



**FIRST QUARTER REPORT  
JULY 2016-SEPTEMBER 2016**



## **1. SECTION 1: INTRODUCTION**

### **1.1. Background**

This report has been compiled by the accounting officer of Kgetlengrivier Local Municipality in partnership with the Senior Managers and staff to enable the Mayor to comply with Section 52, of the Municipal Finance Management Act (MFMA) 56 of 2003.

Section 52 of the MFMA requires that the Mayor of a municipality must, “within 30 days of the end of each quarter, submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality”.

The financial year of a municipality begins in July and ends in June of the following year. In order to ensure continuous monitoring of performance and accountability, the financial year is divided into four quarters as follows:

<b>Quarter</b>	<b>Months</b>
1	July, August and September
2	October, November and December
3	January, February and March
4	April, May and June

This report is for the period July, August and September which is the Fourth Quarter of the 2016/2017 Financial Year.

### **1.2. Format**

The report follows the same format of the approved Service Delivery and Budget Implementation Plan.

Section 2 is a report on the performance targets and indicators as contained in the municipality's approved Top Layer Service Delivery and Budget Implementation Plan.

The second section of the report contains the Monthly Budget Statements for the three months of July, August and September, 2016 as required by section 71 of the MFMA.

### **1.3. Publication**

In compliance with Section 75 (1) k, this report will be made public in the municipal website as soon as it has been tabled in council.



## 2. PERFORMANCE INFORMATION

### 2.1. Technical Services

#### Basic Service Delivery and Infrastructure

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective	To coordinate and monitor infrastructure development for provision and access to services										
Outcome 9	Output 2	Improving access to basic services									
	Output 4	Actions supportive of the human settlement outcome									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
ACCES TO WATER											
IDP/7.2.3.	To augment bulk water supply.	No: of boreholes refurbished and equipped.	16 Boreholes	6 Boreholes refurbished and equipped	R2million	1	Appointment of Service Provider.	Not Achieved	Cash flow problem	Improve cash flow	N/A
						2	3 Boreholes refurbished and Equipped.				
						3	3 Boreholes refurbished and Equipped.				
						4					
IDP/7.2.3	To supply households with portable water.	KL of water supplied to households	Undetermined	100 KL of water supplied to households.	R1,5 Million	1	125 kl of water supplied to households	Achieved, 1.9 ML of water supplied to household	N/A	N/A	Record keeping
						2	125 kl of water supplied to households				
						3	125 kl of water supplied to households				



						4	125 kl of water supplied to households				
IDP/7.2.3	To install flow meters	No of flow meters installed.	None	2 flow meters installed	R100 000			Achieved, 1 meter has been installed	N/A	N/A	Progress report
						1	1 flow meters installed				
						2	1 flow meters installed				
						3					
						4					
IDP/7.2.3.	To develop feasibility study and draft of designs for water reticulation in Ratsegae	Development of feasibility study and draft of designs	None	Development of feasibility study and draft of designs	R1.6 Million	1	Appointment of Service Provider	Achieved, Service provider has been appointed	N/A	N/A	Appointment letter
						2	Conduct Feasibility Study				
						3	Conduct Feasibility Study				
						4	Draft Designs				
IDP/7.2.3	To extend Pipeline from dolomite area to Swartruggens	Development of feasibility study and draft of designs	None	Development of feasibility study and draft of designs	R2.769 Million	1	Appointment of Service Provider	Achieved, Service provider has been appointed	N/A	N/A	Appointment letter
						2	Conduct Feasibility Study				
						3	Conduct Feasibility Study				
						4	Draft Designs				



KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective		To coordinate and monitor infrastructure development for provision and access to services									
Outcome 9	Output 2	Improving access to basic services									
	Output 4	Actions supportive of the human settlement outcome									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
ACCES TO SANITATION											
IDP/7.2.3.	To construct New Waste Water Treatment Plant in Koster	Completion of Phase 1 Waste Water Treatment Plant	Oxidation Ponds	Completion of Phase 1 Waste Water Treatment Plant	R26 Million	1	Construction of Waste Water Treatment Plant	Achieved, 10% Construction progress to date	N/A	N/A	Progress report
						2	Construction of Waste Water Treatment Plant				
						3	Construction of Waste Water Treatment Plant				
						4	Complete Phase 1 Waste Water Treatment Plant				
IDP/7.2.3	To develop feasibility study and draft of designs for VIP Toilets in Ratsegae.	Development of feasibility study and draft of designs	None	Development of feasibility study and draft of designs	R1.6 Million	1	Appointment of Service Provider	Achieved, Service provider has been appointed	N/A	N/A	Appointment letter
						2	Conduct Feasibility Study				
						3	Conduct Feasibility Study				
						4	Draft Designs				



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Strategic Objective	To coordinate and monitor infrastructure development for provision and access to services										
Outcome 9	Output 2	Improving access to basic services									
	Output 4	Actions supportive of the human settlement outcome									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baseline	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
ACCES TO ROADS AND STORM WATER											
IDP/7.2.3.	To paved internal roads.	No: of km of internal Roads paved	22 Km of unpaved roads	2Km of internal Roads paved.	R12 Million	1	Appointment of Service Provider.	Achieved, 40% Construction progress to date.	N/A	N/A	Progress report
						2	Site establishment and Construction				
						3	Construction on progress				
						4	2km of internal roads completed				
IDP/7.2.3	To patch potholes on municipal roads.	KM of municipal roads patched.	Undetermined	2 KM of municipal Roads Patched.	R1.5 Million	1	Procurement of materials	Achieved, Service provider has been appointed	N/A	N/A	Appointment letter
						2	1 KM of municipal Roads Patched				
						3	1 KM of municipal Roads Patched				
						4					



IDP/7.2.3	To clean and maintain storm water channel	KM of storm water channel cleaned and maintained.	10KM of storm water channel	5 Km of storm water channel cleaned and maintained	R500 000	1	Procurement of equipment's and machinery	Achieved, 500 m of storm water has been cleaned to date	N/A	N/A	Progress report
						2	2 Km of storm water channel cleaned and maintained				
						3	3 Km of storm water channel cleaned and maintained				
						4					



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Strategic Objective		To coordinate and monitor infrastructure development for provision and access to services									
Outcome 9		<i>Output 2 Improving access to basic services</i> <i>Output 4 Actions supportive of the human settlement outcome</i>									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
ACCESS TO ELECTRICITY											
IDP/7.2.3.	To install High Mast Lights	No: of High Mast Lights installed.	27 High Mast lights existing	4 High Mast Lights installed.	R3.8Million	1	Appointment of Service Provider	Achieved, High mast light has been completed, waiting for ESKOM to commission	N/A	N/A	Progress report
						2	2 High Mast Lights installed.				
						3	2 High Mast Lights installed.				
						4					
IDP/7.2.3	To develop a Business plan for refurbishment of Electrical Sub station	Development of Business plan for refurbishment of Electrical Sub station	2 Electrical Substation existing	Development of Business plan for refurbishment of Electrical Sub station	R200 000	1	Appointment of Service Provider	Not achieved	Delay in procurement process	Procurement process to be finalise	N/A
						2	Development of Business Plan				
						3					
						4					
						4					





**2.2. Community Services**  
**Basic Service Delivery and Infrastructure**

<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>											
<b>Strategic Objective</b>		To coordinate and monitor infrastructure development for provision and access to services									
<b>Outcome 9</b>		<i>Output 2 Improving access to basic services</i>									
		<i>Output 4 Actions supportive of the human settlement outcome</i>									
<b>IDP Linkage/ Project ID</b>	<b>Objectives</b>	<b>Key Performance Indicator [KPI]</b>	<b>Baselines</b>	<b>Annual Target</b>	<b>Budget</b>	<b>Quarterly Projected Target</b>		<b>Actual Performance</b>	<b>Reason for Under-Performance</b>	<b>Corrective Measures</b>	<b>POE Submitted</b>
						<b>Quarter</b>	<b>Target</b>				
<b>ACCES TO REFUSE AND SOLID WASTE</b>											
IDP/7.2.3.	To collect refuse removal	Number of Households with basic refuse collection	6000Households collected	14 000 Households with basic refuse collection	R0.00	1	14 000 Households with basic refuse collection	Not Achieved	Shortage of fleet management (Compacto r Trucks and Tractors)	N/A	N/A
						2	14 000 Households with basic refuse collection				
						3	14 000 Households with basic refuse collection				
						4	14 000 Households with basic refuse collection				
IDP/7.2.3	To develop Integrated	Approved Integrated Waste	None	Approved Integrated Waste	R0.000	1	Development of Integrated Waste Management Plan	Not Achieved	Lack of Budget	Engagement between	N/A



	Waste Management Plan	Management Plan		Management Plan by Dec 2016		2	Approval of Integrated Waste Management Plan by Council			BPDM, MISA Provincial DEA and READ for assistance	
						3					
						4					

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective	To coordinate and monitor infrastructure development for provision and access to services										
Outcome 9	Output 2	Improving access to basic services									
	Output 4	Actions supportive of the human settlement outcome									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
ACCESS TO AMENITIES											
IDP/7.2.3.	To maintain municipal Properties	No of Municipal properties maintained	6 Parks, 5 Halls, 1 Park and 7 Cemeteries	17 Municipal Properties maintained.	R0.00	1	17 Municipal Properties maintained.	Achieved	N/A	N/A	CWP/EPWP attendance register
						2	17 Municipal Properties maintained.				
						3	17 Municipal Properties maintained.				
						4	17 Municipal Properties maintained.				
IDP/7.2.3	To Develop a	No of Regional	7 Cemeteries	1 Regional	R1 Million	1	Appointment of Service Provider				N/A



	Regional Cemetery	Cemetery Developed	es in place	Cemetery Developed		Identification of Land		Not Achieved	Lack of Budget	BPDM to assist KRLM	
						2	Construction of Regional Cemetery				
						3					
						4					
IDP/7.2.3	To increase Libraries usage	No of Libraries programme implemented.	3 Libraries	24 Libraries programmes implemented	R500 000	1	24 Libraries programmes implemented	Not Achieved	Lack of implementation plan	Assistance by Provincial Department of Sports, Arts and Culture	N/A
						2	24 Libraries programmes implemented				
						3	24 Libraries programmes implemented				
						4	24 Libraries programmes implemented				



KPA: INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT											
Strategic Objective		To ensure sound governance and best practices within the municipality									
OUTCOME 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 6	Administrative and financial capability									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
PUBLIC SAFETY											
	To increase revenue through law enforcement	Visible law enforcement	5 Traffic Officers in place	Development of Law enforcement strategy.	R0.000	1	Development of Law enforcement strategy	Achieved	N/A	6 days Roadblock	Financial Report
						2	Approval of Law enforcement strategy				
						3					
						4					
	To collect 50% of traffic fines	Service Provider in place	50% Traffic fines collected	R0.00	1	15% Traffic fines collected	Not Achieved	Lack of system in place	Appointment of service provider (Mavambo ITS)	SLA	
					2	10% Traffic fines collected					
					3	15% Traffic fines collected					
					4	10% Traffic fines collected					



KPA: INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT											
Strategic Objective		To ensure sound governance and best practices within the municipality									
OUTCOME 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 6	Administrative and financial capability									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
Drivers Licence and Testing Stations											
	To Increase revenue through DLTC	Increase intake of Learners and Drivers Licence	Officials in place	Increase intake of Learners and Drivers Licence by 20%	R0.000	1	Increase intake of Learners and Drivers Licence by 5%	Achieved	N/A	N/A	Enatis/ financial Report
						2	Increase intake of Learners and Drivers Licence by 5%				
						3	Increase intake of Learners and Drivers Licence by 5%				
						4	Increase intake of Learners and Drivers Licence by 5%				
	To re-open Vehicle Testing Station	Functional Vehicle Testing Station	Dysfunctional Vehicle Testing Station	Functional Vehicle Testing Station	R0.00	1	Re-open Vehicle Testing Station	Not Achieved	Lack of Human capacity and Budget	Assistance from the provincial department no response	N/A
						2					
						3					
						4					



**Spatial Rational**

<b>KPA: SPATIAL RATIONAL</b>											
<b>Strategic Objective</b>	<b>To utilize land according to applicable Legislations</b>										
<b>Outcome 9</b>	<b>Output 1</b>	<b>Implement a differentiated approach to municipal financing, planning and support</b>									
	<b>Output 3</b>	<b>Implementation of the Community Work Programme</b>									
<b>IDP Linkage/ Project ID</b>	<b>Objectives</b>	<b>Key Performance Indicator [KPI]</b>	<b>Baselines</b>	<b>Annual Target</b>	<b>Budget</b>	<b>Quarterly Projected Target</b>		<b>Actual Performance</b>	<b>Reason for Under-Performance</b>	<b>Corrective Measures</b>	<b>POE Submitted</b>
						<b>Quarter</b>	<b>Target</b>				
<b>PROVISIONAL OF SUSTAINABLE HUMAN SETTLEMENTS</b>											
	To Create affordable sites	No of affordable sites created.	None	500 of Affordable Sites Created	R1Million	1	Appointment of Service Provider Prepare item to Council	Not Achieved	Lack of Budget	Provincial DSHH to assist	N/A
						2					
						3					
						4					
	To Create sites for Low cost houses	No of sites for low cost houses created	None	2000 sites for low cost houses created	R1.5 Million	1	Appointment of Service Provider Prepare item to Council	Not achieved	Lack of budget	Provincial DSHH to assist	N/A
						2					
						3					
						4					



KPA: SPATIAL RATIONAL											
Strategic Objective	To utilize land according to applicable Legislations										
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 3	Implementation of the Community Work Programme									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
FUNCTIONAL TOWN PLANNING											
	To process Town Planning application in time	Functional JMPT	Joint JMPT established	4 JMPT Meetings held	R0.00	1	1 JMPT Meetings held	Not achieved	Lack of proper system in place	Gazetting of JMPT Members on the NW provincial Gazette	advert
						2	1 JMPT Meetings held				
						3	1 JMPT Meetings held				
						4	1 JMPT Meetings held				
	To Review Spatial Development Plan	Solicit funding for review of Spatial Development Plan	Spatial Development Plan in Place	Approved of Reviewed Spatial Development Plan	R0.00	1	Engage BPDM and Department of Rural Development for Funding	Not Achieved	Lack of Budget	Both BPDM and RDLR were informed	Formal letter requesting assistance
						2	Appointment of Service Provider				
						3	Review of Spatial Development Plan				
						4	Approval of Spatial Development Plan				



**2.3. FINANCE**  
**Financial Viability and Management**

<b>KPA: FINANCIAL VIABILITY AND MANAGEMENT</b>											
<b>Strategic Objective</b>		<b>To effectively manage and improve financial sustainability</b>									
<b>Outcome 9</b>	<b>Output 1</b>	<b>Implement a differentiated approach to municipal financing, planning and support</b>									
	<b>Output 6</b>	<b>Administrative and financial capability</b>									
	<b>Output 7</b>	<b>Sign General Ledger window of coordination</b>									
<b>IDP Linkage/ Project ID</b>	<b>Objectives</b>	<b>Key Performance Indicator [KPI]</b>	<b>Baselines</b>	<b>Annual Target</b>	<b>Budget</b>	<b>Quarterly Projected Target</b>		<b>Actual Performance</b>	<b>Reason for Under-Performance</b>	<b>Corrective Measures</b>	<b>POE Submitted</b>
						<b>Quarter</b>	<b>Target</b>				
<b>LEGAL COMPLIANCE AND REPORTING</b>											
	To produce and submit Monthly Budget statements [Section 71]	No. of monthly budget Statements (Section 71 reports)	12 monthly reports submitted	12 monthly budget Statements (Section 71 reports)	R0.00	1	3 monthly budget Statements	Achieved	n/a	n/a	Budget Statements
						2	3 monthly budget Statements				
						3	3 monthly budget Statements				
						4	3 monthly budget Statements				
	To produce and submit Monthly Bank	No. of bank reconciliations produced	12 Bank reconciliations performed and signed off	12 of bank reconciliations Produced	R0.00	1	3 of bank reconciliations Produced	Achieved	n/a	n/a	Bank Reconciliations
						2	3 of bank reconciliations Produced				





	Reconciliation					3	3 of bank reconciliations Produced				
						4	3 of bank reconciliations Produced				
	To perform VAT Reconciliations	No. of VAT reconciliations performed	12 VAT Reconciliations	12 VAT reconciliations performed	R0.00	1	12 VAT reconciliations performed	Achieved	n/a	n/a	VAT Reconciliations
						2	12 VAT reconciliations performed				
						3	12 VAT reconciliations performed				
						4	12 VAT reconciliations performed				
	To perform Assets verification	No of Assets verifications performed	2 Assets verification performed	2 Assets verifications performed	R0.00	1		Not Due	n/a	n/a	n/a
						2	1 Assets verifications performed				
						3					
						4	1 Assets verifications performed				



KPA: FINANCIAL VIABILITY AND MANAGEMENT											
Strategic Objective		To effectively manage and improve financial sustainability									
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 6	Administrative and financial capability									
	Output 7	Sign General Ledger window of coordination									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baseline	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
REVENUE ENHANCEMENT											
To perform Salary Reconciliations	No. of salary reconciliations by target date.	12 Monthly reconciliations	12 Monthly salary reconciliations performed	R0.00	To perform Salary Reconciliations	1	3 Monthly salary reconciliations performed	Achieved	n/a	n/a	Salary Reconciliations
						2	3 Monthly salary reconciliations performed				
						3	3 Monthly salary reconciliations performed				
						4	3 Monthly salary reconciliations performed				
To submit Payroll Reports (section 66)To	Number of payroll reports submitted to Finance Committee	12 reports submitted Monthly	12 Monthly reports submitted to finance	R0.00	To submit Payroll Reports (section 66)To	1	3 Monthly reports submitted to finance committee	Achieved	n/a	n/a	Monthly Finance Reports
						2	3 Monthly reports submitted to finance committee				



finance Committee			committee		finance Committee	3	3 Monthly reports submitted to finance committee				
						4	3 Monthly reports submitted to finance committee				
To submit withdrawal report (Section 11) to council	Number of withdrawal reports submitted to council	4 quarterly Withdrawal reports	4 Quarterly report submitted to council	R0.00	To submit withdrawal report (Section 11) to council	1	1 Quarterly report submitted to council	Achieved	n/a	n/a	Quarterly withdrawal report
						2	1 Quarterly report submitted to council				
						3	1 Quarterly report submitted to council				
						4	1 Quarterly report submitted to council				
To perform Debtors Reconciliations	No. of debtors reconciliations	Monthly Reconciliations performed	12 Perform monthly debtors' reconciliations	R0.00	To perform Debtors Reconciliations	1	3 Perform monthly debtors' reconciliations	Achieved	n/a	n/a	Debtor's Reconciliations
						2	3 Perform monthly debtors' reconciliations				
						3	3 Perform monthly debtors' reconciliations				
						4	3 Perform monthly debtors' reconciliations				
To update Indigent Register and review policy	Updated indigent register	Indigent policy in place	4 quarterly verifications of indigents Performed	R0.00	To update Indigent Register and review policy	1	1 quarterly verifications of indigents Performed	Achieved	n/a	n/a	Indigent Register
						2	1 quarterly verifications of indigents Performed				
						3	1 quarterly verifications of indigents Performed				
						4	1 quarterly verifications of indigents Performed				



To decrease Debtors	% Decrease in debtors	60% collection of revenue	Effective implementation of Revenue Management	R0.00	To decrease Debtors	1	Launching of Payments campaign	Not Achieved	Due to Late appointment of debts collector	The project will kick in October 2016	None
						2	Conduct awareness campaign				
						3	Conduct awareness campaign				
						4	Conduct awareness campaign				

**KPA: FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objective** To effectively manage and improve financial sustainability

**Outcome 9**  
*Output 1 Implement a differentiated approach to municipal financing, planning and support*  
*Output 6 Administrative and financial capability*  
*Output 7 Sign General Ledger window of coordination*

IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				

**FUNCTIONAL SUPPLY CHAIN MANAGEMENT**

	To update supplier database	Number of supplier database register updated.	supplier database	2 supplier database review and update	R0.00	1	1 supplier database review and update	Not Achieved	Municipality utilise CSD as per the requireme	Service providers are advised to utilise/register with CSD	None
						2					
						3	1 supplier database review and update				



						4			nt of NT starting from 1 July 2016	as per the requirement of National treasury.	
To report bids over 100 000 to National and Provincial Treasury	No. of SCM awards reports (over R100 000) to both National Treasury and Finance Committee	1 Report produced and submitted	4 SCM awards produced and submitted	R0.00	1	1 SCM awards produced and submitted	Achieved	n/a	n/a	SCM Report	
					2	1 SCM awards produced and submitted					
					3	1 SCM awards produced and submitted					
					4	1 SCM awards produced and submitted					
To produce SCM Quarterly reports	no. of SCM quarterly reports submitted	4 SCM quarterly Reports submitted	4 SCM quarterly reports	R0.00	1	1 SCM quarterly reports	Achieved	n/a	n/a	SCM Report	
					2	1 SCM quarterly reports					
					3	1 SCM quarterly reports					
					4	1 SCM quarterly reports					
To update Supply Chain Managements policy and Procedure Manuals	Number of SCM policy and procedure manual updated	1 SCM Policy and procedure manual in place	1 SCM policy and procedure manuals updated	R0.00	1		Not Due	n/a	n/a	n/a	
					2						
					3						
					4	1 SCM policy and procedure manuals updated					



## 2.4. COPORATE SERVICES

### Institutional Transformation and Organizational Development

KPA: INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT											
Strategic Objective	To ensure sound governance and best practices within the municipality										
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 6	Administrative and financial capability									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
<b>Human Resource Development &amp; Management</b>											
	To conduct recruitment on Vacant positions	No of vacant positions filled.	Organizational Structure in place	10 Vacant Positions filled.	R50.000	1	Advertisement of Vacant Positions	Achieved, 14 posts advertised	N/A	N/A	Copies of adverts
						2	Recruitment Conducted				
						3					
						4					
	To review Employment Equity Plan	Submission of Employment Equity Plan to Labour Dept.	2016 Employment Equity Plan to Labour Dept.	Submission of Employment Equity Plan to Labour Dept. by Jan 2017.	R0.00	1		Not Due	N/A	N/A	N/A
						2					
						3	Submission of Employment Equity Plan to Labour Dept.				
						4					



	To improve relations with employees	Functional Local Labour Forum	Non-functional LLF	4 LLF Reports submitted to Council	R0.00	1	1 LLF Reports submitted to Council	Not Achieved.	meeting did not materialized due to LG Elections and inauguration of new Council	Meetings to sit as per approved corporate calendar	N/A
						2	1 LLF Reports submitted to Council				
						3	1 LLF Reports submitted to Council				
						4	1 LLF Reports submitted to Council				
	To review Human resource Policies	Updated Human Resource Policies	Out-dated HR Policies	Review Human Resource Policies by Dec2016	R0.00	1	Review HR Policies Consultation on HR Polices	Achieved, Consolidated workshop material. Workshops to be rolled out in 2 <sup>nd</sup> quarter of 2016-17	N/A	N/A	Presentation of HR Policies
						2	Approval of HR Policies				
						3					
						4					
	To improve Staff Morale for excellence performance	Conduct Employee Satisfaction Survey and development of Staff Development Plan.	Low Staff Morale	Employee Satisfaction Survey conducted and Staff development Plan developed.	R0.00	1	Conduct Employee Satisfaction Survey	Not achieved,	due to LG Elections and inauguration of new Council	Implement target in the next quarter	N/A
						2	Development of Staff Development Plan				
						3					
						4					



	To develop and submit Workplace Skills Plan	Development of Workplace Skills Plan	2015 WSP in place	Development of WSP by June 2017.	R0.00	1		Not Due	N/A	N/A	N/A
						2					
						3	Conduct Skills Audit				
						4	Development of WSP and submission to LG SETA.				
	To Capacitate employees and Councillors	No of Employees and Councillors capacitated	7 Employees and Councillors Trained	50 Employees and Councillors capacitated.	R0.00	1	10 Employees and Councillors capacitated	Not Achieved, only 15 Councillors attended the CIP under the aegis of SALGA	Intensive election schedule	Implement target in the next quarter	Induction Report
						2	15 Employees and Councillors capacitated				
						3	15 Employees and Councillors capacitated				
						4	10 Employees and Councillors capacitated				





KPA: INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT											
Strategic Objective		To ensure sound governance and best practices within the municipality									
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 6	Administrative and financial capability									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
LEGAL SERVICES AND ADMINISTRATION											
	To review Lease contracts and Finalize outstanding Legal matters	No of lease contracts and outstanding legal matters reviewed.	Undetermined	Review all lease contracts and outstanding legal matters.	R0.000	1	Conduct audit of all lease contracts and legal matters	Achieved List of legal cases available.	N/A	N/A	List of legal cases
2						Review all lease contracts and outstanding legal matters					
3											
4											
	To provide administrative support to Council and specific functionaries of	Effective secretarial support provided to the Council and specific functionaries of	Council Support unit in place	An accurate secretarial repository system developed	R0.00	1	Development of Secretarial Repository System	Achieved System in place	N/A	N/A	Report of Repository System
2						Secretarial Support to Council and Functionaries of Administration					
3						Secretarial Support to Council and					



	administra tion	administrati on					Functionaries of Administration			
						4	Secretarial Support to Council and Functionaries of Administration			



<b>KPA: INSTITUTIONAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT</b>											
<b>Strategic Objective</b>		To ensure sound governance and best practices within the municipality									
<b>Outcome 9</b>	<b>Output 1</b>	<b>Implement a differentiated approach to municipal financing, planning and support</b>									
	<b>Output 6</b>	<b>Administrative and financial capability</b>									
<b>IDP Linkage/ Project ID</b>	<b>Objectives</b>	<b>Key Performance Indicator [KPI]</b>	<b>Baselines</b>	<b>Annual Target</b>	<b>Budget</b>	<b>Quarterly Projected Target</b>		<b>Actual Performance</b>	<b>Reason for Under-Performance</b>	<b>Corrective Measures</b>	<b>POE Submitted</b>
						<b>Quarter</b>	<b>Target</b>				
<b>MAINTENANCE OF DATA INTEGRITY AND STORAGE</b>											
	To develop prudent Record Management System	Development of prudent Record Management System	Draft Records Management Plan in place	Approved Records Management Plan developed.	R0.000	1	Consultation of Draft Records Management Plan	Achieved, Draft Records Control Schedule available	N/A	N/A	Copy of Draft Records Control Schedule
2						Approval of Records Management Plan					
3											
4											
	To develop ICT Governance Framework	Development of ICT Governance Framework	ICT Due Diligence & Risk Assessment Report	Development of ICT Governance Framework	R0.00	1	Development of ICT Governance	Achieved BTSC in the process finalizing the document	N/A	N/A	ICT Governance
2						Submit to Council for approval					
3											
4											



Local Economic Development

KPA: LOCAL ECONOMIC DEVELOPMENT											
Strategic Objective	To create an opportunities through economic development										
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 3	Implementation of the Community Work Programme									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
FUNCTIONAL LOCAL ECONOMIC DEVELOPMENT											
	To establish LED Forum	Functional LED Forum	None	Functional LED Forum Established.	R0.000	1	Conduct Audit of Sectoral LED streams.	Achieved, Information gathered	N/A	N/A	Audit report
						2	Establishment of Sectoral forums				
						3	Development and approval of Terms of Reference				
						4	Launching of LED forum				
	To review LED Strategy	Review of LED Strategy	Out-dated LED Strategy	Approved LED Strategy	R250.000	1	Appointment of Service Provider.	Not Achieved	Still awaiting feedback from BPDM	Escalate the matter with MM at BPDM	N/A
						2	Consultation on Review of LED Strategy				
						3	Presentation of Draft LED Strategy				
						4	Approval of LED Strategy				



KPA: LOCAL ECONOMIC DEVELOPMENT											
Strategic Objective	To create an opportunities through economic development										
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 3	Implementation of the Community Work Programme									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
SUPPORTING SMME'S											
	To Train various SMME's	No of SMME's trained	None	25 SMME's trained	R0.000	1	Engage SEDA to train SMME's	Achieved, Engaged Accuracy Group to conduct the exercise	N/A	N/A	Letter from Accuracy Group
						2	Identify SMME's				
						3	Train SMME's				
						4					
	To create SMME's Database	Well informed SMME's Database	None	Developed SMME's database	R0.000	1	Conduct Audit of SMME's	Achieved, Exercise conducted	N/A	N/A	Audit report
						2	Development of SMME's Database				
						3					
						4					



	To formulate SMME's Support Plan	Conduct needs assessment	None	Support Plan for SMME's	R0.00	1	Conduct Needs Assessment	Achieved, Exercise conducted	N/A	N/A	Assessment report
						2	Develop Support Plan for SMME's				
						3					
						4					

## 2.5. OFFICE OF THE MUNICIPAL MANAGER

### Good Governance and Public Participation

KPA: KPA: GOOD GORVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objective	To provide sound governance for local communities										
Outcome 9	Output 1	<i>Implement a differentiated approach to municipal financing, planning and support</i>									
	Output 5	<i>Deepen democracy through a refined Ward Committee model</i>									
	Output 7	<i>Single window of coordination</i>									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
DEEPEN DEMOCRACY											
	To establish functional Ward Committees	Establishment of Functional Ward Committees	Ward committee established	8 Ward Committees Established	R0.00	1		Not Due	N/A	N/A	N/A
						2	Issuing of notices to establish Ward Committees Community Meetings to elect New Ward Committees				



						3	Table a report to Council on New Ward Committees				
						4					
	To Develop Training plan for Newly Established Ward Committees	Conduct skills Audit on newly Established Ward Committees	None	Develop a Training plan for newly Established Ward Committees	R0.00	1		Not Due	N/A	N/A	N/A
						2					
						3	Conduct skills Audit				
						4	Develop a Training plan				
	To Capacitate Ward Committees	Provision of Training for newly Established Ward Committees	None	Training of newly Established Ward Committees	R0.00	1		Not Due	N/A	N/A	N/A
						2					
						3					
						4	Training of newly Ward Committees				



KPA: KPA: GOOD GORVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objective		To provide sound governance for local communities									
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 5	Deepen democracy through a refined Ward Committee model									
	Output 7	Single window of coordination									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
STRENGTHENING ACCOUNTABILITY											
	To hold council meetings	Number of council meetings held.	4 Council Meetings Held	4 Council Meetings	R0.00	1	1 Council Meetings	Achieved	N/A	N/A	Council Minutes and Attendance Register
						2	1 Council Meetings				
						3	1 Council Meetings				
						4	1 Council Meetings				
	To hold portfolio committee meetings	Number of functional section 79 and 80 Committees monitored by target dates	4 per Portfolio meetings held	4 Per Portfolio committee meetings	R0.00	1	1 Per Portfolio committee meetings	Not Achieved	Council inaugurated during the first quarter	Meeting to be held in the second quarter	N/A
						2	1 Per Portfolio committee meetings				
						3	1 Per Portfolio committee meetings				
						4	1 Per Portfolio committee meetings				





KPA: KPA: GOOD GORVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objective	To provide sound governance for local communities										
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 5	Deepen democracy through a refined Ward Committee model									
	Output 7	Single window of coordination									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
LEGISLATIVE COMPLIANCE											
	To prepare a 2017/2022 IDP process Plan	Develop 2017/2022 IDP process Plan	2016/2017 Process plan in place	Develop and approve 2017/2022 IDP process Plan by August 2016	R0.00	1	Develop and approve 2017/2022 IDP process Plan by August 2016	Achieved	N/A	N/A	Process Plan
						2					
						3					
						4					
	To prepare a credible 2017/2022 IDP and 2017/2018 Budget.	Credible 2017/2022 IDP and 2017/2018 Budget developed.	2012/2017 IDP and 2016/2017 budget in place	Credible 2017/2022 Draft IDP and 2017/2018 budget tabled in	R0.00	1		Not Due	N/A	N/A	N/A
						2					
						3	Tabled Draft 2017/2022 Draft IDP and 2017/2018 budget to Council				



				Council By March 2017 and Credible 2017/202 2 final IDP and 2017/201 8 budget tabled in Council By May 2017		4	Tabled 2017/2022 final IDP and 2017/2018 budget to Council				
	To prepare 2017/2018 budget adjustmen ts	Develop 2017/2018 budget adjustment s	2017/201 8 Budget in place	Develop 2017/201 8 budget adjustme nts	R0.00	1		Not Due	N/A	N/A	N/A
						2					
						3	Develop 2017/2018 budget adjustments				
						4					



KPA: KPA: GOOD GORVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objective		To provide sound governance for local communities									
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 5	Deepen democracy through a refined Ward Committee model									
	Output 7	Single window of coordination									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
FUNCTIONAL PMS											
	To develop Performance Management Framework	Development of PMS framework	2015/2016 PMS in place	Development and approve of 2016/2017PMS framework	R0.00	1	Development and approve of 2016/2017PMS framework	Achieved	N/A	N/A	2016/2017PMS framework
2											
3											
4											
	To develop Quarterly reports and submission of POE.	Development of Quarterly reports and submission of POE	SDBIP in place	4 Quarterly reports developed and submission of POE	R0.00	1	1 Quarterly reports developed and submission of POE	Achieved	N/A	N/A	Quarterly reports
2						1 Quarterly reports and submission of POE					
3						1 Quarterly reports and submission of POE					



						4	1 Quarterly reports and submission of POE				
	To prepare and submit 2016/17 midterm report(sec 72)	Develop 2016/17 midterm report(sec 72)	SDBIP in place	Develop 2016/17 midterm report(sec 72)	R0.00	1		Not Due	N/A	N/A	N/A
						2	Develop 2016/17 midterm report(sec 72)				
						3					
						4					



KPA: KPA: GOOD GORVERNANCE AND PUBLIC PARTICIPATION											
Strategic Objective	To provide sound governance for local communities										
Outcome 9	Output 1	Implement a differentiated approach to municipal financing, planning and support									
	Output 5	Deepen democracy through a refined Ward Committee model									
	Output 7	Single window of coordination									
IDP Linkage/ Project ID	Objectives	Key Performance Indicator [KPI]	Baselines	Annual Target	Budget	Quarterly Projected Target		Actual Performance	Reason for Under-Performance	Corrective Measures	POE Submitted
						Quarter	Target				
AUDIT IMPROVEMENT											
	To develop 2015/2016 Annual Report and AFS.	Development of 2015/2016 Annual Report and AFS	2014/2015 Annual Report and AFS in place	Development and submit 2015/2016 Annual Report and AFS	R0.00	1	Development of 2015/2016 Annual Report and AFS	Achieved	N/A	N/A	2015/2016 Annual Report and AFS
						2					
						3					
						4					
	To Develop Internal Audit charter and methodology	Development of 2016/2017 Internal Audit charter and methodology	2015/2016 Internal Audit charter and methodology	Development and approval of 2016/2017 Internal Audit charter and methodology	R0.00	1	Development and approval of 2016/2017 Internal Audit charter and methodology by Audit Committee	Not Achieved	Resignation of Internal Audit	Appointment of internal Auditor	N/A
						2					
						3					
						4					



				ogy by Audit Committee							
	To improve Audit Outcome	Improved on audit outcome by target date	Qualified opinion	Clean audit on financial year 16/17	R0.00	1	Implementation of Audit Action Plan	Achieved	N/A	N/A	Progress Report on Audit Action Plan
						2	Implementation of Audit Action Plan				
						3	Implementation of Audit Action Plan				
						4	Implementation of Audit Action Plan				