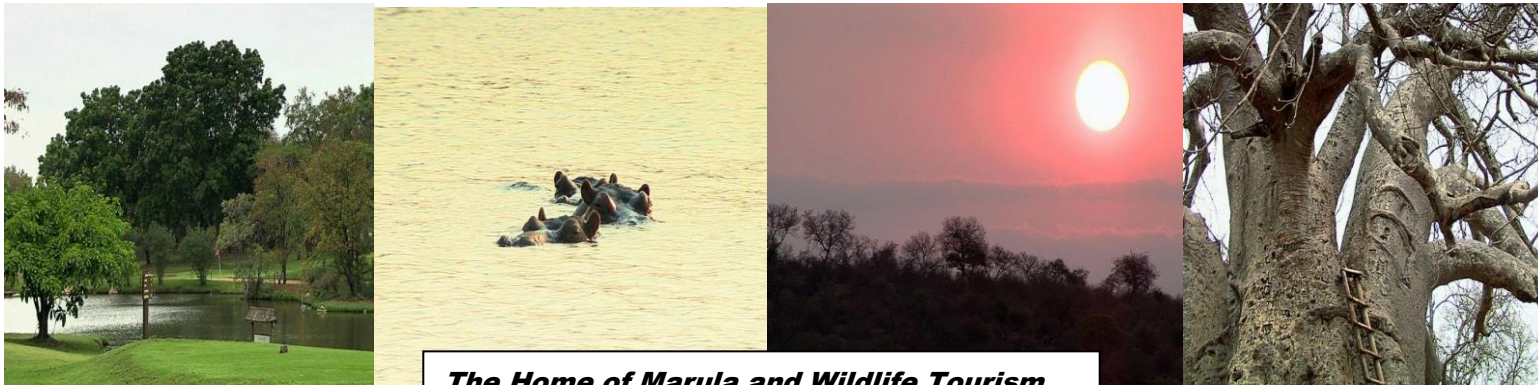


BA-PHALABORWA LOCAL MUNICIPALITY



2018 /19 ANNUAL PERFORMANCE REPORT



The Home of Marula and Wildlife Tourism

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Introduction

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is a requirement of the Municipal Finance Management Act, Act 56 Of 2003. The SDBIP gives effect to the Integrated Development Plan (IDP) and Budget of a Municipality and will be possible if the Budget is aligned to the IDP. The SDBIP is a management plan for implementing the IDP through the approved Budget.

The SDBIP is a twelve months implementation plan that binds the executive and administration to align their activities to the strategic objectives of the institution. It provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly revenue and expenditure projections. It assists the accounting officer, the executive, council and the community in their respective oversight responsibilities, since it serves as an implementation and monitoring tool.

In the interest of good governance and better accountability, the SDBIP should determine and be aligned with the performance agreements of the Municipal Manager and Senior Managers. The SDBIP is, therefore,, defined as **an action plan with revenue projections, expenditure estimates and allocations of resources to priority issues**. The SDBIP has targets for the implementation of projects and/or activities. Monthly, quarterly, half-yearly and annual **targets with allocated resources and responsible persons** are clearly set in the SDBIP.

Legislation

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) projections for each month of-*
 - (i) revenue to be collected, by source; and*
 - (ii) operational and capital expenditure, by vote;*
- (b) service delivery targets and performance indicators for each quarter”*

Section 69(3)(a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts of the performance agreements as required in terms of Section 57(1)(b) of the Municipal Systems Act.

Section 53 (1) (c) (ii) requires that a municipality’s Service Delivery and Budget Implementation Plan be **approved by the Mayor within 28 days after the approval of the budget**. Although the SDBIP is not required to be approved by council, **it should be tabled before council and made public** for information and for purposes of monitoring.

Despite the legislated deadlines, MFMA Circular No. 13 states that “[a] municipality should ideally **publish its draft SDBIP with its draft budget as supporting documentation to assist its budget hearing process normally held at the end of March or in April.**” In order for a municipality to comply with the provisions of this statement, the **mayor will need to approve the draft top-layer SDBIP by mid-March.**

The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after approval. The SDBIP is a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, **the top-layer of the SDBIP and its targets cannot be revised without notifying the council**, and if there is to be changes in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (Section 54(1)(c) of MFMA). The contemplated council approval is meant to avoid a situation where service delivery targets may be revised downwards in the event that there is poor performance.

Methodology and Content

The IDP objectives need to be quantified and translated into key performance indicators. The budget is then aligned to the objectives, projects and activities to enable the SDBIP to serve as a monitoring tool for service delivery.

The SDBIP is a layered plan that comprises the top layer as well as the lower layer SDBIP. The top layer deals with consolidated service delivery targets and time frames for top management, whereas the lower layer consists of detailed outputs that are broken down into smaller outputs and then linked and assigned to middle and lower managers.

The following are the minimum required components of a top-layer SDBIP:

- (a) Monthly projections of revenue to be collected for each source
- (b) Monthly projections of expenditure (operating and capital) and revenue for each vote
- (c) Quarterly projections of service delivery targets and performance indicators for each vote
- (d) Ward information for expenditure and service delivery
- (e) Detailed capital works plan broken down by ward over three years

The diagram below shows the process for approving the SDBIP including how the departmental SDBIPs roll up into the draft SDBIP:

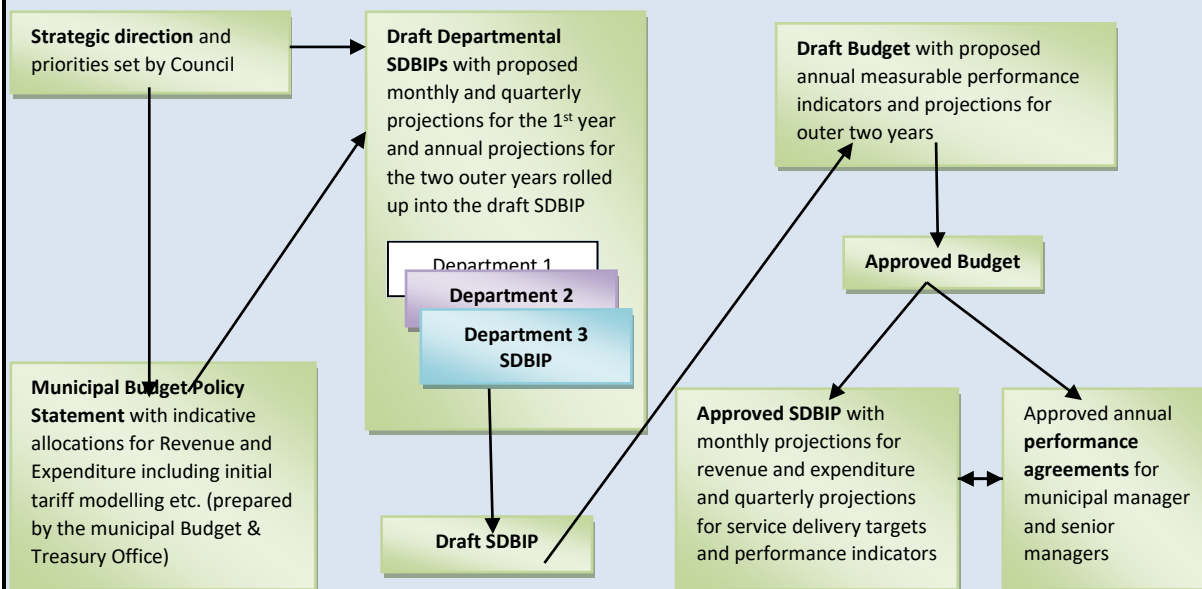


Diagram adapted from MFMA Circular No. 13 of 31 January 2005

Strategic Intent

The Municipality held a strategic session from 05 to 07 December 2018 to review its strategic intent as follows:

Vision:

“Provision of quality services for community well-being and tourism development”

Mission Statement:

“To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance”.

Values:

“Efficiency and effectiveness;

Accountability;

Innovation and creativity;

Professionalism and hospitality;

Transparency and fairness;

Continuous learning; and

Conservation conscious”.

Strategic Objectives:

“Promotion of Local economy;

Provision of sustainable integrated infrastructure and services;

Sustain the environment;

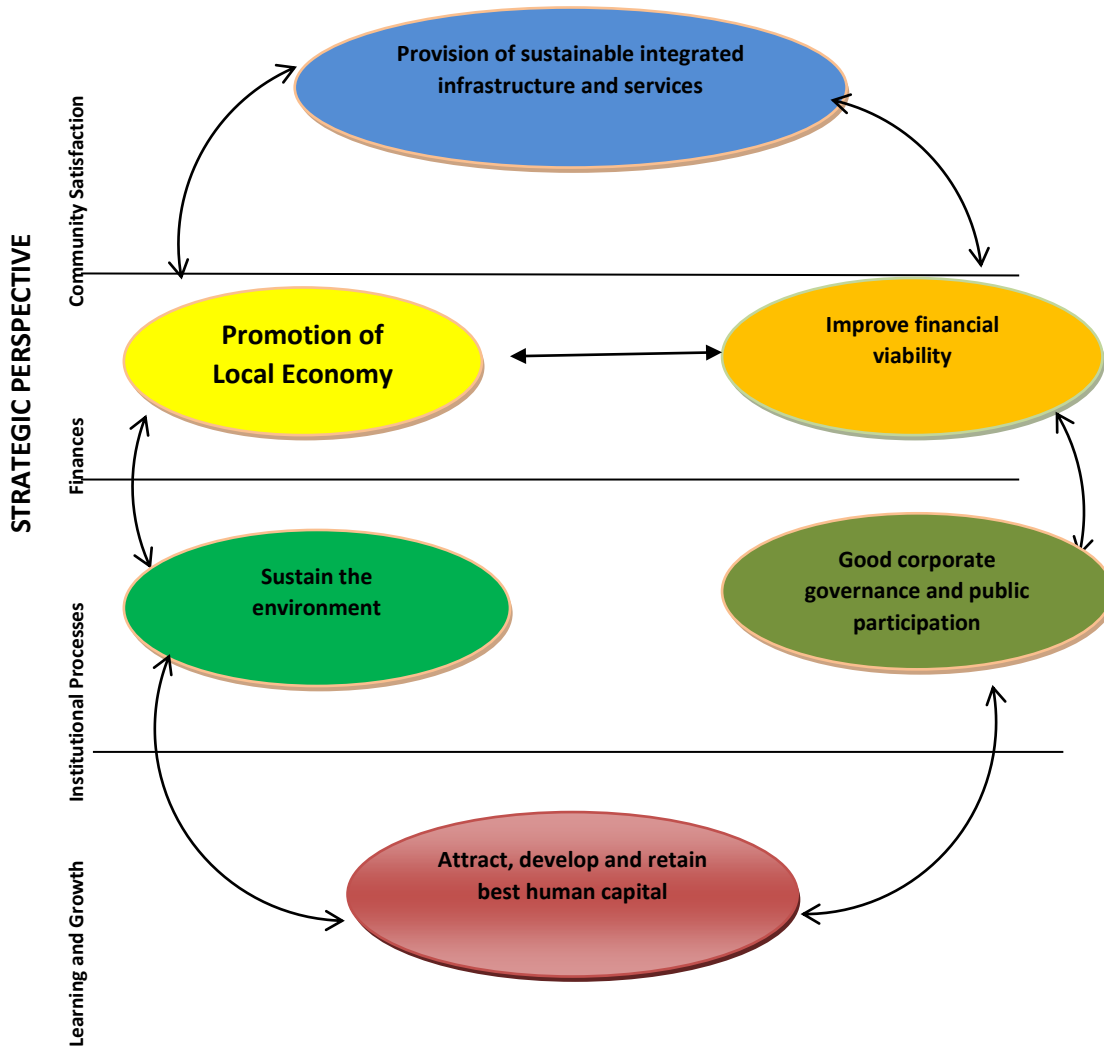
Improve financial viability;

Good corporate governance and public participation; and

Attract, develop and retain best human capital”.

The Municipality has adopted a Balanced Scorecard approach to planning and performance assessment. The strategic objectives are therefore spread across the four perspectives as indicated through the strategy map below

THE HOME OF MARULA WILDLIFE TOURISM



The Accounting Officer's Year End Institutional Performance Overview

This Annual Performance Report has been compiled in line with the provisions of Section 46 of the Local Government: Municipal Systems Act 32 of 2000 which mandates a municipality to prepare an Annual Performance Report for each financial year reflecting the performance of the municipality and of each external service provider during the financial year.

The Annual Performance Report is based on targets set for the implementation of the 2018/19 IDP through the Service Delivery Budget and Implementation Plan. The key performance indicators are classified according to the five key performance areas of local government and are aligned to the municipal objectives as outlined in the IDP

This report will record progress made by the municipality in fulfilling its objectives as reflected in the IDP, the Budget and the Service Delivery Implementation Plan. It will also reflect on the challenges encountered during the financial year.

Achievements:

Upgraded 3.6 km of gravel road to tar

Supported 272 SMME

100 percent on MIG and received additional allocation

Key performance Area performance

The table below illustrates service delivery performance of Ba-Phalaborwa Municipality against the National Key Performance Areas (NKPAs)

Key Performance Area	2016/17 % Achieved	2017/18 % Achievement	2018/19 Total Number of Targets	2018/19 Target Achieved	2018/19 Target not Achieved	2018/19 Target not Performed	2018/19 % Achievement
Spatial Rationale	67%	67%	3	2	1	0	67%
Basic Services Delivery	50%	80%	12	10	2	0	83%
Municipal Financial Viability	80%	86%	13	12	1	0	92%
Local Economic Development	80%	100%	6	5	1	0	83%
Municipal Transformation and Institutional Development	67%	91%	11	10	1	0	91%
Good Governance and Public Participation	90%	93%	42	40	1	1	95%
Total	81%	90%	87	79	7	1	91%

3. PERFORMANCE ANALYSIS

ANNUAL PERFORMANCE 81/87 =93

Monthly projections of revenue for each source

Sources of Revenue	Actual (30 June 2018)	Annual Target (01 Jul 2018 - 30 June 2019) (R'000)	Annual Actual Performance (R'000)	Variance (R'000)	Remarks	Challenges	Corrective Measures	Evidence required
Property Rates	106 414	132 629	110 617	22 012	Variance more than 10%	Low billing due to additional rebate given to customers	Debt collectors have been appointed to enhance revenue collection	Financial Report
Service charges – electricity	103 550	130 699	95 540	35 159	Variance more than 10%	Illegal connections, regular power outages due to load shedding and maintenance.	Continuous investigations on electricity meters and illegal connections	Financial Report
Service Charges – Refuse	14 807	19 079	15 152	3 927	Variance more than 10%	Culture of non- payment especially from the townships	Debt collectors have been appointed to enhance revenue collection	Financial Report
Rental of Facilities and Equipment	657	527	655	-128	Target exceeded	None	None	Financial Report
Interest on external Investments	26 166	2 093	2 335	-242	Target exceeded	None	Variance not material	Financial Report
Interest Earned – Outstanding Debtors	22 094	75 334	20 768	54 566	Variance more than 10%	Culture of non- payment especially from the townships	Debt collectors have been appointed to enhance revenue collection	Financial Report
Fines	2 942	474	2 258	-1 784	Target exceeded	None	None	Financial Report
Licenses and Permits	2 645	12 475	2 826	9 649	Variance more than 10%	None	None	Financial Report
Agency services	4 767	2 844	5 744	-2 900	Variance more than 10%	None	None	Financial Report
Transfers recognised - operational	176 813	137 419	137 420	-1	Variance not material	Variance not material	None	None
Transfers recognised - capital	40 401	51 059	52 317	-1 258	Unspent MIG	None	Application for rollover	Financial Report
Other Revenue	3 887	1 899	67 795	-65 896	Fair Value Adjustment	None	None	Financial Report
Total Revenue by Source	483 048	565 784	513 427	53 104				Financial Report

Monthly projections of Expenditure (Operating and Capital) and Revenue by vote: Annual 2018/19

Expenditure and Revenue by Vote	Opex Actual (30 June 2018)	Opex Annual Target (01 Jul 2018– 30 Jun 2019) (R'000)	Opex Actual performance (R'000)	Opex Remarks/challenges /corrective measures	Capex Actual (30 June 2018)	Capex Annual Target (01 Jul 2018 – 30 Jun 2019) (R'000)	Capex Actual performanc e	Capex Remarks/challenges/cor rective measures	Revenue Actual (30 June 2018)	Revenue Annual Target (01 Jul 2018 – 30 Jun 2019) (R'000)	Revenue Actual performance	Revenue Remarks/challenges/c orrective measures	Evidence required
Executive and council	49 313	54 694	77 031	Non-cash items(Depreciation)									Finance Reports
Budget and Treasury	291 943	91 670	117 556	Non- cash items processed(Debt impairment)					309 392	327 377	267 912	Culture of non-payment of services especially from townships /Debt collectors has been employed	Finance Reports
Corporate Services	49 805	48 753	54 275	None cash –items	996	3 350	1 640	Operational projects not implemented	656	682	11 900	PRMA - ACTUARIAL GAINS/LOSSES	Finance Reports
Community and Social Services	51 976	61 710	52 001	None	0	950	0	Capital projects not implemented	25 341	15859	64 340	Fair Value Adjustment	Finance Reports
Public Safety	12 220	12 283	13 923	None	0	52	0	Internal funded projects not implemented		300	2 258	None	Finance Reports
Economic and Environmental		16 827	17 777	None							214		Finance Reports
Road Transport	9 932	90 826	47 971	None	15 406	46 065	42 073	Variance not more than 10%		33 327	43 514	None	Finance Reports
Electricity	95 623	129 335	103 263	None	11 195	10 694	8 471	Internal funded projects not implemented	103 550	143 824	104 595	Electricity revenue affected by illegal collection/ Implementation of credit control and debt collection policy it's in place	Finance Reports
Waste Management	6 718	8 371	10 130	None	2 500				14 807	25 098	18 694		Finance Reports
Total by Vote		514 469	493 927			61 111	52 184			546 532	513 427		

Results for 2018/19 Annual Performance as per Key Performance Areas

<i>Under-Performance</i>	0 - 50%
<i>Partially achieved</i>	51 – 74%
<i>Good Performance</i>	75 – 100%
<i>Over achieved</i>	Over 100%
<i>No performance</i>	

Note:

1. Over achievement Standards does not apply to compliance targets
2. Over achievement standards applies to service delivery targets and core business of the municipality

KPA 1: Spatial Rationale

KPA 1: Spatial Rationale														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01/July 2017-30/June /18)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
1.1 Spatial Planning														
1.1.1	Governance and Administration	Sustain the environment	Number of valuation roll developed by 30/06/2019	Senior Manager Planning & Development	1	1	1	OPEX	1	0	The valuation roll was developed and adopted by council	None	None	valuation roll and Council resolution.
1.1.2	Governance and Administration	Sustain the environment	Turnaround time of land use & development applications submitted to Mopani Planning Tribunal by 30/06/2019	Senior Manager Planning & Development	Within 60 days of received	Within 60 days of received	Within 60 of received	OPEX	5 received and 3 submitted Within 60 of received	_2 submitted after 60 days	5 applications received and 3 was processed and submitted to tribunal within 60 days	The 12 application on the register was submitted on the 10/05/2019 was for previous financial years which was not processed within 60 days due to delays for comments by internal departments and the Official which was appointed to represent municipality in tribunal resigned in 2017	The post was advertised and appointment was done but the candidate decline .the post it has been re-advertised in 2019 and appointment will be done before the end of financial 19/20	Submission Register within 60 days.

KPA 1: Spatial Rationale

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01/July 2017-30/June /18)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
1.1.3	Governance and Administration	Sustain the environment	Number of Reviewed Spatial Development Framework by 30/06/2019	Director Planning & Development/ Municipal Manager	1	1	1	OPEX	0	-1	The SDF was reviewed and to be adopted by council in August 2019	Late advertisement by service provider which overlapped to the next financial year	The item has been submitted to council to be held in August 2019 for approval of final SDF	Council resolution /approved framework

KPA 2: BASIC SERVICE DELIVERY

KPA 2: SERVICE DELIVERY														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
2.1 Electricity														
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	% on reduction of electricity losses each quarter by 30/06/2019	Senior Manager Technical Services	4,60%	15%	15%	OPEX	-2.9%	-17.90%	Losses increased, due to increase of non-technical losses . Reported on the actual change in losses percentage, and not losses itself	Municipality does not have the resources to audit meters	All customers should be audited	BPM billing to consumers. Eskom bill and distribution loss
2.1.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on electricity capital funding spent per quarter by 30/06/2019	Senior Manager Technical Services	R15697495	R15697495	R20.25m	R20.25m	R7.648m	R12.602m	The poor performance is due to low revenue collection.	None	Provincial Treasury has advised municipalities to ensure that their budget is funded	Payment Certificates and Expenditure Reports.
2.1.3	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of Households with access to electricity by 30/06/2019	Senior Manager Technical Services	45051	45051	45051	Opex	45995	+944	The number increased because of the implementation of the following projects 117 HH added in Buffer Zone,430 Khurhula/ Hector Ville And 397 by Eskom.	None	None	BPM billing to consumers and Eskom bill

KPA 2: SERVICE DELIVERY

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of Households with access to free basic electricity by 30/06/2019	Senior Manager Technical Services	3448	3448	3448	Opex	3867	+419	There number was increased during the registration of the indigent	None	None	BPM billing to consumers and Eskom bill
2.2 Roads & Storm Water														
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of km of gravel roads upgraded to tar by 30/06/2019 (Benfarm is 0.8 km b. Tambo phase 1 is 0.7 km and Tshelang gape is 0.6) by 30/06/2019	Senior Manager Technical Services	1.7km	1.7km	2.1 km	R16.6m	3.6km	+1.5km	The municipality received additional allocation of MIG and was able to do extra 1.5km of Tshelang gape road	None	None	Project Report. Projects completion certificates and report
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads capital funding spent per quarter by 30/06/2019	Senior Manager Technical Services	R 15.6m	R 15.6m	R21.8 m	R21.8m	R16 161 070.54	R5 638 929.46	The allocated budget was not fully spend	The allocated budget was not fully spend due to stalled projects, i.e. Tambo Street Paving Phase 2B	Delays were communicate to council and advise was sought from external municipal support agencies regarding the delays, however issues could not be resolved in time to commence with works in	Payment Certificates and Expenditure Reports

KPA 2: SERVICE DELIVERY

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
													the 2018/19 financial year.	
2.3 Parks and Cemetery														
2.3.1	Protect Environment and Community Well being	Sustain the Environment	Number of reports on maintenance of parks by 06/06/2019	Senior Manager Community Services	New Indicator	New Indicator	11	Opex	11	0	Keep on maintaining the parks	None	None	Monthly reports to to council, Council resolution and pictures on maintenanc e of parks
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of reports on maintenance of cemetery by 06/06/2019	Senior Manager Community Services	New Indicator	New Indicator	11	Opex	11	0	Keep on maintaining cemetery	None	None	Monthly reports to to council, Council resolution and pictures on maintenanc e of cemetery
2.4.Public Transport and Safety														
2.4.1	Protect Community Road Safety and Well being	Provision Community Road Safety	Number of Roadblocks conducted by 30/06/2019	Senior Manager Community Services	New Indicator	New Indicator	11	Opex	93 Roadblocks conducted	+82	Promote public road safety	None	None	Monthly reports to Council and Council resolution
2.5 Waste Management														
2.5.1	Protect Environment and Community Well being	Sustain the Environment	Number of quarterly reports submitted for rehabilitation and closure of Phalaborwa landfill site by 30/06/2019	Senior Manager Community Services	New Indicator	New Indicator	4	OPEX	4	0	Continue monitoring the land fill site	None	None	Quarterly report to council and council resolution
2.5.2	Technical	Provision of	Number of	Senior Manager	22941	22941	22941	Opex	22941	0	Continue	None	None	Billing

KPA 2: SERVICE DELIVERY

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
	infrastructure	sustainable integrated infrastructure and services	Households with access to basic waste removal services by 30/06/2019	Community Services							improving service delivery			report and collection report in rural areas
2.5.3	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of Households receiving free basic waste removal services by 30/06/2019	Senior Manager Community Services	3148	3148	3148	Opex	3148	0	Continue improving service delivery	None	None	Approved Indigent register

KPA 3:

**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

*

KPA 3: Municipal Financial Viability and Management

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/Interventions	Evidence Required
3.1 Financial Management														
3.1.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/2018 (Legislated date)	Chief Financial Officer	1	1	1	OPEX	1	0	Process plan approved by Council	None	None	approved budget planning schedule and Council resolution
3.1.2	Good governance and administration	Good corporate governance and public participation	Number of approved 2019/20 Draft Budget by Council by 31/03/2019 (3 months before the start of the new financial year)	Municipal Manager	1	1	1	OPEX	1	0	Draft Budget approved on the 29th of March 2019	None	None	Draft Budget document; Council Resolution
3.1.3	Good governance and administration	Good corporate governance and public participation	Number of approved 2019/20 Final Budget by Council by 31/05/2019 (1 month before the start of the new financial year)	Municipal Manager	1	1	1	OPEX	1	0	Budget was approved on the 31 May	None	None	Final Budget approved by Council. Council resolution
3.1.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed budget related policies by 30/06/2019	Chief Financial Officer	21	21	21	OPEX	21	0	Approved on the 31 May	None	None	Approved budget related policies and Council resolution
3.1.5	Good governance and administration	Good corporate governance and public participation	Number of Supply Chain structures / Committees members appointed by 07/07/2018	Municipal Manager	3	3	3	OPEX	3	0	Bid Committees appointed once off .	None	None	Appointment letters of bid committees' members.
3.1.6	Governance and	Improve financial	Number of quarterly movable	Chief Financial	4	4	4	OPEX	4	0	None	None	None	Quarterly assets

KPA 3: Municipal Financial Viability and Management

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
	administration	viability	asset verifications conducted by 30/06/19	Officer										verifications reports
3.1.7	Governance and administration	Improve financial viability	Number of S71 reports submitted within 10 days at the end of each month to National and Provincial Treasury	Chief Financial Officer	12	12	12	OPEX	12	0	None	None	None	Monthly financial oversight reports. Proof of submission within 10 days.
3.1.8	Governance and administration	Improve financial viability	% of improvement in revenue collection monthly (improvement from 65 to 90% by 30/06/2019 budget year	Chief Financial Officer	54%	54%	80%	OPEX	71%	9%	None	Low payment of services consumed from the townships (Namak gale and Lulekan i	The long overdue debt in the townships have been handed over to debt collectors	Quarterly reports on revenue collection
3.1.9	Governance and administration	Improve financial viability	% of Current Debt collected by 30/06/19	Chief Financial Officer	56%	56%	80%	Opex	2%	78%	None	Low payment of services consumed from the townships (Namak gale and Lulekan i	The long overdue debt in the townships have been handed to debt collectors	Quarterly reports on current debt collection
3.1.10	Good governance and	Good corporate governance	Number of updated indigent register by	Chief Financial Officer	1	1	1	OPEX	1	1	None	None	None	Updated indigent register

KPA 3: Municipal Financial Viability and Management

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
	administration	and public participation	30/06/2019											
3.1.11	Good governance and administration	Improve financial viability	Expenditure spent quarterly on MIG by 30/06/2019	Chief Financial Officer	R40, 401m	R40, 401m	R38m	CPEX	R42372924	+R4372924	Additional allocation received in the third quarter	None	None	Finance reports, MIG monitoring report/payment certificates
3.1.12	Good governance and administration	Improve financial viability	% of quarterly Municipal Capital Budget spent by 30/06/2019	Chief Financial Officer	73%	73%	100%	Opex	82%	18%	Unspent from MIG and internal funded projects	Internal funded projects not implemented.	To apply for rollover	Finance reports
3.1.13	Good governance and administration	Improve financial viability	% of quarterly Municipal Personnel Budget spent by 30/06/2019	Chief Financial Officer	76%	76%	100%	Opex	82%	18%	Collect revenue and appoint critical post	High vacancy rate	To fill the vacant positions that are critical	Expenditure report

KPA 4:

LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
4.1 Job creation														
4.1.1	Economic	Promotion of local economy	Number of jobs created quarterly through capital by 30/06/2019 projects (Temporary jobs)	Senior Manager Technical Services	145	145	110	R2.m	94	16	Target not reached	Target not reached due to stalled projects, i.e. Tambo Street Paving Phase 2B	Delays were communicate to council and advise was sought from external municipal support agencies regarding the delays, however issues could not be resolved in time to commence with works in the 2018/19 financial year.	ID Numbers of people appointed and Payroll Reports
4.1.2	Economic	Promotion of local economy	Number of full time equivalent jobs created quarterly through EPWP	Senior Manager Technical Services	73	73	73	R1.m	58	15	Target not reached	Grant from NDPW not sufficient to create the required work opportunities without compromising the contract period, which would affect the FTE Factor.	Municipal resolved to decrease the number of work opportunities from 73 to 58 to allow for a longer contract period. Contract period was extended from months to nine months for the 58 beneficiaries and this increased the FTE factor compared to 73 work opportunities employed for only 6 months.	ID Numbers of people appointed and Payroll Reports
4.1.3	Economic	Promotion of local economy	Number of quarterly LED	Senior Manager	4	4	4	OPEX	2	2	Two LED Forum	Scheduled forum	To schedule the forums meeting	Invitations

KPA 4: Local Economic Development														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
			Forums meetings held by 30/06/2019	Planning and Development							meeting held for the financial year 2018/19	meetings not held due to the Chairperson being committed in on the eleventh hour.	in agreement with the office of the Mayor and agree that a delegated person chairs the meeting.	Attendance register and minutes
4.2 Enterprise Support														
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported quarterly through the municipal SCM (procurement) by 30/06/2019	Chief Financial Officer	241	241	100	OPEX & CAPITAL	272	+172	Continue in supporting SMME	None	None	System generated Expenditure report
4.2.2	Economic	Promotion of local economy	Number of municipal Tourist Statistics/Data Analysis Quarterly Report undertaken by the municipality by 30/06/2019	Senior Manager Planning and Development	4	4	3	OPEX	4	+1	Four Quarterly reports (3 from 2018/19 & 1 from 2017/18	the 4 th quarter report is taken to Council after the financial year.	The previous financial year 4 th quarter report be covered in the current reporting year.	Quarterly report, Tourism and Hospitality occupancy reports.
4.3 Tourism Development														
4.3.1	Economic	Promotion of local economy	Number of quarterly municipal tourist destination promotion and marketing initiatives undertaken by the municipality by 30/06/2019	Senior Manager Planning and Development	4	3	3	R500	3	3	September Tourism month Activities, Marula Festivities, Tourism Indaba, Rand Easter	None	None	Visitors attendance Registers, Stakeholders engagement report.

KPA 5:

**Municipal Transformation and
Institutional Development**

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
5.1 Organisational Design & Human Resource														
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of reviewed Municipal Organisational structure by 30/06/2019	Senior Manager Corporate Services	1	1	1	OPEX	1	0	Organogram reviewed on 30 th May 2019 and 27 th June 2019 as per resolution nos231/19 and 332/19 respectively.	None	None	Council Resolution on Reviewed organizational structure with dates.
5.1.2	Good governance and administration	Good corporate governance and public participation	Number of HR Policies Reviewed per quarter by 30/06/2019	Senior Manager Corporate Services	7	7	8	OPEX	6	2	Employee Transfer Policy (467/18) Acting on higher positions (468/18) Code of Conduct for Employees (507/18) Staff Recruitment and retention strategy (508/18) Staff Provisioning Policy (509/18) Mayoral bursary policy (121/19)	The target was not achieved due to the non-co-operation by the labour component during the Local Labour Forum	Continue engaging the Labour until consensus reached	Council Resolutions on Reviewed policies and copies of Reviewed Policies.

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Number of By-Laws Reviewed per quarter by 30/06/2019	Municipal Manager	11	11	2	OPEX	8	+6	8 by-laws gazette no: 3010 on the 26/06/2019.	None	None	By law register
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Number of S56 Senior Managers position filled by 30/06/2019	Municipal Manager	2	2	2	OPEX	2	0	Senior Manager: Technical Services Senior Manager: Corporate Services	None	None	Appointment letters; appointment register, details of new employees and copies of adverts.
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of prioritised vacant positions to be filled per quarter by 30/06/2019	Senior Manager Corporate Services	61	61	20	OPEX	23	+3	Senior Manager: Corporate Services Technician: PMU Senior Manager: Technical Services Manager: Civil Engineering Manager: SCM 3 x Tractor Drivers Manager: Water	None	None	Appointment letters; appointment register, details of new employees and copies of adverts

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
											Services MPAC Secretary Internal Audit Technician: Risk Based 6 x Operators 2 Drivers Registration Officer. Senior Tourism Officer LED Officer: SMME Development Supporter Valuation Officer			

5.2 Employment Equity

5.2.1		Good corporate governance and public participation	Number of employees from previously disadvantaged groups appointed in the three highest levels of management as per EEP(PL 0,2,3) by 30/06/2019	Senior Manager Corporate Services	2	2	3	OPEX	5	+2	The Senior Manager Technical Services Manager Civil Engineering Manager Water Services Manager Supply Chain Management	None	None	Appointment letters; appointment register, Proof of Disadvantaged Employees
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KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
											Senior Manager Corporate Services			
5.3 Skills Development														
5.3.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted Skills Development Plan by 30/04/2019 (Number of people trained in terms of Work Skills Plan)	Director Corporate Services	1	1	1	OPEX	1	0	The 2019/20 WSP was submitted to LGSETA on the 29 April 2019	None	None	WSP & proof of submission to LG SETA
5.3.2	Good governance and administration	Attract, develop and retain best human capital	Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2019(1% legislation)	Senior Manager Corporate Services	R 3 475 578,27	R 3 475 578,27	R2,9m	R2,9m	R1 639 028	R1 260 972	The requisition for tender on MFMA training was submitted supply chain management	The tender on MFMA training was delayed from the supply chain management	SCM to process requisitions as per their SCM regulations	Expenditure reports; implementation reports
5.4 Performance Management System														
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S54&56 signing of Annual Performance Agreements by 30/07/2018 (One month after the start of each financial year	Municipal Manager	6	6	6	OPEX	6	0	All Section 54/56 managers signed the performance agreements.	None	None	Copies of signed Performance Agreements with dates complying the legislated time line & submission letters to COGHST A.

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
5.4.2	Good governance and administration	Good corporate governance and public participation	Number of Individual Performance Assessments of s54&56 Managers conducted to review their performance by 30/06/2019 (Mid – year/Annual)	Municipal Manager	0	0	2	OPEX	0	2	The 2017/18 Annual and 2018/19 Mid-year Score cards was developed and send to various Section 54/56 Managers	Section 54/56 Managers not responding by providing individual assessed scorecards and POE files to DPD in order to verify the evidence and send them to IA for auditing before the assessment session can be conducted	The following POE and individual assessed score cards were verified by DPD and send to IA for auditing, M, DPD and CFO but due to limited time and shortage of human resource it delays the process which will be finalised in due course.	Approved Schedule of Individual Performance Assessments, Assessments records, attendance registers and Scorecards and reports
5.5 OHS														
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS quarterly meetings by 30/06/2019	Senior Manager Corporate Services	3	3	4	OPEX	3	-1	The fourth quarterly meeting was held in July 2019 to cover the full quarter as advised by Internal Audit	None	None	4 Quarterly Reports, minutes and attendance registers

KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
6.1 Council and Executive Management														
6.1.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled quarterly Council meetings held by 30/06/2019	Senior Manager Corporate Services	18	18	7	OPEX	16	+9	7 Ordinary and 9 Special Council meetings	None	None	Minutes of council meetings , attendance registers
6.1.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled quarterly Exco meetings monthly by 30/06/2019	Senior Manager Corporate Services	15	15	11	OPEX	16	+5	11 Ordinary and 6 Special Exco meetings	None	None	Minutes of EXCO meetings , attendance registers
6.1.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled quarterly MPAC meetings held as per legislation by 30/06/2019	Municipal Manager	11	11	4	OPEX	9	+5	9 MPAC meetings were held.	None	None	Council Approved MPAC schedule of meetings /Attendance registers
6.1.4	Good governance and administration	Good corporate governance and public participation	% of MPAC quarterly Resolutions implemented by 30/06/2019	Municipal Manager	64.6%	64.6%	53%	OPEX	52,4%	0,6%	Noted those that are in progress.	Responses from Departments are slow		Resolution register
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly senior management	Municipal Manager	24	24	11	OPEX	14	+3	14 Senior Management meetings were held.	None	None	Minutes of EXCO meetings , attendance

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
			meetings held by 30/06/2019											ce registers
6.1.6	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly Portfolio Committee meetings held by 30/06/2019	Municipal Manager	67	67	55	OPEX	55	0	55 Portfolio Committee meetings were held for 2018/19 financial year.	None	None	Minutes of Portfolios meetings , attendance registers POE submitted.
6.2 Public Participation and Ward Committees														
6.2.1	Good governance and administration	Good corporate governance and public participation	Number of IDP REP Forum meetings held by 30/06/2019	Municipal Manager	3	3	3	OPEX	4	0	Four IDP Rep forum meetings were held.	None	None	Attendance registers, agendas, invitations
6.2.2	Good governance and administration	Good corporate governance and public participation	Number of IDP Steering Committee meetings held by 30/06/2019	Municipal Manager	4	4	4	OPEX	4	0	Four IDP Steering Committee meetings were held	None	None	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of consolidated monthly reports of Ward Committee meetings scheduled and convened by 30/06/2019	Municipal Manager	11	11	11	OPEX	7	4	Continue holding meetings regularly	None	None	Consolidated monthly report (Minutes of ward committee meetings and

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
			(Functionality of ward committees)											attendance register)
6.2.4	Good governance and administration	Good corporate governance and public participation	Number of quarterly Mayoral Izimbizos and public participation	Municipal Manager	4	4	4	OPEX	4	0	4 meetings were held. 3 Imbizo meetings and 1 Public participation meeting.	None	None	Attendance registers, Imbizo reports
6.2.5	Good governance and administration	Good corporate governance and public participation	% of complains resolved quarterly	Municipal Manager	100%	100%	100%	Opex	94 3%	5.7%	Issues raised is for sector departments and parastatals	Issues raised and not resolved are for sector department e.g roads,electricity,water, Housing	Issues raised and unresolved were referred to District relevant and sector departments to attend them	Complain register, batho pele report
6.3 Corporate Governance														
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee quarterly meetings held by 30/06/2019	Municipal Manager	8	8	7	OPEX	8	+1	AC meetings held on 25 August 2018, 20 September 2018, 26 September 2018, 14 November 2018, 27 November 2018, 22 February 2019, 27 May 2019 and 25 June	None	None	Copies of approved minutes, attendance registers

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
											2019			
6.3.2	Good governance and administration	Good corporate governance and public participation	Number of approved Audit Committee Charter by 30/06/2019	Municipal Manager	1	1	1	OPEX	1	0	AC Charter approved on the 27 th June 2019	None	None	Approved Audit Committee Charter
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee quarterly meetings held by 30/06/2019	Municipal Manager	16	16	12	OPEX	12	0	12 Audit Steering Committee meetings held.	None	None	Approved minutes and attendance registers. (Exco and Management)
6.3.4	Good governance and administration	Good corporate governance and public participation	Number of Risk-based Audit Plan reviewed approved by 30/06/2019	Municipal Manager	1	1	1	OPEX	1	0	Risk-Based Audit Plan approved on the 25 th June 2019 by AC and adopted by Council on the 27 th June 2019	None	None	Approved Risk-based audit plan.
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan per quarter by 30/06/2019	Chief Executive Audit	100%	100%	100%	OPEX	100%	0	Annual Plan implemented	None	None	Audit Committee Report to Council.
6.3.6	Good governance and administration	Good corporate governance and public participation	% Implementation of Internal Audit Action Plan by	Municipal Manager	64%	64%	100%	OPEX	66%	34%	Departments are delaying in implementing the	Delays in implementation	The matter is attended by Audit Steering	Internal Audit Follow-up Report

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
			30/06/2019								recommendations		Committee	
6.3.7	Good governance and administration	Good corporate governance and public participation	Number of quarterly Audit Performance Committees resolutions and Reports presented to Council by 30/06/2019	Chief Executive Audit	7	7	4	R70000	6	+2	2 reports presented to Council on the 31 October 2018, 1 report presented on the 28 th January 2019. 2 reports presented on the 30 May 2019. 1 report presented on the 27 th June 2019	None	None	Audit Committee Reports
6.3.8	Good governance and administration	Good corporate governance and public participation	% of Community satisfaction with public services by 30/10/2018	Senior Manager Planning & Development	100%	100%	100%	OPEX	Satisfied = 31% Dissatisfied =25% Highly dissatisfied= 23% Highly satisfied= 21%	48%	The customer satisfaction survey was conducted in August and October 2018	Findings of the survey are not consistent with issues raised during Mayoral Imbizo and ward based planning (Community needs and priorities)	That an external service provider be appointed to conduct the next Customer Satisfaction Survey in order to validate the survey that the municipa	Community Satisfaction Survey Report

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
													lity does internally with other processes (Imbizo reports, IDP Public participation reports and ward community needs priorities	
6.3.9	Good governance and administration	Good corporate governance and public participation	Number of 2017/18 AFS and Annual Performance Report submitted to AG by 31/08/2018	Municipal Manager	1	1	1	OPEX	1	0	Submitted to AG on the 31 /08/2018	None	None	Submission letter and copy of final AFS
6.3.10	Good governance and administration	Good corporate governance and public participation	Number of developed AG Action Plan approved to address the 2017/18 AG Report findings by 31/03/2019.	Municipal Manager	1	1	1	OPEX	1	0	AG Action Plan developed and submitted to Council	None	None	Approved AG Action Plan by Council
6.3.11	Good governance and administration	Good corporate governance and public participation	% of quarterly implementation on AG Action Plan by 30/06/2019	Municipal Manager	34%	34%	80%	OPEX	40%	-40%	Some findings can only be implemented after year end	Year-end procedures will affect the implementation of some recommendations	Findings to be completed after year end	Audited AG Action Plan and Portfolio of Evidence

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
												dations		
6.3.12	Good governance and administration	Good corporate governance and public participation	Number of monthly Local Labour Forum meetings held by 30/06/2019	Senior Manager Corporate Services	13	13	11	OPEX	13	+2	Thirteen meetings were held so far as follows"- 13/08/2018(0) 28/08/2018(0) 19/09/2018(S) 26/09/2018(0) 12/10/2018(S) 15/10/2018(S) 29/10/2018(0) 12/12/2018) 30/01/2019 08/02 2019 (S) 06/03/2019 15/05/2019 28 /06/2019	None	None	LLF minutes and attendance register.
6.4 Risk Management, Fraud & Anti-Corruption														
6.4.1	Good governance and administration	Good corporate governance and public participation	Number of reviewed fraud and anti-corruption strategy approved by 30/06/2019	Municipal Manager	1	1	1	OPEX	1	0	The strategy was approved by council on 30/04/2019	None	None	Approved fraud and Anti-Corruption strategy by council (Council resolution)
6.4.2	Good	Good corporate	Number of	Municipal	1	1	1	OPEX	1	0	Risk register	None	None	Approve

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
	governance and administration	governance and public participation	Reviewed Institutional Strategic Risk Register approved by 30/06/2019	Manager							approved by 30/05/2019			d Institutional Strategic Risk register
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of quarterly Institutional Risk Management Committee meetings held by 30/06/2019	Municipal Manager	4	4	4	OPEX	4	0	Systems effectively employed	None	None	Minutes of the Risk Committee meeting and attendance register
6.4.4	Good governance and administration	Good corporate governance and public participation	% of fraud and corruption cases reported and investigated within 30 working days by 30/06/2019	Municipal Manager	100%	100%	100%	Opex	0 cases reported	0	No cases of fraud and corruption reported and investigated	None	None	Investigation reports
6.5 HIV/AIDS														
6.5.1	Good governance and administration	Provision of sustainable integrated infrastructure and services	Number of quarterly outreach programmes conducted by 30/06/2019	Municipal Manager	18	18	16	OPEX	18	+2	Effective and or productive system employed	None	None	Outreach programmes reports Outreach programmes reports
6.6 Security management														
6.6.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly Security Management	Municipal Manager	4	4	4	OPEX	4	0	Systems are effectively employed	None	None	Security Management Reports

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
			reports for Safeguarding of Council Assets by 30/06/2019											
6.7 Disaster Management														
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly disaster awareness campaigns conducted by 30/06/2019	Municipal Manager	4	4	4	OPEX	4	0	Systems are effectively employed	None	None	Invitations, Agenda, Attendance register and reports
6.8 Performance Management System														
6.8.1	Governance and Administration	Good corporate governance and public participation	Number of Mid-Year Budget and Performance Assessment Report submitted to council by 31/03/2019	Municipal Manager	1	1	1	OPEX	1	0	The report was approved by council on the 23/01/2019	None	None	Council approval and resolution
6.8.2	Governance and Administration	Good corporate governance and public participation	Number of 2017/18 Draft Annual Report approved by 31/01/19	Municipal Manager	1	1	1	OPEX	1	0	The report was approved by council on the 23/01/2019	None	None	Council Approved 2017/18 Draft Annual Report with Council Resolution
6.8.3	Governance and Administration	Good corporate governance and public participation	Number of Oversight Report on	Municipal Manager	1	1	1	OPEX	1	0	The report was approved by council on	None	None	Council Approved Oversight

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
			2017/18 Draft Annual Report approved by 31/03/19								the 27/03/2019			Report and Council Resolution
6.8.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed 2018/19 SDBIP approved by 31/03/19	Municipal Manager	1	1	1	OPEX	1	0	Reviewed and submitted to council on the 23/03/2019 and revised 04/06/2019	None	None	Reviewed SDBIP signed by the Mayor and council resolution
6.8.5	Good governance and administration	Good corporate governance and public participation	Number of Draft 2019/20 SDBIP submitted to the Mayor for approval by 14/06/2019 (14 days after the adoption of the IDP and Budget)	Municipal Manager	1	1	1	OPEX	1	0	Developed and submitted to council on 03/04/2019	None	None	2019/20 Draft SDBIP approved by the Mayor (Signed and Dated)
6.8.6	Good governance and administration	Good corporate governance and public participation	Number of approved Final 2019/20 SDBIP (28 days after the adoption of the IDP and Budget) approved by mayor	Municipal Manager	1	1	1	OPEX	1	0	Submitted to council on the 27/06/2019	None	None	2019/20 Draft SDBIP approved by the Mayor (Signed and Dated)
6.9 Integrated Development planning														
6.9.1	Governance and Administration	Good corporate governance and public participation	Number of reviewed IDP/Budget/PMS/MPAC Framework	Municipal Manager	1	1	1	OPEX	1	0	IDP/Budget/PMS/MPAC Process Plan by Council by 31/07/2018	None	None	Council Approved IDP, Budget, PMS

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
			and Process Plan approved by 31/07/2018											Process Plan
6.9.2	Governance and Administration	Good corporate governance and public participation	Number of 2019/20 Draft IDP approved by 31/03/2019	Municipal Manager	1	1	1	OPEX	1	0	Approved on the 28 March 2019	None	None	Council resolution (Council approve 2019/29 Draft IDP)
6.9.3	Governance and Administration	Good corporate governance and public participation	Number of 2019/20 Final IDP approved by 28/05/2019	Municipal Manager	1	1	1	OPEX	1	0	Final 2019/20 IDP was approved on 30 May 2019.	None	None	Council resolution (Council approve 2019/20 Final IDP)
6.10 Communication														
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy reviewed and approved by Council by 30/06/2019	Municipal Manager	1	1	1	OPEX	1	0	The strategy was approved in April 2019	None	None	Approved Communication strategy and Council resolution
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website as according to legislation	Municipal Manager	100%	100%	100%	OPEX	100%	0	All documents were placed on website as per legislations	None	None	Legislation checklist

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2017/18 Performance (01 July 2017-30/June 2018)	Baseline (30/06/18)	Annual Target 30/06/19	Budget	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Actual Performance Variance	Remarks	Challenges	Corrective Measures/ Interventions	Evidence Required
			checklist											
6.10.3	Governance and Administration	Advance good corporate governance	Number of quarterly Local Communication Forums held by 30/06/2019	Communication Manager	New	New	4	OPEX	4	0	Systems are effectively employed	None	none	Invitations, Minutes and attendance register

CAPITAL PROJECTS PER RESPONSIBLE MANAGER

Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Budget Revised	Planned Start Date	Planned Completion Date	Ward No.	Annual Actual Performance (01 Jul 2018 – 30 Jun 2019)	Remarks	Challenges	Corrective Measures/ Interventions	Evidence required
Electricity												
	Acting Senior Manager Technical	High mast lights	R1.5m	R0	01/07/18	30/06/19	11 & 12	Project was completed in previous financial year, only final payment was to be made in 18/19 FY	Payment certificate was prepared, but legality of the payment is under question. Case is now under litigation	Payment certificate was prepared, but legality of the payment is under question. Case is now under litigation	Litigation to be completed by Legal Section	Progress reports and Completion report and Completion Certificate
	Senior Manager Technical	Installation of remote control in substations	R3m	R0	01/07/18	30/06/19	11 & 12	Project is completed, and is now in retention period.	Project is completed, and is now in retention period.	None	None	Progress reports and Completion report and Completion Certificate
Sports Facilities												
	Senior Manager Technical	Mashishimale sports complex	R200	R0	01/07/18	30/06/19	8,9 & 10	No expenditure – R0.00	Phase 3 progress at 95%.	Project not complete. Completion of the last phase, phase 3 was stalled due to insufficient funds.	Project underwent re-appraisal process with CoGHSTA to secure funding to complete the outstanding works. Additional funds were secured however project could only resume in the 2019/20 financial year.	Progress reports and Completion report and Completion Certificate
Roads and storm water												
	Senior Manager Technical	Installation of storm water	R1.5 m	R1m	01/07/18	30/06/19	10,2,15 & 16	Advertisement and appointment letter of consultant	Scoping report has been	None	None	Bid Committees minutes and registers, advertisements. Progress

		culverts at Mashishimale-Lejori (Ward 10), Makhushane (Ward 2) and Lulekani (Ward15 and Humulani ward 16							submitted by the consultant.			reports and Completion report and Completion Certificate
Traffic and Licencing												
	Senior Manager Community	Procurement of 4 hand handling alcohol testers	R40.000	R0	01/07/18	30/06/19		Procured and delivered	Procured and delivered	None	None	Requisitions
	Senior Manager Community	Procurement of electronic portable cameras	R12.000	R0	01/07/18	30/06/19		Procured and delivered	Procured and delivered	None	None	Requisitions
Parks and Cemetery												
	Senior Manager Community	Procurement of tractor	R450	R950	01/07/18	30/06/19		Adjudicated	Adjudicated	None	None	Requisitions
Municipal Transformation and Institutional development												
	Senior Manager Corporate	Upgrading of Council Chamber	R1m	R0	01/07/18	30/06/19		R999 353.10	Requisitions made but not procured by SCM	That requisitions must be procured within the financial year	To improve in revenue collection	Requisitions
Office furniture												
	Senior Manager Corporate	Furniture & Equipment	R 500	R0	01/07/18	30/06/19		R199 224.98	Requisitions made but not procured by SCM	That requisitions must be procured within the financial year	To improve in revenue collection	Requisitions
IT												

	Senior Manager Corporate	Upgrading of ICT Infrastructure (Cabling, Computers, Switches, Servers , printers wireless and Laptop	R1.850m	R0	01/07/18	30/06/19		R227 354.68	Lot of requisition have not been finalised and committed orders.	Delay in processing the requisitions due to financial constrains	To improve in revenue collection	Requisitions Progress report and Payment certificate
INEP												
	Senior Manager Technical	Electrification of Buffer Zone	R1.194m	R6.194m	1/07/18	30/06/19						Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate
MIG												
	Senior Manager Technical	Upgrading of Benfarm street	R6 063 838.75	R6,448,929.00	1/07/18	30/06/19	3/17	Actual Expenditure - R 5 747 497,00	Scheduled scope of works are complete - 1.9km Road	Allocation underspent. Unspent Allocation - R 701 432,00 Project has savings and there is an outstanding amount reserved to cover the consultant's fees for close-out report once the defects liability period has lapsed	PMU to apply for 2018/19 Roll-Over with National Treasury.	Progress reports and Completion report and Completion Certificate
	Senior Manager Technical	Selwane sport complex	R12683 901.26	R22.433,90 1.00	01/07/18	30/06/19	18	Actual Expenditure - R 19 786 314,11	Project is in progress and scheduled to be complete	Allocation underspent. Unspent	PMU to apply for 2018/19 Roll-Over of MIG funds with	Progress reports and Completion report and Completion Certificate

									October 2019. Phase 2 was completed in April 2019, Phase 3 physical progress to date is at 39%, time elapse is at 38%.	Allocation - R 2 647 586.89 Delays with the supply of specialized services (High Mast Lights and steel structure for the multi-purpose hall) hindered the ability to fully spend the 2018/19 project allocation.	National Treasury.	
	Senior Manager Technical	Upgrading of gravel road to tar Tambo upgrading of street phase 2	R5 117 409.99	R4.2278,095.00	01/07/18	30/06/19	13	Actual expenditure - R 4 278 095,18	Allocation fully spent.	None	None	Progress reports and Completion report and Completion Certificate
	Senior Manager Technical	Tshelang gape to R71 upgrading	R5 500 000.00	R11.204,225.00	01/07/18	30/06/19	1 & 4	Actual expenditure - R10 413 556,51	Phase 1A and 1B are at practical completion stage. Phase 2 is currently in progress and has reached 48% physical progress.	Allocation under spent. Unspent Allocation - R790 668,49 Rate of the progress from the contractor was not as per the commitment thus	PMU to apply for 2018/19 Roll-Over of MIG funds with National Treasury.	Progress reports and Completion report and Completion Certificate

										payment could not be made for scope that was lagging behind as per the submitted Programme of works.		
	Senior Manager Technical	Refurbishment of Namakgale Stadium	R 500 000.00	R0	01/07/18	30/06/19		Actual Expenditure - R 499 080,00	Project is at design stage - Scoping Report was submitted and approved.	Allocation not fully spent. Unspent Allocation – R920.00. Savings from the estimated cost of services rendered.	PMU to apply for 2018/19 Roll-Over of MIG funds with National Treasury.	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate

Assessment for service providers

Ratings


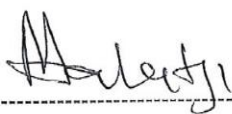
Rating	Description of rating
1	Poor Performance
2	Fair Performance
3	Good Performance
4	Very Good Performance
5	Performance Above Expectations

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	Progress to date	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations
Mashishimale sports complex	Construction of multipurpose hall, Pavilion Roofing, ablutions and change rooms, storm water drainage, access road, electrical Installation, High mast lights, soccer pitch grassing and irrigation.	LebP Construction	MIG	16/01/2015	30/10/2019	R45 653 785.05	Project not complete. Phase 3 is at 95%.	Completion of the last phase, phase 3 was stalled due to insufficient funds Project underwent re-appraisal process with CoGHSTA to secure funding to complete the outstanding works. Additional funds were secured however project could only resume in the 2019/20 financial year	Good
Upgrading of Benfarm street	Upgrading of 1.9km from gravel to Tar: Layer works and road surfacing with 30mm continuously	Tshiamiso Trading 135	MIG	02/05/2017	2019/06/30	R16 000 000.00	Phase 1 (1.1km) and Phase 2 (0.8 km) of the project are completed.	None	Good

	graded asphalt, complete with storm water controls, speed humps, road markings and road signs.						Defects Liability period lapses in September 2019 for Phase 2 works.		
Selwane sport complex	Construction of multipurpose hall, Pavilion Roofing, ablutions and change rooms, storm water drainage, access road, electrical Installation, High mast lights, soccer pitch grassing and irrigation.	Nandzu Trading and General Projects	MIG	25/04/2017	11/10/2019	R39 000 000.00	Phase 1 of the project is completed. Phase 2 of the Project is at practical completion stage. Phase 3 physical progress to date is at 45%, time elapse is at 48%.	Progress rate is slightly behind schedule.	Good
Upgrading of gravel road to tar Tambo upgrading of street phase 2	Upgrading of 7.46km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, complete with concrete open drains, edge beams, speed humps, road markings and road signs.	Tshiamiso Trading 135	MIG	12/04/2018	30/06/2021	R 48 229 482,70	Phase 2A (0.604km) is complete. Delays with the commencement of works for Phase 2B.	The project has been stalled due to the contractor's rates in the BOQ which will increase the total project The municipality has written a letter to the contractor to request for an engagement meeting. Through various engagements with contractor and advise sought from Council, the consultant and MISA the matter could not be resolved before the end of the financial year.	Good
Tshelang gape to R71 upgrading	Upgrading of 4.5km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt,	PGN Civils	MIG	22/01/2018	04/10/2019	R 26 986 167,71	Phase 1A (0.7km) has reached practical completion stage. Phase 1B (1.5km)	Delays with completion of Phase1 A. Penalties were imposed on the	Fair

	60mm concrete interlocking paving blocks Roundabout, Precast concrete culverts, side drains, concrete kerbs, speed humps, road markings and road signs.						has reached practical completion. Extension of the Culvert bridge is currently underway (Additional Works) Phase 2 (2.25km) is currently underway. Overall progress to date is at 68%.	contractor for delayed completion of the works for Phase 1A.	
Maintenance of the landfill site	Cover and compact the waste	Theuwedi Enterprise	BPM	1February 2019	31 January 2022	R11 019 300-00 (Vat inclusive) for the period of 3 year	Compliant	Perimeter fence at landfill site broken. There are recycling facilities. There is no weighbridge on site.	Good
Ba-Phalaborwa SDF Review	BPM Review of SDF	MOK Development Consultants	BPM	10/12/18	06/2019	R 870 000	Final Document	Overlapping to the new financial year 2019 - 2020	Good
General Valuation Roll 2019-2023	General Valuation and Supplementary Valuation roll	DDP Values (PTY) LTD	Ba-Phalaborwa Municipality	16 th January 2019	2023	R 2 300 000.00	General Valuation completed, Supplementary on going until end of contract date	Omissions of properties and queries of ownerships on some properties. Issue will be addressed on the Supplementary	Good

ANNUAL PERFORMANCE APPROVA

Approval by the Mayor	<p>The Annual Performance Report is hereby compiled in terms of Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 on annual reporting. This report covers the performance information from 01 July 2017 to 30 June 2018 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Municipality's Integrated Development and Plan (IDP). This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for 2018/2019.</p>
Monitoring implementation of the SDBIP	<p>Progress against the objectives set out in the SDBIP will be monitored and reported on a monthly, quarterly, half-yearly and annual basis.</p>
Signatures	<p style="text-align: center;">2018/19 Annual Performance Report Compiled by:</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  ----- M.I Moakamela Municipal Manager </div> <div style="text-align: center;"> 2019/08/30 ----- Date </div> </div> <p style="text-align: center; margin-top: 20px;">2018/19 Annual Performance Report Approved by:</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  ----- Cllr M.M Malatji Mayor </div> <div style="text-align: center;"> 2019/08/30 ----- Date </div> </div>

Annexure A

Methodology

Ba-Phalaborwa Municipality uses the cumulative method on reporting the actual on the Service Delivery Budget Implementation Plan.

Technical Definitions

BPM

BPM stands for Ba-Phalaborwa Municipality

HH

Household

Urban Areas

The urban areas refers to Phalaborwa, Namakgale, Lulekani and Gravelotte.

Reduction in water losses

This is calculated as follows: $\text{Lepelle bill less BPM bill} / \text{Lepelle bill} \times 100$.

Reduction in electricity losses

This is calculated as follows: $\text{Eskom bill less BPM bill} / \text{Eskom bill} \times 100$.

2.1 Kilometres of roads upgrade from gravel to tar/paving

This relates 0.8 Benfarm, Tambo phase 1 0.7 km and Tshelang gape 0.6

Rehabilitation

Replacement of old road surface (tar) with a new one.

Site Establishment/ Set-up Construction Site

Arrangement of offices, bringing the machinery and equipment onsite.

Tourism Initiatives Activities

September Tourism Month – Spring Day, Orchid Show, Heritage Day Celebration, 2 Tourism workshops and Marathon.

Tourism Indaba – Procurement of promotional materials

SPLUMA – Spatial Planning Land Use Management Act 2013

SPLUMA Applications

Number of development (land use) applications received/ applications processed in terms of SPLUMA

% Debt Coverage

This is calculated by $A = B - C/D$

Where - “A” represents debt coverage, “B” represents total operating revenue received, “C” represents operating grants, “D” represents debt service payments (i.e. interest + redemption) due within the financial year

Outstanding Service Debtors to Revenue

This is calculated by $A = B/C$

“A” represents outstanding service debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services;

Cost Coverage Ratio

This is calculated by $A = B + C/D$

Where - “A” represents cost coverage

“B” represents all available cash at a particular time, “C” represents investments

“D” represents monthly fixed operating expenditure