved | Achieved |

|  |  |   |                                     |   |      |          |          |
|--|--|---|-------------------------------------|---|------|----------|----------|
| To promote the facilitation of community & stakeholder involvement in municipal affairs  | Number of ward committee reports submitted | 12 Ward Committees report submitted (monthly) | Monthly reports have been submitted | The reports for the financial year have been submitted          | None | Achieved | Achieved |
| To promote effective communication through systematic planning of information flow, media development & stakeholder involvement strategies | Number of LLF Meetings conducted           | 4 Meetings (1 per quarter)                    | 4 Meetings                          | The LLF meeting were held and the information has been provided | None | Achieved | Achieved |

DEPARTMENT: FINANCE

KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)  | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15              | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017   | CORRECTIVE MEASURES TAKEN OR REASONS FOR | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|--|--|--------------------------------------|---|--|----------------------------|--------------------|
| None  | Develop a leave plan for the department.   | 1 Leave plan developed by September 2015                                   | 1 Leave plan                         | The leave plan has been developed   | None                                     | Achieved                   | Achieved           |
| None  | Number of departmental or sectional meetings held  | Quarterly  | 4 Meetings                           | A departmental meeting was held on 13 August 2015, 15 December 2015, 03 March 2016 and 23 of May 2016 | None                                     | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of finance officials provided with skills development training / capacity development | All finance officials attends as per the Workplace Skills Plan (Quarterly) | All officials trained as per the WSP | The reports for the financial year have been provided   | None                                     | Achieved                   | Achieved           |



## DEPARTMENT: FINANCE

## KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16  | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                           | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|---|---|---------------------------------|---|---|----------------------------|--------------------|
| None  | Report spending to National Treasury on infrastructure grant  | 6 MIG reports submitted to National Treasury for first semester                             | None                            | The MIG reports have been submitted for the period July to December 2015. | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations | Make provision for Repairs and Maintenance of assets aimed at infrastructure  | 2016/17 budget to include allocation towards repairs and maintenance of assets by June 2016 | None                            | The copy of the budget for repairs and maintenance has been submitted     | None  | Achieved                   | Achieved           |
| None  | Prepare the terms of reference and ensure conclusion of the service level agreement with the service providers appointed by the finance department. | (As and when a service provider is appointed by the department)<br>Monthly                  | 1 SLA concluded                 | The report for April, May and June 2016 were submitted.                   | None  | Achieved                   | Achieved           |

DEPARTMENT: FINANCE

KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT

| OBJECTIVE | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16  | COMPARISON WITH 2014/15 TARGETS                 | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017        | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|-----------|---|---|---|--|---|----------------------------|--------------------|
| None      | Promote local economic development when tenders are awarded during 2015/16 financial year | 25% of MIG projects awarded/subcontracted to local companies, (ongoing) | 25% MIG projected subcontracted by 30 June 2016 | The report for the financial year has been provided.   | None  | Achieved                   | Achieved           |
| None      | Provide a budget for local economic development initiatives                               | 2016/17 budget to include allocation to LED (June 2016)                 | LED budget allocation made                      | The copy of the budget vote for LED has been included. | None  | Achieved                   | Achieved           |

DEPARTMENT: FINANCE

KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)                                 | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15 TARGETS         | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                                     | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|---|--|---|---|---|----------------------------|--------------------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of budget related policies approved by Council           | 10 Budget related policies (Virement, SCM, Debt collection, Rates, Indigent, tariffs, funds & reserve, investment, banking and writing off bad debts policy) submitted to the Municipal Manager by June 2016 | 10 Policies approved with the budget    | The council resolution approving the budget and related policies has been submitted | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations | Approved schedule of budget timelines & IDP Review Process Plan | Approved budget schedule times & IDP process plan (August 2015)  | Schedule prepared with the Process Plan | The council resolution approving the budget and related policies has been submitted | None  | Achieved                   | Achieved           |

|   |  |  |                              |   |      |          |          |
|---|--|--|------------------------------|---|------|----------|----------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Compiled, consolidated & approved municipal budget | 1 Final approved municipal budget (June 2016)        | 1 Approved budget            | The council resolution approving the budget and related policies has been submitted | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Submitted budget adjustment                        | 1 Council approved budget adjustment (February 2016) | 1 Approved adjustment budget | The adjustment budget was approved on 29 February 2016                              | None | Achieved | Achieved |
| None  | Developed and updated indigent register            | Updated indigent register (June 2016)                | 1 Updated register           | The updated indigent register has been updated                                      | None | Achieved | Achieved |
| None  | Compiled Supplementary Valuation roll for approval | 1 Supplementary valuation roll (June 2016)           | None                         | The proof of compilation of the valuation roll has been provided                    | None | Achieved | Achieved |

DEPARTMENT: FINANCE

KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)  | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017  | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|--|--|---------------------------------|--|---|----------------------------|--------------------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of Technical Committee on Revenue & Expenditure Management Meetings conducted   | 4 Meetings conducted by 30 June 2016 (Committee to be established in the 4th quarter)  | None                            | The minutes of the portfolio committee have been received                              | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department | 1 report on the implementation of the revenue enhancement strategy for the revenue source applicable to the department by 30 June 2016 | none                            | The report on the implementation of the revenue enhancement strategy has been received | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations | Percentage of revenue collected by 30 June 2016 on service rendered to the community by the Department.                              | 70% Revenue Collection rate for all applicable services rendered by the department to the community (Quarterly Reports)                | None                            | The information has been provided for the financial year                               | None  | Achieved                   | Achieved           |

|  |   |   |                           |  |                                       |          |          |
|--|---|---|---------------------------|--|---------------------------------------|----------|----------|
| To ensure effective financial management & accountability in compliance with applicable regulations    | Percentage of consumers billed monthly  | 100% Consumers billed monthly on the billing system (Monthly) | All consumers were billed | The information for the financial year has been provided.              | None                                  | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations    | Submitted application form to NERSA for tariff increases  | Submission of D-Forms to NERSA (October 2015)                 | Submitted D-Forms         | The D forms have been submitted to Nersa                               | None                                  | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number MSIG activity plan submitted   | 1 MSIG activity plan submitted (April 2016)                   | Activity plan submitted   | The municipality did receive the grant for the 2016/ 17 financial year | The indicator will not be applicable. |          | N/A      |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number FMG activity plan submitted  | 1 FMG activity plan submitted (April 2016)                    | Activity plan submitted   | The activity plan has been submitted                                   | None                                  | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number of updates conducted on conditional grants register  | 12 Updates conducted on the register (Monthly)                | Register updated monthly  | The updates of the conditional grants register have been submitted     | None                                  | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations    | Number of section 71 reports submitted electronically to stakeholders (Mayor, Provincial and National Treasury) | 12 Section 71 reports submitted (Monthly)                     | Reports submitted monthly | The section 71 reports for the financial year have been received.      | None                                  | Achieved | Achieved |

|   |  |  |   |  |      |          |          |
|---|--|--|---|--|------|----------|----------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Compiled & submitted 2014/15 AFS   | 1 Set of 2014/15 AFS submitted (August 2015)                   | AFS submitted   | The Annual Financial Statements have been submitted to Treasury and Auditor-General  | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Compiled MFMA Section 72 Report & submission to National & provincial Treasury (Financial) | 1 Compiled Mid-Year Section 72 Report (January 2016)           | MSIG Activity Plan submitted<br>Section 72 Report submitted | The council resolutions approving the Mid-year Section 72 report has been submitted. | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of Schedule C reports submitted to MM   | 11 Schedule C reports submitted to Finance Committee (Monthly) | Schedule C reports submitted                                | The reports for the financial year have been submitted                               | None | Achieved | Achieved |

DEPARTMENT: FINANCE

KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)  | ANNUAL TARGETS 2015/16                                     | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                    | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|--|--|---------------------------------|--|---|----------------------------|--------------------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of asset updates conducted  | 12 Updates (Monthly)                                       | 12 Updates conducted            | The update for the financial year have been submitted              | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations | Percentage responses to all internal & external queries relating to Finance department | All quarterly audit queries responded                      | All raised exceptions addressed | The information tracker has been submitted                         | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations | Percentage spent on FMG and MSIG conditional grants                                    | 100% Spending on Grants as per DoRA conditions (June 2016) | 100% of Grants spent            | The updates of the conditional grants register have been submitted | None  | Achieved                   | Achieved           |



|   |   |  |                       |  |      |          |          |
|---|---|--|-----------------------|--|------|----------|----------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Percentage of creditors paid within 30 days | 95% of all creditors paid within 30 days (Monthly) | 88% of creditors paid | The report for the financial year have been submitted.                 | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of VAT returns submitted to SARS     | 12 VAT returns made (Monthly)                      | 12 Returns made       | The VAT returns have been submitted                                    | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of EMP201 returns submitted to SARS  | 12 EMP201 returns made (Monthly)                   | 12 Returns made       | The EMP 201 returns have been submitted                                | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of SCM implementation policy reports | 3 SCM Implementation reports (Quarter 1, 2 and 3)  | Reports submitted     | The implementation report for the 1, 2 and 3rd quarter have submitted. | None | Achieved | Achieved |

|   |   |  |                           |   |      |          |          |
|---|---|--|---------------------------|---|------|----------|----------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of supplier database updates conducted | 3 Updates conducted on the supplier's database (Q1,2, & 3) | Supplier database updated | The update for the financial year have been submitted | None | Achieved | Achieved |
|---|---|--|---------------------------|---|------|----------|----------|

| DEPARTMENT: FINANCE  |  |   |                                 |  |   |                            |                    |
|--|--|---|---------------------------------|--|---|----------------------------|--------------------|
| KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION  |  |   |                                 |  |   |                            |                    |
| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)  | ANNUAL TARGETS 2015/16  | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                            | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
| None   | Number of meeting for public consultation on the 2016/2017 annual Budget by 30 June 2016             | 4 Meetings for public consultation on the 2016/2017 annual Budget by 30 June 2016 | All wards were consulted        | The attendance registers for the public consultations have been submitted. | None  | Achieved                   | Achieved           |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations       | Ensure that the Finance Portfolio committee seats to consider financial reports as per the schedule. | Quarterly   | None                            | The attendance registers and minutes of the meetings have been submitted   | None  | Achieved                   | Achieved           |
| To build a risk conscious environment that is supported by strategies to identify & mitigate potential risks | Number of risk assessment and action plan reviews/ updates   | Quarterly risk assessment and action plan reviews/ updates                        | None                            | The updated risk register has been submitted                               | None  | Achieved                   | Achieved           |

## DEPARTMENT: CORPORATE SERVICES

## KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15 TARGETS       | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                                      | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|---|--|---------------------------------------|--|---|----------------------------|--------------------|
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of EE plan submitted   | 1 EE plan approved & submitted (30 September 2015)             | 1 Plan Submitted                      | The plan was developed and submitted.  | None  | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of OHASA awareness campaigns conducted                                   | 2 OHASA Awareness Campaigns conducted (August/September 2015)  | 1 Submitted                           | On 14 & 15 September 2015 an awareness was conducted for the drivers and supervisors | None  | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of the Workplace Skills Plan developed                                   | 1 Compliant WSP developed (March 2016)                         | Approved WSP                          | The work skills plan was developed and submitted                                     | None  | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of officials & Councillors capacitated in terms of Workplace Skills Plan | All officials & Councillors trained as per the WSP (Quarterly) | All officials and councillors trained | The reports for the financial year have been submitted.                              | None  | Achieved                   | Achieved           |

**DEPARTMENT: CORPORATE SERVICES**

**KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY**

| <b>OBJECTIVE</b>  | <b>KEY PERFORMANCE INDICATOR (KPI)</b>  | <b>ANNUAL TARGETS 2015/16</b>   | <b>COMPARISON WITH 2014/15 TARGETS</b> | <b>ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017</b>  | <b>CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE</b>   | <b>INTERNAL AUDITORS COMMENTS</b> | <b>ACHIEVEMENT STATUS</b> |
|---|---|---|--|---|--|-----------------------------------|---------------------------|
| To ensure efficient operation of information technology within the municipality | % Installation of anti-virus in all municipal computers and IT Infrastructure by October 2015 | 100% of anti-virus will be installed on municipal computers and IT infrastructure | NONE                                   | The screenshots/ proof of installation has been submitted   | None   | Achieved                          | Achieved                  |
| To ensure efficient operation of information technology within the municipality | Number of patch management software installed on municipal IT Infrastructure by February 2016 | 1 patch management software will be installed on municipal IT infrastructure      | NONE                                   | The patch management software was installed and functioning   | None   | Achieved                          | Achieved                  |
| To ensure efficient operation of information technology within the municipality | Number of backup Server installed in the municipal IT Infrastructure by 30 June 2016          | 1 backup server will be installed on IT infrastructure                            | N/A                                    | Only the advert was submitted and no proof of installation of the back-up server was submitted              | The indicator must be included as part of 2016/ 17 targets | Not Achieved                      | Not Achieved              |
| To ensure efficient operation of information technology within the municipality | Number of firewall hardware/software installed on municipal IT Infrastructure by 30 June 2016 | 1 firewall will be installed on municipal IT infrastructure                       | N/A                                    | Only the advert was submitted and no proof of installation of the firewall hardware/ software was submitted | The indicator must be included as part of 2016/ 17 targets | Not Achieved                      | Not Achieved              |
| To ensure efficient operation of information technology within the municipality | Filling of identified vacant funded positions in the technical/community services             | All identified vacant funded positions to be filled by 30 June 2016               | N/A                                    | No identified vacant positions in technical department  | None   |                                   | N/A                       |

**DEPARTMENT : CORPORATE SERVICES**  
**KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT**

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)  | ANNUAL TARGETS 2015/16                                  | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017 | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|--|---|---------------------------------|---|---|----------------------------|--------------------|
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerments & poverty reduction | %Ensure that a percentage of unskilled labour employed by the municipality in all capital/EPWP project are local based | 100% local unskilled labour appointments is local based | None                            | The reports have been prepared and submitted    | None  | Achieved                   | Achieved           |

**DEPARTMENT: CORPORATE SERVICES**  
**KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15 TARGETS                     | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017           | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|--|---|--|---|---|---|----------------------------|--------------------|
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Percentage compliance with section 75 of MFMA (documents to be placed on the website) | 100% compliance with section 75 of MFMA (document to be placed on the website) Monthly updates | Documents have been placed in the municipal website | The documents have been placed and the proof was provided | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations    | Ensure timely preparation of the Directorate's budget for 2016/17                     | 30-Jun-16  | Budget prepared                                     | The inputs to the budget were submitted and signed.       | None  | Achieved                   | Achieved           |

|   |  |  |                             |  |      |          |          |
|---|--|--|-----------------------------|--|------|----------|----------|
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department | 1 report on the implementation of the revenue enhancement strategy for the revenue source applicable to the department by 30 June 2016 | none                        | The reports for the revenue enhancement strategy have been submitted | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations | Respond satisfactorily to internal and external audit enquiries relating to the Directorate .  | 100% response within 3 working days of receiving a queries   | All AG exceptions addressed | The proof of management responses was submitted                      | None | Achieved | Achieved |

**DEPARTMENT: CORPORATE SERVICES**  
**KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16  | COMPARISON WITH 2014/15 TARGETS              | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017   | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|---|---|---|--|---|---|----------------------------|--------------------|
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Annual calendar developed & adopted by Council, EXCO, Sec 80 Comm, Audit Committee, Risk Committee and MPAC | Developed & approved annual calendar of council meetings (September 2015) | Approved annual calendar of council meetings | The Council calendar of meetings schedule has been developed and submitted to Council for approval on 23 July 2015. | None  | Achieved                   | Achieved           |
| To ensure the mainstreaming of transversal issues   | Implementation of the mainstreaming transversal programme   | 1 Programme/ Plan developed and implemented (Quarterly)                   | 1 Plan developed                             | Progress report on the transversal issues under youth programmes has been prepared and submitted.                   | None  | Achieved                   | Achieved           |
| To promote the facilitation of community & stakeholder involvement in municipal affairs                               | Number of ward committee reports submitted  | 12 Ward Committees report submitted (monthly)                             | Monthly reports have been submitted          | The reports for the financial year have been submitted  | None  | Achieved                   | Achieved           |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Number of LLF Meetings conducted  | 4 Meetings (1 per quarter)  | 4 Meetings held                              | The LLF meeting were held and the information has been provided   | None  | Achieved                   | Achieved           |



|   |   |  |   |  |      |          |          |
|---|---|--|---|--|------|----------|----------|
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Percentage of Council resolutions/minutes dispatched to departments | 100% of council resolutions/minutes dispatched (quarterly) | 100% of council minutes circulated and dispatched | The copies of the acknowledgement of receipt for council resolutions and minutes are submitted | None | Achieved | Achieved |
| To ensure efficient operation of information technology within the municipality                                       | Number of ICT steering committee meetings held                      | 4 Meetings (1 per quarter)                                 | 4 Meetings held                                   | The attendance register and minutes of the steering committee meetings have been submitted     | None | Achieved | Achieved |
| To enhance human capacity & productivity within the municipality through the introduction & implementation of systems | Ensure that the Corporate Services portfolio meetings are held      | 4 Meetings (Quarterly)                                     | None  | The attendance register and minutes of the portfolio committee meetings have been submitted    | None | Achieved | Achieved |
| To build a risk conscious environment that is supported by strategies to identify & mitigate potential risks          | Number of updates conducted on the departmental risk register       | Quarterly updates on the risk register                     | None  | The updated risk register has been filed accordingly   | None | Achieved | Achieved |

| DEPARTMENT: TECHNICAL SERVICES   |   |                        |                                 |   |   |                            |                    |
|--|---|------------------------|---------------------------------|---|---|----------------------------|--------------------|
| KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT |   |                        |                                 |   |   |                            |                    |
| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)                     | ANNUAL TARGETS 2015/16 | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                               | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
| None   | Number of departmental/divisional meetings are held | Quarterly              | Meetings held                   | The minutes and attendance registers for departmental meetings were submitted | None  | Achieved                   | Achieved           |

| DEPARTMENT: TECHNICAL SERVICES   |  |  |                                 |   |   |                            |                    |
|--|--|--|---------------------------------|---|---|----------------------------|--------------------|
| KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY                 |  |  |                                 |   |   |                            |                    |
| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)  | ANNUAL TARGETS 2015/16   | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017 | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
| To ensure the sustainable provision, safeguarding and improved water supply to residents | Number of reports submitted on Phahameng Water conservation & demand management. | 4 quarterly reports submitted for Phahameng water conservation & demand management | 4 Reports submitted             | The report for the financial year was submitted | None  | Achieved                   | Achieved           |
| To ensure the sustainable provision, safeguarding and improved water supply to residents | Number of reports submitted on Tikwana Water conservation & demand management.   | 4 quarterly reports submitted for Tikwana water conservation & demand management   | 4 Reports submitted             | The report for the financial year was submitted | None  | Achieved                   | Achieved           |
| To ensure the sustainable provision, safeguarding and improved water supply to residents | Number of Households with access to a minimum standard of water provision        | 11992 Households with access to minimum standard of water (monthly reports)        | 11992 households                | The report have been prepared and submitted.    | None  | Achieved                   | Achieved           |

|  |  |  |                                  |   |  |          |          |
|--|--|--|----------------------------------|---|--|----------|----------|
| To ensure the sustainable provision, safeguarding and improved water supply to residents   | Completion of phase 1 for the upgrading of bulk water supply in Hoopstad and Bultfontein                 | 100% completion of phase 01 by 30 June 2016                          | None                             | The report of the upgrading of bulk water supply in Hoopstad and Bultfontein is submitted   | None   | Achieved | Achieved |
| To ensure the sustainable provision, safeguarding and improved water supply to residents   | Percentage increase of blue & green drop status  | 80% Blue Drop & 60% Green Drop (June 2016)                           | 70% Blue drop and 55% Green drop | The assessment for blue Drop and Green Drop was not conducted by the provincial department. | The indicator will not be applicable for this financial year | N/A      | N/A      |
| To ensure the development, enhancement & upgrade of sporting facilities within the municipality  | % completion of Phase 4 for the for the updgrading of the sporting facility at Phahamang by 30 June 2016 | 10% completion of phase 4 by 30 June 2016                            | None                             | The information has been provided for the sporting facility at Phahameng                    | None   | Achieved | Achieved |
| To ensure the development, enhancement & upgrade of sporting facilities within the municipality  | % completion of Phase 3 for the for the updgrading of the sporting facility at Tikwana by 30 June 2016   | 30% completion of phase 4 by 30 June 2016                            | None                             | The information has been provided for the sporting facility at Hoopstad                     | None   | Achieved | Achieved |
| To improve sanitation facilities in order to allow effluents to be disposed without any danger towards community's health & the environment. | % Completion for theUpgrading of the Waste Water Treatment Works   | 70% completion for the Upgrading of the WWTW at Hoopstad (June 2016) | None                             | The report has been provided for the upgrading of the WWTW at Hoopstad                      | None   | Achieved | Achieved |

|  |   |  |                       |   |      |          |          |
|--|---|--|-----------------------|---|------|----------|----------|
| To improve sanitation facilities in order to allow effluents to be disposed without any danger towards community's health & the environment. | Number of progress reports on Households (Total 837) with access to a minimum standard of sanitation provision levels | 4 Progress report on the 837 Households backlog    | None                  | The report for the financial year have been prepared and submitted. | None | Achieved | Achieved |
| To improve sanitation facilities in order to allow effluents to be disposed without any danger towards community's health & the environment. | Number of reports for households with access to sanitation services   | 4 quarterly reports                                | None                  | The report have been prepared and submitted.                        | None | Achieved | Achieved |
| To ensure the upgrading, improvement & maintenance of municipal road infrastructure  | Number of potholes repaired at Phahameng/ Bultfontein   | 300 Potholes (Annualy)                             | 130 Potholes repaired | The report have been prepared and submitted.                        | None | Achieved | Achieved |
| To ensure the upgrading, improvement & maintenance of municipal road infrastructure  | Number of bridges constructed in phahameng by 30 June 2016  | 01 bridge constructed in Phahameng by 30 June 2016 | None                  | The report for the bridge construction has been submitted           | None | Achieved | Achieved |
| To ensure the upgrading, improvement & maintenance of municipal road infrastructure  | Number of potholes repaired at Tikwana / Hoopstad   | 300 Potholes (Annualy)                             | 183 Potholes repaired | The reports have been prepared and submitted.                       | None | Achieved | Achieved |

|  |  |   |                      |   |      |          |          |
|--|--|---|----------------------|---|------|----------|----------|
| To ensure the maintenance of municipal road signage  | Number of traffic & information signs maintained                                 | 60 Traffic & information signs (Quarterly)  | None                 | The information has been provided   | None | Achieved | Achieved |
| To ensure the sustainable provision of electricity to residents  | Number of households with access to free basic electricity services              | 4606 households with access to free basic electricity services. (quarterly reports) | 4606 households      | The information for the free basic electricity has been provided                | None | Achieved | Achieved |
| To ensure the sustainable provision of electricity to residents  | Number of progress reports on energy efficiency demand site management submitted | 4 Progress reports submitted (1 Per quarter)  | None                 | The quarterly reports on energy efficiency demand site management are submitted | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number of MIG reports submitted  | 12 MIG reports prepared & submitted (3 per quarter)                                 | 12 Reports submitted | The reports have been prepared and submitted.                                   | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number of EPWP reports submitted   | 12 EPWP reports prepared & submitted (3 per quarter)                                | 12 Reports submitted | The reports have been prepared and submitted.                                   | None | Achieved | Achieved |

DEPARTMENT: TECHNICAL SERVICES

KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT

| OBJECTIVE | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16  | COMPARISON WITH 2014/15 TARGETS                 | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                            | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|-----------|---|---|---|--|---|----------------------------|--------------------|
| None      | Promote local economic development when tenders are awarded during 2015/16 financial year                                       | 25% of MIG projects awarded/subcontracted to local companies, (ongoing) | 25% MIG projected subcontracted by 30 June 2016 | The advert for subcontracting has been provided.                           | None  | Achieved                   | Achieved           |
| None      | Ensure that a percentage of unskilled labour in all the capital projects of the department are from the local municipality area | 100% of unskilled labour (ongoing)                                      | None  | The report for the percentage of unskilled labour have been submitted      | None  | Achieved                   | Achieved           |
| None      | Manage consultants and contractors appointed for technical projects   | All consultants monitored   | None  | The report for monitoring of consultant and contractors has been submitted | None  | Achieved                   | Achieved           |

| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16                                    | COMPARISON WITH 2014/15 TARGETS    | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2016                         | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
|--|---|---|------------------------------------|---|---|----------------------------|--------------------|
| None   | Ensure timely preparation of the Directorate's budget for 2016/17 based on the approved IDP | 30-Jun-16   | Budget inputs submitted to Finance | The proof for the budget inputs to finance has been submitted.          | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations    | Submitted application form to NERSA for tariff increases                                    | Submission of D-Forms to NERSA (October 2015)             | Forms submitted                    | The D forms were completed  | None  | Achieved                   | Achieved           |
| To ensure effective financial management & accountability in compliance with applicable regulations    | Number of updates conducted on other conditional grants register                            | 12 Updates conducted on the register (3 Per quarter)      | 12 Updates conducted               | The update on the other conditional grants register have been submitted | None  | Achieved                   | Achieved           |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number of inventory count conducted   | 12 Inventory counts (Game, diesel, water) (3 per quarter) | 12 Counts conducted                | The reports have been prepared and submitted.                           | None  | Achieved                   | Achieved           |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Percentage responses to all internal & external queries                                     | All quarterly audit queries responded                     | All exceptions responded to.       | The management responses to the audit exceptions have been submitted    | None  | Achieved                   | Achieved           |

|  |  |   |      |  |      |          |          |
|--|--|---|------|--|------|----------|----------|
| To ensure effective financial management & accountability in compliance with applicable regulations    | Percentage of revenue collected by 30 June 2016 on service rendered to the community by the Department.                              | 70% Revenue Collection rate for all applicable services rendered by the department to the community by 30 June 2016<br>Water<br>Sanitation<br>Electricity<br>Gravel<br>Rental of equipments | None | The information has been provided for the financial year             | None | Achieved | Achieved |
| To ensure effective financial management & accountability in compliance with applicable regulations    | Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department | 1 report on the implementation of the revenue enhancement strategy for the revenue source applicable to the department by 30 June 2016  | None | The reports for the revenue enhancement strategy have been submitted | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Report spending to National Treasury on infrastructure grant   | 6 MIG reports submitted to National Treasury for second semester  | None | The reports have been prepared and submitted.                        | None | Achieved | Achieved |
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Number of reports/ reconciliations submitted on RBIG, ACIP, EPWP, EEDSM, INEP, MIG infrastructure grants                             | 12 Reports/ reconciliations submitted on infrastructure grants  | none | The reports have been prepared and submitted.                        | None | Achieved | Achieved |



|  |  |  |                      |   |      |          |          |
|--|--|--|----------------------|---|------|----------|----------|
| To ensure that financial & non-financial performance reporting is in line with applicable legislations | Percentage spent on conditional grants | 100% Spending on Grants as per DoRA conditions (June 2016) | 100% Spent of grants | The reports have been prepared and submitted. | None | Achieved | Achieved |
|--|--|--|----------------------|---|------|----------|----------|

| DEPARTMENT: TECHNICAL SERVICES   |  |  |                                 |   |   |                            |                    |
|--|--|--|---------------------------------|---|---|----------------------------|--------------------|
| KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION  |  |  |                                 |   |   |                            |                    |
| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)  | ANNUAL TARGETS 2015/16                                     | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017   | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
| None   | Ensure that the Technical Services portfolio meetings are held and items submitted | Quarterly meetings   | 2 Meetings conducted            | The attendance register and minutes of the portfolio committee meetings have been submitted | None  | Achieved                   | Achieved           |
| To build a risk conscious environment that is supported by strategies to identify & mitigate potential risks | Number of risk assessment and action plan reviews/ updates                         | Quarterly risk assessment and action plan reviews/ updates | None                            | The updated risk register has been filed accordingly  | None  | Achieved                   | Achieved           |

| DEPARTMENT: COMMUNITY SERVICES   |   |  |                         |  |  |                            |                    |
|--|---|--|-------------------------|--|--|----------------------------|--------------------|
| KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT |   |  |                         |  |  |                            |                    |
| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)                                 | ANNUAL TARGETS 2015/16                   | COMPARISON WITH 2014/15 | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017                      | CORRECTIVE MEASURES TAKEN OR REASONS FOR | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
| None   | Develop a leave plan for the department and maintain compliance | 1 Leave plan developed by September 2015 | 1 Leave plan            | Consolidated departmental leave plan has been prepared and submitted | None                                     | Achieved                   | Achieved           |
| None   | Number of departmental meetings are held                        | Quarterly                                | 4 Meetings conducted    | The attendance registers of the meetings have been submitted.        | None                                     | Achieved                   | Achieved           |

| DEPARTMENT: COMMUNITY SERVICES   |   |   |   |   |  |                            |                    |
|--|---|---|---|---|--|----------------------------|--------------------|
| KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY   |   |   |   |   |  |                            |                    |
| OBJECTIVE  | KEY PERFORMANCE INDICATOR (KPI)   | ANNUAL TARGETS 2015/16                                      | COMPARISON WITH 2014/15 TARGETS         | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017   | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE  | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
| To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations | Number of meetings with stakeholders conducted to discuss Licensing of the hoopstad landfill site | 4 Meetings, (1 per quarter)                                 | None                                    | The attendance registers of the meetings have been submitted.   | None   | Achieved                   | Achieved           |
| To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations | Upgrading of the Hoopstad landfill site   | Fencing, abluent blocks, waste storage facility (June 2016) | None                                    | The progress report was submitted and the project indicating the partly fencing of parameters and the constructor still to develop abluent blocks and waste storage facility. | The delay in caused environmental impact assessment.<br>The indicator needs to be included as part of 2016/ 17 financial year. | Not Achieved               | Not Achieved       |
| To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations | Number of landfill sites licenced   | 1 landfill site licenced in Hoopstad by 30 June 2016        | 1 landfill site licenced in Bultfontein | The information was submitted and the landfill is been submitted  | None   | Achieved                   | Achieved           |

**DEPARTMENT: COMMUNITY SERVICES**

**KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY**

| <b>OBJECTIVE</b>   | <b>KEY PERFORMANCE INDICATOR (KPI)</b>   | <b>ANNUAL TARGETS 2015/16</b>   | <b>COMPARISON WITH 2014/15 TARGETS</b> | <b>ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017</b>                   | <b>CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE</b> | <b>INTERNAL AUDITORS COMMENTS</b> | <b>ACHIEVEMENT STATUS</b> |
|--|--|---|--|--|--|-----------------------------------|---------------------------|
| To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations | Development of Integrated Waste Management Plan  | 1 Plan developed and approved by 30 May 2016  | None                                   | The council resolution approving the IWMP has been submitted             | None   | Achieved                          | Achieved                  |
| To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations | Development of the Waste Management By-Law   | 1 Waste Management By-Law Developed (March 2016)  | None                                   | The council resolution on the waste management By-law has been submitted | None   | Achieved                          | Achieved                  |
| To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations | Reporting to the National Waste Information system                                     | 12 Reports to the National Waste Information system (Monthly)                                 | None                                   | The reports have been prepared and submitted                             | None   | Achieved                          | Achieved                  |
| To ensure the provision of facilities that are adequate to treat, recover & dispose waste in a manner consistent with applicable regulations | Collection of house to house domestic waste removal to all formalized residential area | 48 Waste collection services rendered to all formal residential areas (4 Reports per quarter) | None                                   | The reports have been prepared and submitted                             | None   | Achieved                          | Achieved                  |

|  |   |  |           |  |      |          |          |
|--|---|--|-----------|--|------|----------|----------|
| To educate & disseminate information through campaigns on environmental issues | Number of environmental management awareness campaigns & activities conducted | 4 Environmental Awareness Campaigns & activities conducted (Quarterly) | None      | The attendance registers of the campaigns have been submitted. | None | Achieved | Achieved |
| To capacitate learners on road safety through awareness campaigns              | Number of road safety awareness campaigns conducted at schools                | 8 Schools (2 per quarter)  | 4 Schools | The attendance registers of the campaigns have been submitted. | None | Achieved | Achieved |

**DEPARTMENT: COMMUNITY SERVICES**

**KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY**

| <b>OBJECTIVE</b>   | <b>KEY PERFORMANCE INDICATOR (KPI)</b>   | <b>ANNUAL TARGETS 2015/16</b>        | <b>COMPARISON WITH 2014/15 TARGETS</b> | <b>ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017</b>       | <b>CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE</b> | <b>INTERNAL AUDITORS COMMENTS</b> | <b>ACHIEVEMENT STATUS</b> |
|--|--|--------------------------------------|--|--|--|-----------------------------------|---------------------------|
| To capacitate local transport operator   | Number local transport forum conducted   | 2 Forums conducted (Q2 & Q4)         | None                                   | The attendance registers and the reports have been submitted | None   | Achieved                          | Achieved                  |
| To enforce adherence to the National Road Traffic Act                                      | Number of traffic reports submitted inclusive of roadblocks, warrants, & screening of cars conducted | 12 Reports (3 per quarter)           | 12 Reports have been submitted         | The reports have been prepared and submitted                 | None   | Achieved                          | Achieved                  |
| To coordinate, implement and manage the disaster related issues with relevant stakeholders | Number of meetings conducted for Local Disaster Advisory Forum                                       | 4 Meetings conducted (1 per quarter) | 4 Meetings conducted                   | The attendance registers and the reports have been submitted | None   | Achieved                          | Achieved                  |

|  |  |   |                        |  |      |          |          |
|--|--|---|------------------------|--|------|----------|----------|
| To coordinate, implement and manage the disaster related issues with relevant stakeholders | Number of disaster management awareness conducted                                    | 16 Awareness Campaigns conducted (4 per quarter)      | 26 Campaigns conducted | The reports have been prepared and submitted                 | None | Achieved | Achieved |
| To maintain the database of building plans submitted                                       | Number of updated building plan register   | 12 Updates register                                   | None                   | The signed registers were provided.                          | None | Achieved | Achieved |
| To ensure the provision of accurate reporting on building inspections conducted            | Detailed report reflecting the approval of building plans and inspections.           | 12 Detailed reports                                   | None                   | The reports have been prepared and submitted                 | None | Achieved | Achieved |
| To capacitate communities on building regulations through awareness campaigns              | Number of building regulations awareness conducted                                   | 4 Awareness campaigns conducted                       | None                   | The attendance registers and the reports have been submitted | None | Achieved | Achieved |
| To capacitate communities building regulations through awareness campaigns                 | Number of workshop conducted for local for local builders with NHBRC on construction | 4 Workshops conducted                                 | None                   | The attendance registers and the reports have been submitted | None | Achieved | Achieved |
| To maintain a legitimate database of human settlement and erven waiting lists              | Updated & reviewed human settlement and erven waiting list                           | 12 Updated waiting list                               | None                   | The updated erven waiting lists were submitted               | None | Achieved | Achieved |
| To capacitate consumers about consumer education   | Number of human settlement consumer education conducted                              | 4 Workshops conducted (2 for quarter 1 and Quarter 3) | None                   | The attendance registers and the reports have been submitted | None | Achieved | Achieved |

| DEPARTMENT: COMMUNITY SERVICES  |  |   |                                 |   |   |                            |                    |
|---|--|---|---------------------------------|---|---|----------------------------|--------------------|
| KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT   |  |   |                                 |   |   |                            |                    |
| OBJECTIVE   | KEY PERFORMANCE INDICATOR (KPI)                            | ANNUAL TARGETS 2015/16                                    | COMPARISON WITH 2014/15 TARGETS | ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017   | CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE   | INTERNAL AUDITORS COMMENTS | ACHIEVEMENT STATUS |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerments & poverty reduction | Reviewed and approved LED Strategy                         | 1 LED Strategy reviewed and Approved. (30 May 2016)       | 1 Strategy developed            | The LED strategy was developed and ready to be tabled to council for approval in June 2016. | The management took a decision that the LED be presented to management before been tabled to council.<br>The LED strategy will be tabled to council in July 2016. | Not Achieved               | Not Achieved       |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerments & poverty reduction | Number of By-laws on street vendors developed by June 2016 | 1 approved By-Law on Street vendors developed (June 2016) | None                            | The information of the approval of the By-law by council was provided                       | None  | Achieved                   | Achieved           |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction  | Number of updated vendor databases                         | 1 Updated vendor database (September 2015)                | 1 Vendor database               | The vendor database has been developed and updated  | None  | Achieved                   | Achieved           |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction  | Number of LED Forum meetings facilitated at Bultfontein    | 4 LED Forum Meetings facilitated (1 per quarter)          | None                            | The attendance registers and the reports have been submitted                                | None  | Achieved                   | Achieved           |

|  |   |  |      |  |      |          |          |
|--|---|--|------|--|------|----------|----------|
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of LED Forum meetings facilitated at Hoopstad              | 4 LED Forum Meetings facilitated (1 per quarter)           | None | The attendance registers and the reports have been submitted | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of Hawkers Association meetings facilitated at Bultfontein | 4 Hawkers Association Meetings facilitated (1 per quarter) | None | The attendance registers and the reports have been submitted | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of Hawkers Association established at Hoopstad             | 1 Hawkers Association established (March 2016)             | None | The attendance registers and the reports have been submitted | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of Agri-Forum meetings facilitated at Bultfontein          | 4 Agri-Forum Meetings facilitated (1 per quarter)          | None | The attendance registers and the reports have been submitted | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of Agri-Forum meetings facilitated at Hoopstad             | 2 Agri-Forum Meetings facilitated (Q2 & Q3)                | None | The attendance registers and the reports have been submitted | None | Achieved | Achieved |



**DEPARTMENT: COMMUNITY SERVICES**

**KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT**

| <b>OBJECTIVE</b>   | <b>KEY PERFORMANCE INDICATOR (KPI)</b>                            | <b>ANNUAL TARGETS 2015/16</b>                              | <b>COMPARISON WITH 2014/15 TARGETS</b> | <b>ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017</b>       | <b>CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE</b> | <b>INTERNAL AUDITORS COMMENTS</b> | <b>ACHIEVEMENT STATUS</b> |
|--|---|--|--|--|--|-----------------------------------|---------------------------|
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of Business Forum meetings facilitated at Bultfontein      | 4 Business Forum Meetings facilitated (1 per quarter)      | None                                   | The attendance registers and the reports have been submitted | None   | Achieved                          | Achieved                  |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of Business Forum meetings facilitated at Hoopstad         | 4 Business Forum Meetings facilitated (1 per quarter)      | None                                   | The attendance registers and the reports have been submitted | None   | Achieved                          | Achieved                  |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of Commonage Committee meetings facilitated at Bultfontein | 4 Commonage Committee Meetings facilitated (1 per quarter) | None                                   | The attendance registers and the reports have been submitted | None   | Achieved                          | Achieved                  |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of Commonage Committee meetings facilitated at Hoopstad    | 2 Commonage Committee Meetings facilitated (Q2 & Q4)       | None                                   | The attendance registers and the reports have been submitted | None   | Achieved                          | Achieved                  |

|  |   |  |                  |  |      |          |          |
|--|---|--|------------------|--|------|----------|----------|
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of site visits conducted at Itshokolele Project              | 4 Site visits of the project (1 per quarter)       | None             | The attendance registers and the reports have been submitted | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of site visits conducted at Tswaraganang Cooperative Project | 4 Site visits of the project (1 per quarter)       | None             | The attendance registers and the reports have been submitted | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Assistance provided to emerging farmers                             | 6 Agricultural equipments (September 2015)         | None             | The proof of payment was submitted                           | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Assistance provided to cooperatives                                 | 1 Cooperative assisted with equipment (March 2016) | None             | The proof of payment was submitted                           | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | To market Tswelopele Municipality at Tourism Indaba                 | 1 Tourism Indaba Event attended (June 2016)        | 1 Event attended | The report for the tourism indaba was submitted              | None | Achieved | Achieved |

|  |   |  |      |  |      |          |          |
|--|---|--|------|--|------|----------|----------|
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of databases for Arts and Crafters updated                     | 1 Detailed updated database of Arts and Crafters ( September 2015) | None | The database for the Arts and Crafters has been prepared                           | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of exhibition shows for Tswelopele Arts and Crafters organized | 1 Exhibition show organized (December 2015)                        | None | Tswelopele Exhibition for arts and crafters were organised on the 28 November 2015 | None | Achieved | Achieved |
| To promote the sustainable shared economic growth & development in partnership with stakeholders to maximize growth, employment, empowerment & poverty reduction | Number of arts and crafters exposed and marketed                      | 13 arts and crafters exposed and marketed (December 2015)          | None | 15 arts and crafters were exposed to Macufe Exhibition                             | N/A  | Achieved | Achieved |

**DEPARTMENT: COMMUNITY SERVICES**

**KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

| <b>OBJECTIVE</b>  | <b>KEY PERFORMANCE INDICATOR (KPI)</b>   | <b>ANNUAL TARGETS 2015/16</b>  | <b>COMPARISON WITH 2014/15 TARGETS</b> | <b>ACTUAL PERFORMANCE AS AT 01 JULY - 30 JUNE 2017</b>                               | <b>CORRECTIVE MEASURES TAKEN OR REASONS FOR VARIANCE</b> | <b>INTERNAL AUDITORS COMMENTS</b> | <b>ACHIEVEMENT STATUS</b> |
|---|--|--|--|--|--|-----------------------------------|---------------------------|
| None  | Ensure timely preparation of the Directorate's budget for 2016/17 based on the approved IDP  | 30-Jun-16  | Inputs submitted to Finance            | The information for the budget inputs was provided                                   | None   | Achieved                          | Achieved                  |
| To ensure effective financial management & accountability in compliance with applicable regulations | Percentage of revenue collected by 30 June 2016 on service rendered to the community by the Department.                              | Revenue Collection rate for applicable services rendered by the department to the community by 30 June 2016.<br>Refuse removal<br>traffic fines<br>business licences:<br>70% | None                                   | The information for revenue collection rate was submitted.                           | None   | Achieved                          | Achieved                  |
| To ensure effective financial management & accountability in compliance with applicable regulations | Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department | 1 report on the implementation of the revenue enhancement strategy for the revenue source applicable to the department by 30 June 2016                                       | None                                   | The reports for the revenue enhancement strategy have been submitted                 | None   | Achieved                          | Achieved                  |
| To ensure effective financial management & accountability in compliance with applicable regulations | Percentage responses to all internal & external queries  | All quarterly audit queries responded  | All exceptions addressed               | The copies of the management responses to internal audit queries have been submitted | None   | Achieved                          | Achieved                  |