

# KOPANONG LOCAL MUNICIPALITY

(FS161)



## 4<sup>TH</sup> GENERATION INTEGRATED DEVELOPMENT PLAN (IDP) – 2019 TO 2020

**1 July 2018 to 30 June 2019 Annual Review**

**Approved by the Municipal Council on Friday 31 May 2019**

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### **INCORPORATING THE FOLLOWING TOWNS:**

Bethulie, Edenburg, Fauresmith, Gariiep Dam, Jagersfontein, Phillipolis, Springfontein,  
Reddersburg and Trompsburg

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## 1. EXECUTIVE SUMMARY

- Who are we?

Kopanong Local Municipality forms the middle section of the Xhariep District and comprises of nine towns of which Trompsburg is the main centre it is the biggest local municipality in the Xhariep District in terms of area and covers 11.7% of the Free state which 1523 407 hectares. The other Municipalities in the Xhariep District are Mohokare, and Letsemeng . Kopanong Local Municipality is the Water Service Authority.

The Kopanong Municipal consists of nine towns i.e. Reddersburg, Edenburg, Fauresmith, Jagersfontein, Trompsburg, Springfontein, Phillipolis, Bethulie, Gariep Dam and Bethany.

Basic agricultural products are exported from the area for processing and re-imported into the areas as consumer products – very little processing of agricultural products should be considered as a strategy to reduce dependence of the area on production of products that are processed elsewhere.

Historical events that took place in the municipality, aspects of the natural and man-made environment and local activities may form the basis for promoting tourism as a significant economic activity. Some of these events, man-made and natural environment aspects are:

- “Lake Gariep” and the Gariep water festival;
- Game reserve at Lake Gariep.
- Jagersfontein Mine;
- The “ tiger project” at Phillipolis;
- The Orange River Ravine from the Gariep Dam wall to the Water-Kloof Dam Wall;
- Battlefields of significant battles conducted during the Anglo-Boer War, e.g. Mostar’s hoek
- Phillipolis “witblits” festival;
- Historical building in Phillipolis, e.g. the Dutch Reformed Church, library, old jail, the house where Laurens van der Post was born, Adam Kok, the Griqua leader’s house, kraal and structure where gunpowder was kept, and
- Fauresmith horse endurance runs

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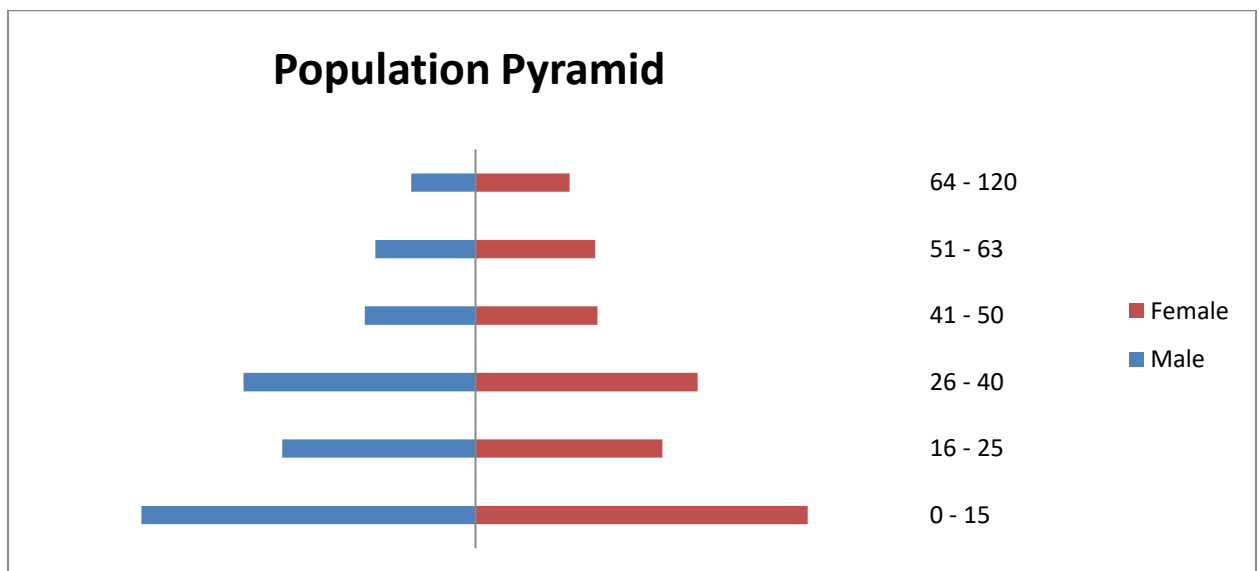
**2.1.DEMOGRAPHIC PROFILE**

2.1.1Demographic analysis

Following below is a number of Tables that summarize the population of Kopanong in terms of numbers, growth, gender, age, etc.

3.1.2 Population Distribution

- The total population in the Municipality is 49 171 female 29 187 and male 26892 in 2011 and Community Survey of 2016 shows population increase of 49 999 female 25188 and male respectively 24812.
- It is doubtful whether there is any major migration of people from outside the municipality into other municipality. Migration tends to be from commercial farms to the informal settlements within the municipality. And due to fact that Trompsburg is the Administrative Headquarters of both Kopanong and Xhariep there is a trend of people moving inward.
- The total population were organized as 15,643 showing decline in 2011 with the bulk of households (85%) being five or less members and increase of household in 2016 of 18412. The table below shows the population as reflected in 2011 Census. StatsSA.2011



### **3. Economic Growth**

In terms of the Census 2011, 68% of the population is rural, and 29.7% are under the age of 14yrs. 13.4% of the adult population has no education and only 6.4% of the population older than 20 years of age with a higher education qualification. This poses significant challenges for managing the municipality and specifically growth of the economy in the municipality.

#### **3.1 Indigent Population**

The Municipality has an indigent policy in place but is yet to review the Indigent register which will inform the provision of free basic services. In terms of free basic services Kopanong local provides 50kW per household per month as well removal of refuse once per week. The Amajuba District provides 6 kl per household per month and free basic sanitation.

#### **4. What are the issues facing Kopanong Local Municipality?**

- Water Losses
- Sewerage Spillages
- Aging of infrastructure
- Incomplete Housing Projects
- Potholes
- Land Invasion
- Demand Exceeds Supply (Land & Water)
- Yellow Fleet Services

#### **5. What opportunities do we offer?**

Kopanong Local Municipality has abundance of land to can develop.  
Tourism attraction site or areas  
Agricultural areas especially livestock farming (Agri-park in Springfontein)  
Job creations like Albert Nzula Academic hospital  
Mining in Jagersfontein and Edenburg  
Construction of Xhariep Energy Solar Hub in Bethulie  
District taxi Hub in Trompsburg  
Revitalization of Bethulie Holiday resort  
Identified by SALGA as Small Town Regeneration Pilot project in Edenburg.

## 6. What are we doing to improve ourselves?

Kopanong Municipality is putting appropriate systems in place to build capacity and deliver services to communities.

This is achieved through the Municipality's alignment of the various line function departments, as well as the District Municipality, in order to provide residents with access to basic services. The Municipality is also devoting substantial solar energy and resources to kick-start the local economy with innovative projects, Energy Solar Hub Project, EPWP projects, CPW and implementation of LED strategy and development of Tourism Strategy.

Municipality has completed the following projects to improve the standard of living and infrastructures Namely:

- 95 household were electrified in Trompsburg,
- 2 km paved access road in Phillipolis is completed,
- 2km paved access road in Edenburg is completed,
- Upgrading of Sports facility in Fauresmith
- Phase 2 Jagersfontein- Fauresmith water treatment works
- Jagersfontein- Fauresmith phase 2 : 11.2 km bulk pipeline
- Bethulie 3-5 km paved access roads with speed humps

## 7. What could you expect from us over the next five years?

Rehabilitation of Landfill site in Reddersburg

Upgrading of Sports facility in Reddersburg incomplete and Springfontein under construction

Rehabilitation of Landfill site (transfer station) in Jagersfontein

Construction of concrete 3MGL Reservoir

Construction of 2 km pipeline and upgrading of the pump station in Phillipolis

Upgrading of 3km pipeline and pump station in Springfontein

Drilling and Equipping of boreholes in Bethany

Supply and installation of valves and pre-paid water meter

## 8. How will our progress be measured?

- Kopanong Local Municipality has developed a Performance Management System in line with section 41 of the Local Government: Municipal Systems Act and section 9 of the Municipal Planning and Performance Regulations of 2001.
- The Municipal Manager's office will coordinate and ensure good quality reporting and reviews and will also ensure conformity to reporting formats and timelines.
- The Organizational Management Performance Framework is in place and signed Performance Agreement of section 56 and MM.
- Development of EPAS to be cascaded to Managers and Officers
- By improving the Audit Opinion for the year 2013/2014 financial year
- Indeed, Audit Opinion for 2014/2015 remain to qualified Audit Opinion

- 2015/16 improved to unqualified Audit Opinion and 2016/17 we regressed to qualified audit opinion.

## 9. **How was this Plan (IDP) Developed?**

The IDP has to be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

Although the implementation of the IDP is monitored through the performance management system, an annual process is required to check the relevance of the strategic plan within a dynamic environment.

**The IDP has to be reviewed annually in order to –**

- Ensure its relevance as the Municipality's strategic plan;
- Inform other components of the municipal business process including institutional and financial planning and budgeting; and
- Inform the cyclical inter-governmental planning and budgeting cycle.

The purpose of a review is to -

- Reflect and report on progress made with respect to the five year strategy (and key outcomes) in the IDP;
- Make adjustments to the strategy in the 5 year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- Determine annual targets and activities for the next financial year in line with the five year strategy; and
- Inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

## 10. VISION AND MISSION

**Vision** (*refers to an idealised view of where or what an organisation would like to be in the future – “where we are going”*).

“By 2030 the Kopanong Local Municipality should be a vibrant, sustainable and successful municipality which provides quality services.”

**Mission** (*refers to an organisation's present business scope and purpose – “who we are, what we do and why we are here”*)

- To promote a working relationship with stakeholders and communities.
- To promote and provide effective and efficient administration, political leadership to ensure a safer and healthier environment.
- To promote a shared and integrated delivery of services.
- To uphold the principles of good governance in a transparent and accountable manner.
- To promote sound financial management and increase revenue base.



## 11. POWERS AND FUNCTIONS OF THE MUNICIPALITY

Local government is assigned specific powers and functions that are unique and appropriate to the lower sphere of government. Similar to the position on national and provincial spheres, local government powers and functions are constitutionally entrenched and protected and cannot be unilaterally taken away by another sphere of government. Albeit constitutionally protected, the powers and functions of municipalities are not absolute and are subject to both constitutional and national legislative requirements.

Chapter 3 of Municipal Systems Act, 2000 states that a municipality has all the functions and powers assigned to it in terms of the Constitution, and must exercise them subject to Chapter 5 of the Municipal Structures Act, 1998. Furthermore, a municipality is empowered by legislation to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers.

Against this legislative directive, the powers and functions of the municipality are aligned to the objects of local government as set out in section 152 of the Constitution; and as further authorised by the responsible Member of the Executive Council (MEC) in the Free State province.

LEGISLATION	FUNCTIONS AND POWERS
<p><b>A. OBJECTS OF LOCAL GOVERNMENT</b> (section 152 of the Constitution of the Republic of South Africa)</p>	<ol style="list-style-type: none"> <li>1. To provide democratic and accountable government for local communities.</li> <li>2. To ensure the provision of services to communities in a sustainable manner.</li> <li>3. To promote social and economic development.</li> <li>4. To promote a safe and healthy environment.</li> <li>5. To encourage the involvement of communities and community organizations in the matters of local government.</li> </ol>
<p><b>B. FUNCTIONS AND POWERS OF MUNICIPALITIES</b> (section 83 (1) of the LG: Municipal Structures Act)</p> <p><b>POWERS AND FUNCTIONS OF MUNICIPALITIES</b> (section 156 of the Constitution of the Republic of South Africa)</p>	<ol style="list-style-type: none"> <li>6. To provide democratic and accountable government for local communities.</li> <li>7. To ensure the provision of services to communities in a sustainable manner.</li> <li>8. To promote social and economic development.</li> </ol>

LEGISLATION	FUNCTIONS AND POWERS
	<p>9. To promote a safe and healthy environment.</p> <p>To encourage the involvement of communities and community organizations in the matters of local government.</p>
<p><b>C. FUNCTIONS AND POWERS OF MUNICIPALITIES</b> (section 83 (1) of the LG: Municipal Structures Act)</p> <p><b>MUNICIPAL FISCAL POWERS AND FUNCTIONS</b> (section 229 of the Constitution of the Republic of South Africa)</p>	
<p><b>D. DIVISION OF FUNCTIONS AND POWERS BETWEEN DISTRICT AND LOCAL MUNICIPALITIES</b> (section 84 (3)(a) of the LG: Municipal Structures Act)</p> <p>The minister may, by notice in the Government Gazette, and after consultation with the Cabinet member responsible for the functional area in question, and after consulting the MEC for local government in the province and, if applicable, subject to national legislation, authorise a local municipality to perform a function or exercise a power mentioned in subsection (1) (b), (c), (d) or (i) in its area or any aspect of such function or power.</p>	<ol style="list-style-type: none"> <li>1. Section 84 (1) (b) – potable water.</li> <li>2. Section 84 (1) (c) – bulk supply of electricity.</li> <li>3. Section 84 (1) (d) – domestic waste water and sewage disposal systems.</li> <li>4. Section 84 (1) (i) – municipal health services.</li> </ol>
<p><b>E. NOTICE OF AUTHORISATION IN TERMS OF SECTION 85 (1) OF THE LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT, 1998 – PROVINCIAL GAZETTE (11 APRIL 2008)</b></p> <p>The MEC for local government in a province may, subject to the other provisions of this section, adjust the division of functions and powers between</p>	<p>As listed in:</p> <ol style="list-style-type: none"> <li>1. Section 84 (1) (e) – social waste disposal sites.</li> <li>2. Section 84 (1) (f) – municipal roads.</li> <li>3. Section 84 (1) (i) – municipal health services.</li> <li>4. Section 84 (1) (j) – fire fighting services.</li> <li>5. Section 84 (1) (n) – municipal public roads (– relating to the above functions).</li> </ol>

LEGISLATION	FUNCTIONS AND POWERS
<p>a district and a local municipality as set out section 84 (1) or (2), by allocating, within a prescribed policy framework, any of those functions or powers vested – (a) and (b).</p>	

## 12. PROCESS FOLLOWED TO DEVELOP THE IDP

### a. Integrated development planning

Integrated development planning is the key tool for local government to cope with its role and function in terms of the *Constitution* of the Republic of South Africa and other applicable legislation. In contrast to the role municipal strategic planning has played in the past, integrated development planning is now seen as a function of municipal management, as part of an integrated system of planning and delivery. The IDP process is meant to arrive at decisions on issues such as municipal budget priorities, land management, social and economic development; and institutional transformation in a consultative, systematic and strategic manner.

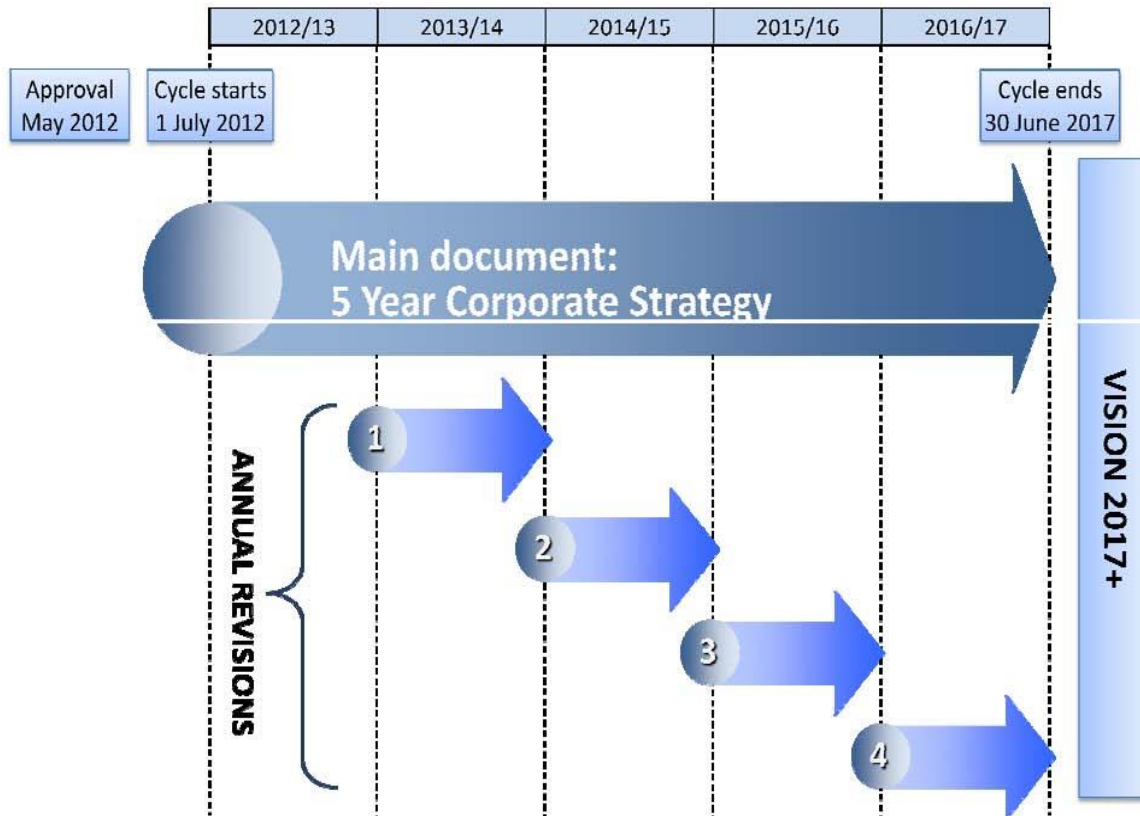
The integrated development planning process has to provide a forum for identifying, discussing and resolving the real issues in a municipality (which may be overarching issues for the whole municipality, as well as issues of specific communities or stakeholder groups) to a level of detail which is required for realistic costing and which helps manage the implementation process without much delay.

The IDP is the Municipality’s principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organisation (internal focus).

The IDP –

- is adopted by the council within one year after a municipal election and remains in force for the council’s elected term (a period of five years);
- is drafted and reviewed annually in consultation with the local community as well as interested organs of state and other role players;
- guides and informs all planning and development, and all decisions with regard to planning, management and development;

- forms the framework and basis for the municipality’s medium term expenditure framework, annual budgets and performance management system; and
- seeks to promote integration by balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.



**b. Legal status of the IDP**

In terms of Section 35(1) of the Municipal Systems Act No 32 of 2000 an IDP adopted by the council of a municipality-

- is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
- binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality’s integrated development plan and national or provincial legislation, in which case such legislation prevails; and

- binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

### **c. The fourth generation IDP**

The first generation IDPs dealt with the period 2002 to 2007 and the second generation IDPs with the period 2007 to 2012. Municipalities entered the third five year IDP cycle with the municipal elections on the 18 May 2011. The new council that was constituted after the elections immediately started preparing a new five year IDP.

This third generation IDP has is effective from 1 July 2012 up to 30 June 2017. Municipalities are encouraged and supported by both national and provincial government to develop realistic and credible IDPs that do not only comply with relevant legislation but also –

- (a) owned by local leadership, municipal management and community as the single strategic plan to direct resources within the municipality;
- (b) driven by the management team and systems within the municipality with implementation regularly monitored during the year through the performance management system (PMS);
- (c) contain a long term development strategy that can guide investment across the municipal area;
- (d) provide an investment plan for national, provincial and local government and non-governmental stakeholders to enhance and enable joint planning and resource alignment to improve service delivery to all stakeholders; and
- (e) include local area plans to localise the strategy and implementation of the IDP.

### **d. Annual review of the IDP**

The IDP has to be reviewed annually. The review process serves as an institutional learning process where stakeholders can meet to discuss the successes and frustrations of the past year. It is not designed to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands. It remains a strategic process of ensuring the institution remains in touch with their intentions and the environment within which it functions.

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- make adjustments to the strategy in the 5 year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP;
- Determine annual targets and activities for the next financial year in line with the five year strategy; and
- Inform the Municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

#### **e. Legislative and policy framework**

The State of Local Government in South Africa report (2009) noted that a number of municipalities were in serious distress. These municipalities required the support and assistance to prepare IDPs that will focus on an implementable plan to deliver on priority services as defined by the Municipal Demarcation Board.

In addition clear revenue plans and critical capacity needs has to be addressed as first steps to improve the quality of municipal service delivery. Kopanong Local Municipality amongst others in the Free State has been identified as municipality that meets the above mentioned criteria.

The development of the simplified IDP framework is based on various legislative and policy mandates for developmental local government. The Constitution of the Republic of South Africa mandates local government to:

- Provide democratic and accountable government for local government;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities and community organizations in the matters of local government.

Informed by the broad principles of the Constitution, the White Paper on Local Government introduced the notion of developmental local government. Developmental local government is defined as local government that is committed to working with

citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. Considering the constitutional mandate as well as the provisions of the White Paper, it can be summarised that the main function of local government is to provide goods and services that meets the social, economic and material needs of the people. Principles that underpin the manner in which these goods and services are provided should be democratic, accountable, sustainable and public participative.

In order to play this critical role, the municipalities are mandated to undertake a process of integrated development planning. The main objective of integrated development planning is to forge greater and better coordination and integration of development initiatives by the various development agencies within each local space. The principal legislation in so far as the development of IDPs is concerned is the Municipal Systems Act 32 of 2000. Section 25 of the act supra mandates each municipal council to adopt a single, inclusive and strategic plan for the development of the municipality. As a strategic plan of the municipality, the IDP should therefore provide a clear road map for the municipality that would take it from the current situation to its desired state in five (5) years.

To this effect, the IDP must link, integrate and coordinate plans and take into account proposals for the development of the municipality; align the resources and capacity of the municipality with the implementation of the plan; form the policy framework and general basis on which annual budgets must be based and be compatible with national and provincial development plans and planning requirements that are binding on the municipality in terms of legislation.

#### **f. IDP Review Process**

The IDP process is aimed at achieving faster and more effective service delivery; and for providing a framework for economic and social development for Kopanong Local Municipality. The integrated context strives to create a planning environment that allows for the integration and alignment of government's strategic objectives and delivery priorities and is geared towards eliminating the development legacy of the past. The erstwhile Department of Provincial and Local Government (DPLG) IDP Guidelines summarised the purpose of the Integrated Development Planning Process as follows:

- eradicating the development legacy of the past;
- making the notion of developmental Local Government work;
- laying the foundation for community building; and
- Fostering co-operative governance.

The methodology followed in the IDP process is based on the DPLG model or approach which is staged over five (5) phases, namely: **Analysis, Strategies, Project Formulation, Integration and Approval.**

#### **g. Status of the municipality's IDP**

The Municipal Council adopted a comprehensive IDP covering this term of local government (2017 to 2022). The municipality's revised IDP for the 2018/2019 financial year will be informed by the following six (6) developmental objectives or key strategic outcomes:

- Putting people first;
- Delivering municipal services to the right quality and standard;
- Good governance and sound administration;
- Sound financial management and accounting;
- Building institution and administrative capabilities;
- Spatial planning
- Kopanong Local Municipality is responsible for all issues of land in terms of Spatial Planning and Land use Management Act, 16 of 2013.
- The Municipality has developed and adopted SPLUMA by-law.

#### **H Relationship between the IDP, Budget, Performance Management and Risk Management**

In terms of the Performance Management Guide for Municipalities, DPLG, 2001, “the IDP process and performance management process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process”.

Integrated Development Planning was introduced as the strategic management tool to realise the developmental role of local government. Performance management, on the other hand, is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP.

The budget attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget.



Risk Management is one of Management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives. In consideration of the afore-mentioned, risk management within the Kopanong Local Municipality will be fully integrated with the 2019/20 Reviewed IDP and the risks will be linked to the strategic outcomes mentioned.

## **H .Acts and documents necessary for performance management in the municipality**

In the search for performance indicators the following acts and documents were used:

### **ACTS AND REGULATIONS**

- Municipal Structures Act No 117 of 1998
- Municipal Systems Act No 32 of 2000
- Municipal Finance Management Act No 56 of 2003
- Local Government: Municipal planning and performance management regulations, 2001
- Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to municipal managers, 2006
- Local Government: Municipal Performance Regulations on appointment and conditions of employment of senior managers, 2014

### **DOCUMENTS**

- Performance Management Guide for Municipalities, Department of Provincial and Local Government, 2001
- Handbook for Municipal Councillors, SALGA, 2016

## **I.The IDP and ward based plans**

The Ward Based Planning (WBP) is an integrated development plan at a local level most predominantly at a ward level. It identifies key community resources and assets as catalyst for local economic development. A ward based plan has strengths, is opportunities focused and outcomes orientated. WBP approach seeks to encourage a

shift in orientation from “needs” and “problems” towards assets and opportunities for sustainable livelihood security.

WBPs are compiled for the different towns and settlements in the municipal wards and include:

- (a) an understanding of social diversity in the community, the assets, vulnerabilities and preferences of these different social groups;
- (b) an analysis of the services available to these groups, as well as the strengths, weaknesses, opportunities and threats facing the community;
- (c) a consensus on priorities for the relevant ward(s);
- (d) plans to address these priorities, based on what the ward will do, the support needed from the municipality, and support from other organisations;
- (e) identification of projects for the IDP; and
- (f) an action plan for the ward committee to take forward their plan and help communities to reach consensus and to have direction.

WBPs help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. WBPs also provide ward committees with a systematic planning and implementation process to perform their roles and responsibilities of monitoring and evaluation, thus giving the ward committees an ongoing role throughout the year.

The WBPs deal with services backlogs per area and form part of the IDP. These WBPs contain information that can be used in defining the municipality’s long term strategy. In future the WBPs will form the basis for dialogue between the municipal council and ward committees regarding the identification of priorities and budget.

### 13. SPATIAL DEVELOPMENT RATIONALE

Kopanong Local Municipality has established a Municipal Planning Tribunal and approved the SPLUMA by-law, also through the assistance of Department of Rural and Development we (KLM& COGTA Spatial Directorate) busy with the review of Spatial Development Plan to align it with the SPLUMA Act of 2013.

#### 13.1 Infrastructure Investment Planning

The municipality depends solely on government grants in order to realise its capital projects. With a low revenue base the municipality is unable to plan or implement any capital project out of its own revenue streams. This poses a serious challenge for service delivery in the area as the existing backlog on infrastructure is huge. In a situation where the municipality has ongoing projects it becomes difficult for the operation and maintenance of those projects; often unable to secure a ring fenced budget.

## 13.2 Sanitation

13.3 The municipality has total of 14511 housing units (Bethulie: 3288, Edenburg: 1894, Fauresmith: 1264, Gariep Dam: 438, Jagersfontein: 1879, Phillipolis: 1334, Reddersburg: 1546, Springfontein: 1180 and Trompsburg: 1688) of which 14409 have access to waterborne sanitation (Bethulie: 3260, Edenburg: 1894, Fauresmith: 1231, Gariep Dam: 438, Jagersfontein: 1879, Phillipolis: 1334, Reddersburg: 1541, Springfontein: 1180 and Trompsburg: 1652).

### 13.4

13.5 A total number of 102 households do not have access to waterborne sanitation (Reddersburg: 5, Trompsburg: 36, Fauresmith: 33 and Bethulie: 28). There are currently only 8 buckets to be removed in Fauresmith and the rest of the households in Reddersburg and Trompsburg are using their neighbours' toilets. The capacity of the sewerage network, pump stations and infiltration of foreign substances into the sewerage network are major causes of sewerage spillages and manholes overflow.

### 13.6

#### 13.6.1 Waste Management

##### (a) Waste Removal

All 14511 housing units within the municipality have access to refuse removal. However, sometimes the municipality could not adhere to weekly refuse removal schedules in some of its towns or wards due to ageing yellow fleet and its constant mechanical breakdowns – notwithstanding the fact that most of the yellow fleet is not appropriate for waste removal.

##### (b) Waste Disposal

All the 9 towns in the municipality have waste disposal or landfill sites. These waste disposal sites are registered and licensed except for Jagersfontein. The landfill site in Bethulie has been approved for rehabilitation by the Department of Environmental Affairs and a memorandum of agreement signed with the municipality. The approved budget for the project is R 7,000,000.00 and a contractor has already being appointed by the department. The practical implementation of the project was supposed to commence in January 2015 but there are delays regarding the finalisation of a business plan. The rehabilitation of land fill sites in Edenburg is completed and Reddersburg is about 80% completion whilst the Jagersfontein and fauresmith landfill site has also been approved for rehabilitation and Consultants are appointed and soon contractor will be on site . However, the new site that has been identified is on the property currently owned by the mining company in Jagersfontein.

The landfill sites in Fauresmith, Jagersfontein, Phillipolis and Springfontein have been fenced, though the fences are in a bad condition. The Gariep Dam and Trompsburg land fill sites are not fenced and there are no ablution facilities at all of them.

### **13.6.2 Electricity and Energy**

13621 of the 14511 household units or even have access to electricity (Bethulie: 2948, Edenburg: 1827, Fauresmith: 1244, Gariep Dam: 372, Jagersfontein: 1812, Phillipolis: 1319, Reddersburg: 1534, Springfontein: 930 and Trompsburg: 1635).

Applications have been submitted to the Department of Energy for the electrification of 890 households at Bethulie (340), Edenburg (67), Fauresmith (20), Gariep Dam (66) has been electrified and Jagersfontein (67) also electrified, Phillipolis (15), Reddersburg (12), Springfontein (250) and Trompsburg (53).

A total of 890 applications for household electrification have been submitted to s do not have access to waterborne sanitation (Reddersburg: 5, Trompsburg: 36, Fauresmith: 33 and Bethulie: 28). There are currently only 8 buckets to be removed in Fauresmith and the rest of the households in Reddersburg and Trompsburg are using their neighbours' toilets. The capacity of the sewerage network, pump stations and infiltration of foreign substances into the sewerage network are major causes of sewerage spillages and manholes overflow.

There is a total of 1586 street and high masts lights spread throughout the municipality as follows: Bethulie (98), Edenburg (242), Fauresmith (145), Gariep Dam (355), Jagersfontein (129), Phillipolis (157), Reddersburg (253), Springfontein (15) and Trompsburg (192). The municipality has been allocated R 5,406,335.00 from MIG for construction of high masts lights, and the project will be distributed as follows: All 9 towns has allocated 2 high mast lights each and the installation has already started. Out of the 1586 street and high masts lights only 1473 are functional (Edenburg: 239, Fauresmith: 142, Gariep Dam: 349, Jagersfontein: 101, Philippolis: 151, Reddersburg: 215, Springfontein: 15 and Trompsburg: 182) whilst 114 are dysfunctional in Bethulie (19), Edenburg (3), Fauresmith (4), Gariep Dam (6), Jagersfontein (28), Phillipolis (6), Reddersburg (38) and Trompsburg (10). The old sections, settlements and newly developed areas are still very dark at night due to the absence of high mast lights. This exposes communities to crime and lack of safety. The Department of Energy has approved a business plan for another 20 high mast and the contractor has been appointed is on site

### **13.6.3 Roads and Storm Water**

330.96 km of roads and streets are gravelled (Bethulie: 36.85 km, Edenburg: 42.8 km, Fauresmith: 13.63 km, Gariep Dam: 4.33 km, Jagersfontein: 146.95 km, Phillipolis: 14.3 km, Reddersburg: 28.1 km, Springfontein: 19 km and Trompsburg: 25 km), 43.08 km are tarred (Bethulie: 3 km, Edenburg: 2.68 km, Fauresmith: 2 km, Gariep Dam: 16.8 km, Jagersfontein: 1.4 km, Phillipolis: 3.7 km, Reddersburg: 5.5 km, Springfontein: 8 km and Trompsburg: 0) whilst 26.13 km are paved access roads (Bethulie: 7.5 km, Edenburg: 3

km, Fauresmith: 0 km, Gariiep-Dam: 0.13 km, Jagersfontein: 3.9 km, Phillipolis: 2 km, Reddersburg: 3.8 km, Springfontein: 2.5 km and Trompsburg: 3.3 km).

Storm water channels are maintained and kept clean. However, most of the gravelled roads and streets are not accessible especially during raining days and road markings are not clear in some of the main roads and streets. Some of the tarred roads have potholes and there are no storm water drainage systems.

The roads will be gravelled, graded and bladed during 2015/16, whilst the potholes will be patched and resealed. The road markings will also be painted. Municipality has already advertised for the development of Integrated Development Plan.

#### **13.6.4 Municipal Public Transport and Facilities**

The Municipality is striving to ensure that the vehicles are kept in workable conditions even though there are challenges of operating with vehicles which have exceeded their life span. However, the municipality's department of technical services is trying its best to attend to all the breakdowns that constantly occurs. Therefore it can be mentioned that the service delivery fleet, including tractors are operational and functional.

The municipality has bought TLB, tipper truck, tractor and trailer from the Department of Police, Roads and Transport. Lastly, the construction of Trompsburg Transport Hub is on tender and the tender has already closed awaiting for the appointment of contractor, hoping the construction will start in April 2016.

#### **13.6.5 Human Settlements and Housing**

Kopanong Local Municipality has three housing project that are currently in progress in Bethulie, Gariiep Dam and Springfontein, the projects started in 2012 and the completion date is expected to be on the 31May 2015. The contractors working on housing projects (RDP/BNG) are progressing at the very slow pace and the municipality has no control over these projects – as a result the slow progress by contractors creates disputes in communities and sometimes leads to political unrest. The slow development of sites is the cause for non-allocation of houses for Edenburg and Fauresmith by Department of Human Settlements.

There municipality has installed bulk electricity networks and house connection to 55 houses in Jagersfontein (Charlesville), 66 in Gariiep Dam, has been approval for 275 in Bethulie and 135 in Springfontein awaiting approval

### **14. STATUS QUO ASSESSMENT/ ANALYSIS**

*(Who are we? Where are we with regards to the provision of services in relation to the identified critical services?). The status quo assessment should provide the state of affairs in the municipality in relation to the following Key Performance Areas:*

## **SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**Strategic Objectives:** Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance

**Intended outcome:** Sustainable delivery of improved services to all households

Provide an assessment of all the critical services identified for the municipality. The information should indicate the existing the level of development in the community, clearly indicating the names of settlements and the level of service in respect of the services such as water, roads, electricity and energy, roads and storm-water, sanitation, etc.

The section below provides the minimum information required as part of the status quo assessment:

### **i. WATER:**

- Indicate the status of the Water Services Development Plan.
- Indicate the national target for this service.
- Number / percentage of households without access at all, with below standard access and with access
- Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service (e.g. no reticulation infrastructure, no bulk infrastructure, etc).
- Indicate all areas or settlements with an unreliable service and provide reasons for this (e.g. aging infrastructure, capacity to operate and maintain the service, etc)
- Indicate the approved service level for the municipality informed by the Spatial Development Framework (SDF).
- Indicate whether the municipality is the service authority or not (and if not indicate the arrangements for the delivery of water).
- Status of the provision of the basic services (availability of policy, number of households benefiting from the policy, etc).
- Indicate other challenges that are not highlighted above.
- Availability and status on the operations and maintenance plan.
- Status of bulk supply and storage.
- Availability of water to other associated facilitated such school, clinics, police stations, etc.

**Most of the information could be provided in tabular format (per ward) to avoid a lot of meaningless information as per the example below:**

**Approved Service levels:** Yard connections in areas with density.

RDP connection in areas with density.

<b>WARD 1:</b>					
<b>Name of settlement</b>	<b>Number of households</b>	<b>Service Level</b>			<b>Intervention required</b>
		<i>Above RDP</i>	<i>Below RDP</i>	<i>No service at all</i>	
Marotholong	8 000	5000	2 000	1 000	Provide new infrastructure to the 1000 households
Lethlareng	300	0		300	Provide new infrastructure to the 1000 households
Maruleng	7532	7532			Maintenance

**ii. SANITATION:**

- Indicate the status of the Water Services Development Plan.
- Indicate the national target for this service.
- Number or percentage of households without access at all, with below standard access and with full access.
- Indicate the type of sanitation systems which are available in the municipality and areas where they are found.
- Indicate all areas or settlements without access in terms of the basic service standards and provide reasons for lack of service (e.g. no reticulation infrastructure, no bulk infrastructure, etc).
- Indicate areas or settlements with an unreliable service and provide reasons for this (e.g. aging infrastructure, capacity to operate and maintain the service, etc).
- Indicate areas or settlements with good levels of service.
- Indicate areas with intermediate levels of service.
- Indicate the approved service level for the municipality informed by the Spatial Development Framework.
- Resources available for rendering the service.
- Status of sewer treatment plants and related bulk infrastructure.
- Status of the operations and maintenance.
- Indicate general challenges that are not highlighted above.

Where possible, information should be captured in a tabular format for better clarity as per the example below:

**Approved Service Levels:** For example

- Water-borne sewerage in areas where the density is more than...
- VIP toilets in areas of density.
- RDP connection in areas with density.

WARD 1:					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	No service at all	
Marotholong	8 000	5000	2 000	1 000	Sewerage system required
Lethlareng	300	0		300	Construction of VIP toilets
Maruleng	7532	7532			None

### iii. WASTE MANAGEMENT:

- Indicate the status of the Integrated Waste Management Plan.
- Provide the percentage of people accessing the service.
- Indicate strategies employed to reduce, re-use and recycle.
- Indicate whether the service is rendered internally or externally.

#### 1. Waste removal -

- Indicate the national target for this service.
- Indicate the service levels adopted in relation to the SDF.
- Indicate areas without solid waste removal at all and reasons for lack of access.
- Indicate areas with solid waste removal and the frequency of the removal and the reliability of the service.
- Indicate any general challenges that are not highlighted above.

#### 2. Waste disposal –

- Indicate the status of waste disposal in terms of the following: transfer stations, landfill sites (status with regard to the licensing, compliance with license conditions, etc) and transportation mechanisms.



- Indicate the resources available to support the delivery of the service in terms of the following - personnel, skills and other related requirements.
- Indicate general challenges that are not highlighted above.

**iv. ELECTRICITY / ENERGY:**

- Indicate the status of the Energy Plan.
- Indicate the national target for the service.
- Indicate areas without access to electricity or other forms of energy.
- Indicate areas with access to electricity and the reliability thereof.
- Indicate areas with access to public lighting and reliability thereof and areas without access and reasons for this service.
- Indicate general challenges that are not highlighted above.

**v. ROADS:**

- Indicate the status of the Integrated Transport Plan.
- Indicate council approved service levels in relation to the SDF.
- Indicate status with regard to road classification.
- Status of roads with regard public transport / major economic roads of roads/ roads leading to social facilities such as clinics, schools, etc.
- Status of arterial roads / internal roads.
- Indicate areas with access to the service in relation to the SDF
- Indicate areas without access (backlog) the service and the reasons for this
- Indicate the resource available to support the delivery of the service.
- Indicate the resources available to support the delivery of the service.
- Status of the operations and maintenance.
- Indicate other challenges that are not highlighted above.

**vi. STORM WATER:**

- Indicate the approved service level.
- Indicate areas without the service.
- Indicate areas with access to the service.
- Provide status with regard to maintenance.
- Availability of a storm water management plan or system.
- Indicate general challenges that are not highlighted above.

## **vii. SOCIAL SERVICES:**

### **1. Housing -**

- Status of the Housing Sector Plan.
- Backlog information and identified housing needs.
- Any other housing related challenges.

### **2. Health Services (Clinics and Hospitals) -**

- Backlogs / needs in relation to the national norms and standards
- Status of other support services such as water, electricity, and roads.
- Any challenges related to the sector.
- Backlogs / needs in relation to the national norms and standards.

### **3. Education –**

- Backlogs / needs in relation to the national norms and standards.
- Status of other support services such as water, electricity and roads.
- Any challenges related to the sector.

### **4. Safety and security -**

- Backlogs / needs in relation to the national and standards.
- Status of other support services such as water, electricity and roads.
- Any challenges to the sector.

## **b. PUBLIC PARTICIPATION AND GOOD GOVERNANCE**

**Strategic Objective:** Promote a culture of participatory and good governance.

**Intended outcome:** Entrenched culture of accountability and clean governance

### **Governance structures:**

- Indicate the availability and status of the following structures:
- Internal audit function.
- Audit committee.
- Oversight committee.
- Ward committees.
- Council committees.
- Supply Chain Committees (SCM).

### **Management and operational systems:**

Indicate the availability and status of the following management and operational systems:

- Complaints Management System.
- Fraud Prevention Plan.
- Communication strategy.
- Stakeholder Mobilization Strategy / Public Participation Strategy.

### **c. INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

**Strategic Objectives:** Improve organizational cohesion and effectiveness

**Intended Outcome:** Improved organizational stability and sustainability

Indicate availability and status with regard to the following:

- Information Technology (IT)
- Availability of skilled staff
- Organisational Structure
- Vacancy rate
- Skills development plan
- Human Resource Management strategy/plan
- Individual Performance and Organisational Management Systems
- Monitoring, evaluation and reporting processes and systems

### **d. FINANCIAL VIABILITY**

**Strategic Objective:** To improve overall financial management in the municipalities by developing and implementing appropriate financial management policies, procedures and systems

**Intended Outcome:** Improved financial management and accountability

**Indicate availability and status with regard to the following:**

- Tariff policies
- Rates policies
- SCM policy – staffing
- Staffing of the Finance and SCM units
- Payment of creditors
- Auditor General Findings – issues raised in the report if any
- Financial Management systems

**e. LOCAL ECONOMIC DEVELOPMENT**

**Strategic Objective:** Create an environment that promotes the development of the local economy and facilitate job creation

**Intended Outcome:** Improved municipal economic viability

- Indicate the availability and status with regard to the following:
- Local Economic Development strategy;
- Unemployment rate (disaggregate in terms of gender, age, etc);
- Level of current economic activity – dominant sectors and potential sectors; and
- Job creation initiatives by the municipality (e.g. local procurement, EPWP implementation, CWP, etc).

**15. DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS**

Strategic Objectives and Strategies structured into 5 KPAs. Identified programmes and projects must clearly link with the priority issues identified in the situational analysis.

## Service Delivery and Infrastructure Development – Technical Services Department

Key Performance Area		Service Delivery and Infrastructure Development												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline indicator	Annual target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SDID2	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Access to sufficient clean water supply	Kilometer of water pipeline constructed and refurbishment of a pump station in Reddersburg	1.2 km	1.2 km	0	0	0	1.2 km	0	0	0	7 465 663.92
SDID3	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Access to sufficient clean water supply	Percentage households with access to basic water	100%	100%	100%	100%	100%	100%				
SDID4	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Access to sufficient clean water supply	Kilometer of bulk water steel pipe constructed in Bethulie	0	0.6 km	0	0	0	0.6 km	0	0	0	6 000 000.00

Key Performance Area		Service Delivery and Infrastructure Development													
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline indicator	Annual target	Quarterly Performance Targets				Quarterly Financial Targets				
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
SDID5	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Access to sufficient clean water supply	Kilometer of bulk pipeline upgraded in Philipolis	0	1.5 km	0	0	1.5 km	0	0	0	0	3 748 011	0
SDID6	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Electrification of household	Number of households connected with electricity in Bethanie	13 482	115	0	0	115	0	0	0	0	1 783 000	0
SDID7	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Electrification of household	Number of mini substation upgraded in Bethulie		1	0	0	1	0	0	0	0		

Key Performance Area		Service Delivery and Infrastructure Development												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline indicator	Annual target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SDID8	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Electrification of household	Number of households electricity connections in Bethulie	13 482	100	0	0	0	100	0	0	0	700 000
SDID9	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Electrification of household	Number of households electricity connections in Springfontein	13 482	84	0	0	0	84	0	0	0	1 300 000
SDID10	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Improvement of Municipal facilities	Percentage of renovation of community hall done in Reddersburg	0%	100%	10%	50%	80%	100%				

Key Performance Area		Service Delivery and Infrastructure Development												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline indicator	Annual target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SDID11	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure		Number of households were leakages have been fixed	0	100	0	0	0	100				
SDID12	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Sustainable roads and storm water infrastructure	Number of Consultants appointed on the planning and design of 600m paved access road in Bethulie	0	1	0	0	1	0	0	0	260 321	0
SDID13	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Proper disposal site	Percentage spending on the permitting and closure of the existing disposal site and construction of a new one in Trompsburg		4%	7%	0	0	0	578 547	0	0	0



Key Performance Area		Service Delivery and Infrastructure Development													
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline indicator	Annual target	Quarterly Performance Targets				Quarterly Financial Targets				
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
SDID14	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Proper disposal site	Percentage spending on the permitting and closure of the existing disposal site and construction of a new one in Gariep Dam	3%	5%	0	5%	0	0	0	0	267 556	0	0
SDID15	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Proper recreational facilities	Percentage spending on the upgrading of sports facility in Philipollis	6%	6%	6%	0	0	0	369 058	0	0	0	0
SDID16	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Proper recreational facilities	Percentage spending on the upgrading of sports facility in Springfontein	100%	100%	100%	100%	100%	100%					9 200 000

Key Performance Area		Service Delivery and Infrastructure Development												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline indicator	Annual target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SDID17	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Sustainable capital infrastructure	Percentage spending on MIG	100%	100%	20%	44%	72%	100%				
SDID18	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Sustainable capital infrastructure	Percentage spending on RBIG	100%	100%	10%	15%	50%	100%				
SDID19	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Sustainable capital infrastructure	Percentage spending on DOE		100%	10%	20%	50%	100%				

Key Performance Area		Service Delivery and Infrastructure Development												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline indicator	Annual target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SDID20	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Sustainable capital infrastructure	Percentage spending on EPWP		100%	100%	100%	100%	100%				
SDID21	Economic Infrastructure	Eradicate backlog in order to improve access to basic service delivery and ensure proper operations of water infrastructure	Sustainable capital infrastructure	Percentage spending on WSIG		100%	20%	44%	72%	100%				

## 2 Service Delivery and Infrastructure Development – Community Services Department

Key Performance Area		Service Delivery and Infrastructure Development												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SDI1	Economic Infrastructure	Eradicate backlogs in order to improve access to basic services and ensure proper operation and maintenance of the existing infrastructure	Access to water	Percentage of water internal reticulation repaired		100%	100%	100%	100%	100%				
SDI2	Environmental Sustainability and resilience	Eradicate backlogs in order to improve access to basic services and ensure proper operation and	Clean and healthy environment	Percentage of households with access to refuse removal		100%	100%	100%	100%	100%				

		maintenance of the existing infrastructure												
SD13	Environmenta 1 Sustainability and resilience	Eradicate backlogs in order to improve access to basic services and ensure proper operation and maintenance of the existing infrastructure	Access to municipal facilities	Percentage of municipal facilities rented out as per applications		100%	100%	100%	100%	100%				
SD!4	Transforming Human Settlement	Eradicate backlogs in order to improve access to basic services and ensure proper operation and maintenance of the existing infrastructure	Sustainable human settlement and land use schemes	Percentage progress on the update of the building plan register regularly	100%	100%	100%	100%	100%	100%				

### Local Economic Development – Office of the Municipal Manager

Key Performance Area		Local Economic Development												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
LED1	Economy and Employment	Create an environment that promotes the development of the local economy and facilitate job creation	Conducive environment for local economy	Number of Small Towns regeneration Strategies developed and approved	0	1	0	1	0	0				
LED2	Economy and Employment	Create an environment that promotes the development of the local economy and facilitate job creation	Conducive environment for local economy	Number of jobs created through local economic development initiatives including capital projects	0	110	0	0	0	110				
LED3	Economy and Employment	Create an environment that promotes the development of the local economy and facilitate job creation	Conducive environment for local economy	Number of Commonage Policies developed and approved	0	1	0	0	0	1				

## Institutional Development and Transformation – Corporate Services

Key Performance Area		Institutional Development and Transformation – Corporate Services												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
MTID1	Building capable and developmental state	Improve organizational cohesion and effectiveness	Healthy and productive workforce	Number of employee wellness awareness workshops conducted	2	2	0	0	1	1	0	0		
MTID2	Building capable and developmental state	Improve organizational cohesion and effectiveness	Healthy and productive workforce	Number of employee awareness on municipal policies conducted		2	0	1	0	1	0		0	
MTID3	Building capable and developmental state	Improve organizational cohesion and effectiveness	Effective and efficient administration	Number of ordinary Council sitting as per year plan		4	1	1	1	1				
MTID4	Building capable and developmental state	Improve organizational cohesion and effectiveness	Capable workforce	Percentage spent on skills development budget as per WSP		100%	100%	100%	100%	100%				
MTID5	Building capable and developmental state	Improve organizational cohesion and effectiveness	Safe and secure working environment	Number of OHS Committee meetings held		2	0	0	1	1	0	0		
MTID6	Building capable and developmental state	Improve organizational cohesion and effectiveness	Capable workforce	Number of WSP developed and approved	1	1	0	0	0	1	0	0	0	
MTID7	Building capable and developmental state	Improve organizational cohesion and effectiveness	Capable workforce	Number of trainings for Managers and Supervisors on EPAS	0	1	0	1	0	0	0		0	0
MTID8	Building capable and developmental state	Improve organizational cohesion and effectiveness	Proper management of lease agreements	Number of reports on the management of lease agreements	0	4	1	1	1	1				

Key Performance Area		Institutional Development and Transformation – Corporate Services												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
MTID9	Building capable and developmental state	Improve organizational cohesion and effectiveness	Proper management of legal cases	Number of reports on the status of legal cases	0	4	1	1	1	1				
MTID10	Building capable and developmental state	Improve organizational cohesion and effectiveness	Disciplined workforce	Percentage disciplinary cases conducted and finalised	0%	100%	100%	100%	100%	100%				
MTID11	Building capable and developmental state	Improve organizational cohesion and effectiveness	Legal compliance	Percentage municipal policies reviewed and approved	0%	100%	100%	100%	100%	100%				

### Municipal Financial Management and Viability – Budget and Treasury Department

Key Performance Area		Municipal Financial Management and Viability													
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline indicator	Annual target	Quarterly Performance Targets				Quarterly Financial Targets				
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
MFMAV1	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective Expenditure Management	Number of expenditure management report developed and submitted for approval	4	4	1	1	1	1					
MFMAV2	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective Revenue Management	Number of revenue management reports developed and submitted	4	4	1	1	1	1					
MFMAV3	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate	Legal compliance	Number of AFS drafted and submitted to AG within the required timeframe	1	1	0	1	0	0	0			0	0

		financial policies, procedures and systems.											
MFMAV4	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective internal controls and compliance	Number of progress reports on the Action Plan on Management Report	1	2	0	0	1	1	0	0	

### Municipal Financial Management and Viability – Budget and Treasury Department

Key Performance Area		Municipal Financial Management and Viability												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
MFMAV5	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective Supply Chain Management Systems	Number of reports on Supply Chain Management Systems	4	4	1	1	1	1				
MFMAV6	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective internal controls and compliance	Number of deviation reports on the procurement processes	4	4	1	1	1	1				
MFMAV7	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective internal controls and compliance	Number of reports on unauthorized, irregular, wasteful and fruitless expenditure submitted to council for condonation	4	4	1	1	1	1				

MFMAV8	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective internal controls and compliance	Percentage supplier database approved and updated regularly	100%	100%	100%	100%	100%	100%				
MFMAV9	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective internal controls and compliance	Percentage creditor database approved and updated regularly	100%	100%	100%	100%	100%	100%				
MFMAV10	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective asset management	Number of asset registers updated and approved	1	1	0	0	0	1	0	0	0	
MFMAV11	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective asset management	Number of reports on asset count	4	4	1	1	1	1				
MFMAV12	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective revenue management	Number of revenue enhancement action plan developed and approved	0	1	0	0	0	1	0	0	0	
MFMAV13	Building capable and developmental state	To improve overall financial management in the municipality by developing and	Effective and funded municipal budget	Number of draft budgets submitted to council for adoption	1	1	0	0	1	0	0	0		0



		implementing appropriate financial policies, procedures and systems.												
MFMAV14	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective and funded municipal budget	Number of final budgets submitted to council for approval	1	1	0	0	0	1	0	0	0	
MFMAV15	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective revenue management	Number of indigent household applications for indigent subsidy approved	500	2 400	500	500	700	700				
MFMAV16	Building capable and developmental state	To improve overall financial management in the municipality by developing and implementing appropriate financial policies, procedures and systems.	Effective and funded municipal budget	Number of adjustment budgets submitted to council for approval	1	1	0	0	1	0	0	0	0	

### Good Governance and Public Participation - Office of the Municipal Manager

Key Performance Area		Good Governance and Public Participation												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
GGAPP1	Building capable and developmental state	To promote and instill good governance practices within the municipality	Effective risk management	Number of risk management reports submitted to Risk Management Committee	4	4	1	1	1	1				
GGAPP2	Building capable and developmental state	To promote and instill good governance	Effective risk management	Number of awareness workshops conducted on	1	2	0	1	0	1	0		0	

		practices within the municipality		fraud prevention (is it to councilors or staff?)										
GGAPP3	Building capable and developmental state	To promote and instill good governance practices within the municipality	Integrated planning and alignment	Number of draft IDP submitted to council for adoption	1	1	0	0	1	0	0	0		0
GGAPP4	Building capable and developmental state	To promote and instill good governance practices within the municipality	Integrated planning and alignment	Number of final IDP submitted to council for approval	1	1	0	0	0	1	0	0	0	
GGAPP5	Building capable and developmental state	To promote and instill good governance practices within the municipality	Enhance public participation	Number of IDP Steering Committee meetings held	1	1	0	1	0	0	0		0	0
GGAPP6	Building capable and developmental state	To promote and instill good governance practices within the municipality	Enhance public participation	Number of IDP Community Representative Form held	1	1	0	1	0	0	0		0	0
GGAPP7	Building capable and developmental state	To promote and instill good governance practices within the municipality	Effective management of the implementation of the IDP and the Budget	Number of SDBIPs approved by the Mayor	1	1	1	0	0	0	0	0	0	
GGAPP8	Building capable and developmental state	To promote and instill good governance practices within the municipality	Ensure responsibility and accountability	Number of Performance Agreements entered into and signed and submitted to GoGTA	5	5	5	0	0	0		0	0	0
GGAPP9	Building capable and developmental state	To promote and instill good governance practices within the municipality	Legal compliance	Number of Mid-year Budget and Performance Assessment Reports submitted to council within the required timeframe	1	1	0	0	1	0	0	0		0
GGAPP10	Building capable and developmental state	To promote and instill good governance practices within the municipality	Legal compliance	Number of section 52(d) Reports submitted to council within the required timeframe	4	4	1	1	1	1				
GGAPP11	Building capable and developmental state	To promote and instill good governance practices within the municipality	Ensured accountability and oversight	Number of Annual Reports developed and submitted to AG	1	1	1	0	0	0		0	0	0

GGAPP12	Building capable and developmental state	To promote and instill good governance practices within the municipality	Ensured accountability and oversight	Number of draft Annual reports tabled to council within 2 month after the audit report date	1	1	0	0	1	0	0	0		0
GGAPP13	Building capable and developmental state	To promote and instill good governance practices within the municipality	Ensured accountability and oversight	Number of Annual Report tabled to council for approval not later than 4 months after the audit report date	1	1	0	0	1	0				
GGAPP14	Building capable and developmental state	To promote and instill good governance practices within the municipality	Ensured accountability and oversight	Number of Oversight Reports submitted to council for adoption	1	1	0	0	1	0	0	0		0
GGAPP15	Building capable and developmental state	To promote and instill good governance practices within the municipality	Effective Performance Management System	Number of appraisal reports of sections 54 and 56 Managers developed and submitted	4	4	1	1	1	1				

Key Performance Area		Good Governance and Public Participation												
IDP Program number	NDP objective	Predetermine Objective	Key Performance outcome	Key Performance Indicator	Baseline Indicator	Annual Target	Quarterly Performance Targets				Quarterly Financial Targets			
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
GGAPP16	Building capable and developmental state	To promote and instill good governance practices within the municipality	Effective internal quality assurance	Number of Three-Year Strategic Rolling and Internal Audit Plans developed and approved	1	1	0	0	0	1	0	0	0	
GGAPP17	Building capable and developmental state	To promote and instill good governance practices within the municipality	Effective internal quality assurance	Number of Internal Audit Performance Reports submitted to Audit and Performance Audit Committee	4	4	1	1	1	1				
GGAPP18	Building capable and developmental state	To promote and instill good governance practices within the municipality	Effective external quality assurance and oversight	Number of Audit and Performance Audit Committee reports submitted to council	4	4	1	1	1	1				



**INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**

KPA			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT								
KEY STRATEGIC OBJECTIVE			IMPROVE ORGANIZATIONAL COHESION AND EFFECTIVENESS								
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Budget
1	<b>NDP Objective:</b> Fill posts with skilled, committed and competent individuals as and when the need arises	MTID1	Improve productivity of employees in order to ensure the achievement of the municipal vision and mission.	Filling of the vacancy: Human Resource Manager by 30 June 2018.	1 Human Resource Manager vacancy 30 June 2018	Vacant Post	-	-	-	Recruitment process reports.	Operational
2	<b>FSGDS Long-term:</b> Strengthen, build, retain & develop human resources for effective health services. <b>MTSF:</b> Ensure that appropriately qualified & adequately skilled staff is appointed.	MTDIT2	Healthy and productive workforce	2 wellness workshops to be conducted bi-annually	2 workshops bi-annually	2 Workshops were held for 2016/2017.	-	-	Attendance registers  Correspondences	Attendance registers  Correspondences	Operational
3	<b>IDP Objective:</b> To enhance the human capacity & productivity within the municipality through the review of the organogram	MTDIT3	Healthy and productive workforce.	Conducting awareness campaign on leave discipline benefits, and municipal policies by 31 Dec 2017 & 30 June 2018 in all nine Towns of Kopanong	2 awareness campaigns  (31 Dec 2017 & 30 June 2018)	2 Workshops were held for 2016/2017	-	1.Invitation 2.Program 3.Attendance register  4.Minutes	-	1.Invitation 2.Program 3.Attendance register  4.Minutes	Operational

KPA			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT								
KEY STRATEGIC OBJECTIVE			IMPROVE ORGANIZATIONAL COHESION AND EFFECTIVENESS								
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Budget
4	To provide an effective and efficient administrative service to the organization	MTID4	Effective and efficient administration.	Sitting of Ordinary Council on a quarterly basis as per Sec 18 (2) of Municipal Structures Act	4 Ordinary Council meetings.  Quarterly	4 Ordinary council meetings were held for 2016/2017	Attendances register. 2. Notice of Council meetings sittings 3. Signed minutes by the MM and Speaker 4. Acknowledgement of receipt for Agenda	Attendances register. 2. Notice of Council meetings sittings 3. Signed minutes by the MM and Speaker 4. Acknowledgement of receipt for Agenda	Attendances register. 2. Notice of Council meetings sittings 3. Signed minutes by the MM and Speaker 4. Acknowledgement of receipt for Agenda	Attendances register. 2. Notice of Council meetings sittings 3. Signed minutes by the MM and Speaker 4. Acknowledgement of receipt for Agenda	Operational
5	To ensure the efficient utilization of human capital	MTID5	Utilization of the training budget for the purpose intended.	Report on number of training initiatives and interventions by 30 April 2018	Report on number of training initiatives and interventions by 30 April 2018	New KPI	-	-	Report on number of training initiated	-	Operational
6		MTID6	Improve safe working environment for municipal employees	Holding 2 OHS Committee meetings bi-annually	2 OHS meetings Bi-annually	New KPI	-	-	Agenda Attendance register  Minutes	Agenda Attendance register  Minutes	Operational
7	Implementation of WSP	MTID7	Trained skilled workforce.	Development and submission of WSP by 30 April 2018	1 Signed WSP 30 April 2018.	16/17 WSP submitted to LGSETA by 30 April 2017	-	Acknowledgement of receipt from LGSETA	-	-	Operational

KPA			MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT								
KEY STRATEGIC OBJECTIVE			IMPROVE ORGANIZATIONAL COHESION AND EFFECTIVENESS								
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Budget
8	To ensure assessment of Employee performance	MTID8	Improved productivity	Conducting of 1 training for Managers and Supervisors on EPAS by 30 June 2018.	1 30 June 2018	Electronic system in place	-	-	-	Attendance register and reports	Operational
9	To ensure management of lease agreements	MTID9	Improve management of lease agreements	Report on the status of municipal legal agreements to Council annually	Report on the status of municipal legal agreements to Council by 30 June 2018	New KPI	-	-	-	Report on municipal legal agreements	Operational
10	To ensure management of legal cases	MTID10	Improve management of legal cases	Report on the status of Municipal legal cases to Council annually	Report on the status of Municipal cases to Council by June 2018	New KPI	-	-	-	Report on municipal legal cases	Operational



## FINANCIAL VIABILITY AND ACCOUNTABILITY

KPA			MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY								
KEY STRATEGIC OBJECTIVE			TO IMPROVE OVERALL FINANCIAL MANAGEMENT IN THE MUNICIPALITY BY DEVELOPING AND IMPLEMENTING, APPROPRIATE FINANCIAL POLICIES, PROCEDURES AND SYSTEMS.								
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Budget
1	To improve financial management	MFMAV 1	Improved expenditure management	Submission of quarterly Section 52 expenditure reports to the Municipal Manager for approval	4 Sec 52 Expenditure reports Quarterly	4 Section 52 expenditure Reports were submitted 2016/2017	1 Sec 52 expenditure report	1 Sec 52 expenditure report	1 Sec 52 expenditure report	1 Sec 52 expenditure report	Operational
2	To improve financial management	MFMAV 2	Improved revenue management	Submission of quarterly section 52 Income reports to the Municipal Manager for approval	4 Sec 52 Income reports Quarterly	4 Section 52 income reports were submitted 2016/2017	1 Sec 52 income report	1 Sec 52 income report	1 Sec 52 income report	1 Sec 52 income report	Operational
3	To improve financial management	MFMAV 3	GRAP compliant Annual Financial Statements	Compilation of GRAP compliant Annual Financial Statement and submit to the Office of the Auditor General South Africa by 31 August 2017.	GRAP compliant Annual Financial Statements 31 August 2017	GRAP AFS submitted to AG on the 31/08/2016	Acknowledgment of receipt from the Office of the Auditor General	-	-	-	Operational
4	To improve financial management	MFMAV 4	Address AG Audit Management Report	Tabling of Audit Action Plan to council by 31 <sup>st</sup> January 2018.	1 Audit action plan by 31 Jan 2018	AAP was submitted to AGSA 2016/2017.	Council Resolution  Audit Action Plan	-	-	-	Operational

KPA			MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY								
KEY STRATEGIC OBJECTIVE			TO IMPROVE OVERALL FINANCIAL MANAGEMENT IN THE MUNICIPALITY BY DEVELOPING AND IMPLEMENTING, APPROPRIATE FINANCIAL POLICIES, PROCEDURES AND SYSTEMS.								
KPI No	IDP- objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017- Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Budget
5	To ensure effective transparent and fair supply chain management practices through MFMA Sec 32, SCM Reg6.	MFMAV 5	Effective implementation of Supply Chain Regulations and policy	Submission to the Municipal Manager for approval of Quarterly Supply Chain Management implementation report	4 Supply Chain Management implementation reports Quarterly	4 reports on Supply Chain Management implementation were submitted 2016/2017	1 SCM implementation report	1 SCM implementation report	1 SCM implementation report	1 SCM implementation report	Operational
6	To ensure effective transparent and fair supply chain management practices through MFMA Sec 32, SCM Reg6.	MFMAV 6	Effective implementation of Supply Chain Regulations and policy	Submission to the Municipal Manager for approval of Supply Chain Management implementation report (Annually) 30 June 2018.	Supply Chain Management implementation report  30 June 2018.	Annual report on Supply Chain Management implementation were submitted 2016/2017	-	-	-	Annual Supply Chain M implementation report	Operational
7	To ensure effective transparent and fair supply chain management practices through MFMA Sec 32, SCM Reg6.	MFMAV 7	Effective implementation of Supply Chain Regulations and policy	Submission to the Municipal Manager for approval of fruitless and Wasteful Expenditure reports on a quarterly basis	fruitless and Wasteful Expenditure reports  Quarterly	4 Fruitless and Wasteful Expenditure reports were submitted 2016/2017	1Fruitless and Wasteful Expenditure reports	1Fruitless and Wasteful Expenditure reports	1Fruitless and Wasteful Expenditure reports	1Fruitless and Wasteful Expenditure reports	Operational
8	To ensure effective transparent and fair supply chain management practices through	MFMAV 8	Effective implementation of Supply Chain Regulations and policy	Submission to the Municipal Manager for approval of Irregular Expenditure	Irregular Expenditure reports  Quarterly	4 Irregular Expenditure reports were submitted 2016/2017	1 Irregular Expenditure reports	1 Irregular Expenditure reports	1 Irregular Expenditure reports	1 Irregular Expenditure reports	Operational

KPA			MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY								
KEY STRATEGIC OBJECTIVE			TO IMPROVE OVERALL FINANCIAL MANAGEMENT IN THE MUNICIPALITY BY DEVELOPING AND IMPLEMENTING, APPROPRIATE FINANCIAL POLICIES, PROCEDURES AND SYSTEMS.								
KPI No	IDP- objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017- Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Budget
	MFMA Sec 32, SCM Reg6.			reports on a quarterly basis							
9	To ensure effective transparent and fair supply chain management practices through MFMA Sec 32, SCM Reg6.	MFMAV 9	Effective implementation of Supply Chain Regulations and policy	Submission to the Municipal Manager for approval of an updated Deviation reports on a quarterly basis	Deviation report Quarterly	4 Deviation reports were submitted 2016/2017	1 Deviation report	1 Deviation report	1 Deviation report	1 Deviation report	Operational
10	To ensure effective transparent and fair supply chain management practices through MFMA Sec 32, SCM Reg6.	MFMAV 10	Effective implementation of Supply Chain Regulations and policy	Submission to the Municipal Manager for approval of an updated Supply database report on quarterly	Supply database report Quarterly	4 supply database reports were submitted 2016/2017	1 Supply database report	1 Supply database report	1 Supply database report	1 Supply database report	Operational
11	To ensure effective transparent and fair supply chain management practices through MFMA Sec 32, SCM Reg6.	MFMAV 11	Effective implementation of Supply Chain Regulations and policy	Submission to the Municipal Manager for approval of Awards reports above R100 000	Awards reports above R100 000. Quarterly	4 awards above R100 000.00 was submitted 2016/2017	1 Awards above R100 000 report	1 Awards above R100 000 report	1 Awards above R100 000 report	1 Awards above R100 000 report	Operational
12	To safeguard and maintain assets	MFMAV 12	GRAP compliant asset register	Perform annual asset count August 2017.	GRAP compliant Asset Register. 31 August 2017.	New KPI	Report on the annual asset count	-	-	-	Operational
13	To safeguard and maintain assets	MFMAV 13	Ensuring safe guarding of assets is maintained	Update departmental assets registers on quarterly basis	Quarterly asset counts registers	New KPI	Quarterly reports on movables assets	Quarterly reports on movables assets	Quarterly reports on movables assets	Quarterly reports on movables assets	Operational

KPA			MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY								
KEY STRATEGIC OBJECTIVE			TO IMPROVE OVERALL FINANCIAL MANAGEMENT IN THE MUNICIPALITY BY DEVELOPING AND IMPLEMENTING, APPROPRIATE FINANCIAL POLICIES, PROCEDURES AND SYSTEMS.								
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017- Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Budget
				on movables assets							
14		MFMAV 14	Increase revenue base	Compile and submit a revenue enhancement action plan to the municipal manager for consideration by 30 June 2018	Revenue enhancement action plan	New KPI	-	-	-	Revenue enhancement action plan	Operational
15	To ensure financial planning and ensure that it is in line with the IDP	MFMAV 15	To prepare a Budget as per prescripts of the Act	Submission of Draft Budget to Council for approval by 31 March 2018 as per MFMA No .56 of 2003 Section 21-24.	Approved Draft Budget 31/03/18.	Draft Budget was submitted to council by 31 March 2017.	Draft Budget  Council Resolution	-	-	-	Operational
16	To ensure financial planning and ensure that it is in line with the IDP.	MFMAV 16	To prepare a Budget as per prescripts of the Act	Approval of the Final Budget at least 30 days before the start of the budget year as per MFMA No 56 of 2003, Sec 24.	Approved Final Budget  at least 30 days before the start of the budget year.	Final Budget was submitted to Council by 31 May 2017.	-  Council Resolution  Final Budget	-	-	-	Operational
17	To improve financial management	MFMAV 17	Updated indigent register.	Registration of households earning less than R1500 with	Registration of household.	2800 Registratio n of household	500 registered indigents	500 registered indigents	700 registered indigents	700 registere d indigents	Operational

KPA			MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY								
KEY STRATEGIC OBJECTIVE			TO IMPROVE OVERALL FINANCIAL MANAGEMENT IN THE MUNICIPALITY BY DEVELOPING AND IMPLEMENTING, APPROPRIATE FINANCIAL POLICIES, PROCEDURES AND SYSTEMS.								
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Budget
				access to free basic services on a monthly basis.	12 monthly reports.	s earning less than 1500 with access to free basic services was done 2016/2017					
18	To adjust revenue and expenditure estimates.	MFMAV 18	To prepare adjustment Budget as per prescripts of the MFMA Sec 28.	Tabling of an Adjustment Budget to Council for approval by 28 <sup>th</sup> February 2018 as per Sec 28.	Approved Adjustment budget. 28/02/18.	Adjustment budget was submitted to Council 09/02/17.	-	-	Adjustment Budget	-	Operational
									Council Resolution		

KPA			GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
KEY STRATEGIC OBJECTIVE			TO PROMOTE AND INSTIL GOOD GOVERNANCE PRACTICES WITHIN KOPANONG LOCAL MUNICIPALITY								
K PI No	IDP-objective/goal	IDP Program number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Source of Evidence
1	To provide effective and efficient government administration	GGAPP 1	Implementation of risk management plan.	Report Quarterly on matters of Risk management to Risk Committee	4 Reports to Risk Committee	4 Quarterly Reports in 2016/17	1 quarterly report	1 quarterly report	1 quarterly report	1 quarterly report	Operational
2	To provide effective and efficient government administration	GGAPP2	Improve fraud risk within the municipality	Bi-annually conduct Fraud Prevention awareness	2 fraud awareness campaigns	Fraud Awareness/workshop on Fraud Prevention and corruption was conducted. 2016/2017.	-	1 fraud awareness campaign	-	1 fraud awareness campaign	Operational
3	To develop credible Integrated Development plan(IDP)	GGAPP3	Adopted Credible IDP by Council	Conducting of 1 IDP steering committee meeting by 30 November 2017.	1 IDP Steering committee  30 Nov 2017	IDP Steering committee meeting conducted. 16/17	-	Attendance register	-	-	Operational
4	To develop credible Integrated Development plan(IDP)	GGAPP4	Adopted Credible IDP by Council	Conducting of 1 representative forum on IDP and Budget by 28 Feb 2018	1 IDP representative forum  28 Feb 2018	1 IDP representative forum held 16/17.	-	-	Attendance register	-	Operational
5	To develop a Credible Integrated	GGAPP5	Adopted IDP by Council	Tabling of draft IDP document 2018-2019	Approved draft IDP	Draft IDP 17/18 tabled to Council in 2016/2017.	-	-	Council resolution	-	Operational

KPA			GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
KEY STRATEGIC OBJECTIVE			TO PROMOTE AND INSTIL GOOD GOVERNANCE PRACTICES WITHIN KOPANONG LOCAL MUNICIPALITY								
K PI No	IDP-objective/goal	IDP Program number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017- Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Source of Evidence
	Development plan(IDP)			to Council for approval by 31 March 2018	document 18/19 31 March 2018				Authentic letter signed by Internal Auditor and Municipal Manager		
6	To develop a Credible Integrated Development plan(IDP)	GGAPP6	Adopted IDP by Council	Tabling of Final IDP document 2018-2019 to Council for approval by 31 May 2018 as per MSA S32	1 approved Final IDP document 18/19 31 May 2018	Tabled IDP 17/18 to Council.	-	-	-	Council resolution Final IDP	Operational
7	To develop an SDBIP	GGAPP7	Development and Tabling of Service Delivery Budget and Implementation Plan by June 2018	Signed SDBIP 2018/19 by the Mayor within 28	1 Signed SDBIP 2017/18 within 28 days	Signed SDBIP 2017/2018 by the Mayor.	-	-	-	Signed SDBIP	Operational
8	To develop and customise performance	GGAPP8	Signed performance agreement by Section 56 managers	5 signed Performance Agreements by 31 July 2017	5 signed Performance Agreements	Performance Agreements 16/17 were submitted to COGTA	5 signed Performance Agreements	-	-	-	Operational

KPA			GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
KEY STRATEGIC OBJECTIVE			TO PROMOTE AND INSTIL GOOD GOVERNANCE PRACTICES WITHIN KOPANONG LOCAL MUNICIPALITY								
K PI No	IDP-objective/goal	IDP Program number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Source of Evidence
	agreement					31/07/17.					
9	To develop the mid-year budget and performance assessment report	GGAPP9	Compliance with Section 72 of the MFMA.	Compilation and tabling Mid-year Budget & performance report (sec 72)	2017/18 Mid-year Budget and performance compiled and tabled by 25 January 2018	Mid-Year Budget and performance assessment report 16/17 was approved by Council	-	-	Council resolution for approving mid-year Budget and performance	-	Operational
10	To develop the Annual Report	GGAPP10	Compliance with Section 121 & 127 of the MFMA	Compilation and tabling Annual Report 2016/17	2016/17 Annual Report compiled and tabled by 31 January 2018	AR 16/17 was submitted to Council on 25/01/17	-	-	Council resolution for approval of Annual Report	-	Operational
11	To develop the Oversight report on the AR	GGAPP11	Compliance with Section 129 of MFMA	Tabling of oversight report on the Annual Report 2016/17	Tabled oversight report on the Annual Report 2016/17 by 31 March 2018	Oversight Report 2015/2016 was submitted to Council.	-	-	Council Resolution for approval of Oversight report	-	Operational
12	To develop and customise	GGAPP12	Monitoring and evaluation	Quarterly review performance	Quarterly performance reports of	4 performance reports for 16/17 were submitted	Quarterly Performance report	Quarterly Performance report	Quarterly Performance report	Quarterly Performance report	Operational



KPA			GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
KEY STRATEGIC OBJECTIVE			TO PROMOTE AND INSTIL GOOD GOVERNANCE PRACTICES WITHIN KOPANONG LOCAL MUNICIPALITY								
K PI No	IDP-objective/goal	IDP Program number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Source of Evidence
	performance agreement		of performance of Sec 54 and Sec 56 managers	e of sec 54 and 56 managers	sec 54 and 56 managers	to Internal Audit for review.					
13	To ensure effectiveness and transparent system of internal controls	GGAPP13	Provide an assurance within an institution	Develop a three year strategic rolling and internal audit plan by 30 June 2018	Strategic rolling and internal audit plan by 30 June 2018	New KPI	-	-	-	Strategic rolling and internal audit plan	Operational
14	To ensure effectiveness and transparent system of internal control	GGAPP14	Internal Audit to provide assurance on issues of performance management	Review of performance information and report to audit committee on a quarterly basis	4 Internal audit reports on performance	Quarterly reports for 2016/2017 were submitted for 2016/17	Internal audit reports on performance	Internal audit reports on performance	Internal audit reports on performance	Internal audit reports on performance	Operational
15	To ensure effectiveness and transparent system of internal control	GGAPP15	Compliance with Sec 166 (2) a of the MFMA	Audit committee to report to council on issues of risk management, performance management, Internal	4 Audit committee reports to Council	New KPI	Audit committee reports to Council	Audit committee reports to Council	Audit committee reports to Council	Audit committee reports to Council	Operational

KPA			GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
KEY STRATEGIC OBJECTIVE			TO PROMOTE AND INSTIL GOOD GOVERNANCE PRACTICES WITHIN KOPANONG LOCAL MUNICIPALITY								
K PI No	IDP-objective/goal	IDP Program number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017-Dec 2017	Q3 Jan 2018-March 2018	Q4 April 2018-June 2018	Source of Evidence
				Audit and internal financial controls							

## LOCAL ECONOMIC DEVELOPMENT

KPA			LOCAL ECONOMIC DEVELOPMENT									
KEY STRATEGIC OBJECTIVE			CREATE AN ENVIRONMENT THAT PROMOTES THE DEVELOPMENT OF THE LOCAL ECONOMY AND FACILITATE JOB CREATION									
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 July 2017 – Sept2017	Q2 Oct2017- Dec 2017	Q3 Jan 2018- March 2018	Q4 April 2018- June 2018	Budget	
1	To implement and review the LED strategy	LED1	Registered co-operatives and training	Development of STR strategy for Edenburg by 30 June 2018.	Small Towns Regeneration strategy for Edenburg  Quarterly	Establishment of steering committee and submission of business plan to National treasury in 2016/2017	Orientation of the steering committee	Sitting of the steering committee	Attendance register Minutes of the meeting Progress report	STR Strategic document	Operational	
2	Creation of temporary jobs through implementation of local economic initiative	LED2	Creation of conducive environment for economic growth and job opportunities	110 jobs created through municipality local economic development initiatives including capital projects by 30 June 2018.	0 jobs created through LED initiatives.  30 June 2018.	100 jobs created. 2016/2017	-	-	-	Yearly report on job creations  Employment contracts	Operational	
3	To promote & encourage agricultural initiative	LED3	Provide emerging farmers with commonage land.	Reviewing of commonage policy by 30 June 2018.	Commonage Policy by 30 June 2018.	Commonage Policy and Consultation with stakeholder 2016/2017.	-	-	-	Reviewed Commonage policy  Council Resolution.	Operational	

**SERVICE DELIVERY AND INFRASTRUCTURE (COMMUNITY SERVICES)**

KPA			SERVICE DELIVERY AND INFRASTRUCTURE (COMMUNITY SERVICES)								
KEY STRATEGIC OBJECTIVE			ERADICATE BACKLOGS IN ORDER TO IMPROVE ACCESS TO BASIC SERVICES AND ENSURE PROPER OPERATIONS AND MAINTENANCE OF THE								
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 2017 – July – Sept2017	Q2 Oct2017- Dec 2017	Q3 Jan 2018- March 2018	Q4 April 2018- June 2018	Budget
1	IDP Objective: To provide access to water in a sustainable manner.	SD11	Access to water	Identification of Backlogs for Households Connection	Annual Service delivery backlog report by 30 June 2018	New indicator	-	-	-	Backlog Report	Operational
2	IDP Objective: To provide access to water in a sustainable manner.	SD12	Access to water	Monitoring and maintenance of internal reticulation network (water)	Quarterly monitoring of water leakages and households connections of water	New KPI	Complaints register	Complaints register	Complaints register	Complaints register	Operational
3	To ensure provision solid waste removal services to all households.	SD13	Clean and healthy environment	Removal of household refuse fortnightly	Removal of household refuse fortnightly	Refuse was removed to 13613 households in 16/17	Unit Managers/ Technical Supervisors Job Card	Unit Managers / Technical Supervisors	Unit Managers/ Technical Supervisors Job Card	Unit Managers / Technical Supervisors	Operational

KPA			SERVICE DELIVERY AND INFRASTRUCTURE (COMMUNITY SERVICES)									
KEY STRATEGIC OBJECTIVE			ERADICATE BACKLOGS IN ORDER TO IMPROVE ACCESS TO BASIC SERVICES AND ENSURE PROPER OPERATIONS AND MAINTENANCE OF THE									
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 2017 - Sept2017	July - Oct2017- Dec 2017	Q2 2018- March 2018	Q3 Jan 2018- June 2018	Q4 April 2018- June 2018	Budget
									rs Job Card		rs Job Card	
4	IDP Objective: To increase available space for cemeteries in Kopanong	SDI4	Extension of existing cemeteries and new cemeteries	Identification and subdivision of land for cemeteries by 30 June 2018	Testing of the soil for the identified land cemeteries by 30 June 2018	New indicator	-	-	-		Geo technical report	Operational
6	Maintenance of streets and cleaning of storm water channels	SDI6	Easy flow of traffic	Patching of potholes in all 9 Towns Bi-annually	Patching of potholes in all 9 Towns Bi-annually				Requisitions for the purchase of Road Marking paints			Operational
7	Maintenance of streets and cleaning of storm water channels	SDI7	Reduction of flooding.	Cleaning of storm water channels in all units of Kopanong on a monthly basis.	Cleaning of storm water channels in all units of Kopanong on a monthly basis.	Most of the Storm Water Channels are blocked by sand which results to water	Unit Managers/ Technical Supervisors Job Card	Unit Managers / Technical Supervisors Job Card	Unit Managers/ Technical Supervisors Job Card	Unit Managers / Technical Supervisors Job Card		Operational

KPA			SERVICE DELIVERY AND INFRASTRUCTURE (COMMUNITY SERVICES)									
KEY STRATEGIC OBJECTIVE			ERADICATE BACKLOGS IN ORDER TO IMPROVE ACCESS TO BASIC SERVICES AND ENSURE PROPER OPERATIONS AND MAINTENANCE OF THE									
KPI No	IDP-objective/goal	IDP Programme number	Key Performance outcome	Key Performance Indicator (KPI)	Annual Target	Baseline (June 2018)	Q1 2017 - Sept2017	July - Oct2017- Dec 2017	Q2 2018- March 2018	Q3 Jan 2018- June 2018	Q4 April 2018- June 2018	Budget
						overflow and damages houses and other properties / facilities.						
8	Maintenance of sports facilities	SDI8	Clean sports facilities	Cleaning of main sports facilities for:  Edenburg(Ha Rasebei) Trompsburg (Caleb Motshabi) Fauresmith (Ipopeng) Weekly.	Cleaning of main sports facilities for:  Edenburg(Ha Rasebei) Trompsburg (Caleb Motshabi) Fauresmith (Ipopeng) Weekly.	Main sports facilities were maintained	Action plan  Monthly Progress Reports from Manager	Action plan  Monthly Progress Reports from Manager	Action plan  Monthly Progress Reports from Manager	Action plan  Monthly Progress Reports from Manager	Operational	

## **PROJECT INTEGRATION SECTION D**

### **DEPARTMENT OF SPORT, ARTS AND CULTURE**

<b><u>PROJECT NAME</u></b>	<b><u>WARD</u></b>	<b><u>PROJECT STAGE</u></b>	<b><u>2019/2020</u></b>	<b><u>2020/2021</u></b>	<b><u>2021/2022</u></b>
GARIEP DAM LIBRARY	4	EIA	R6 000	R6 000	R6 000

<b><u>PROJECT NAME</u></b>	<b><u>WARD</u></b>	<b><u>PROJECT STAGE</u></b>	<b><u>2019/2020</u></b>	<b><u>2020/2021</u></b>	<b><u>2021/2022</u></b>
COMMUNITY HALL RENOVATIONS	7	DESIGN	R6 000	R6 000	R6 000

<b><u>PROJECT NAME</u></b>	<b><u>WARD</u></b>	<b><u>PROJECT STAGE</u></b>	<b><u>2019/2020</u></b>	<b><u>2020/2021</u></b>	<b><u>2021/2022</u></b>
Climate Change Response and Adaptation implementation Plan	KLM	Implementation	R1.25 million	0	0
Review of AQMP	KLM	Implementation	R1.8 million	0	0

**16. HIGH LEVEL SECTOR PLANS (SDF):**

Overview of the legislated and service delivery sector plans.

In this section the high level sector plans should demonstrate the following:

- How they relate to the status quo analysis
- How they contribute to the achievement of strategic objectives
- Demonstrate the relationship between the sector plan and programmes and projects of the municipality

**17. ANNUAL OPERATIONAL PLAN (DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN)**

One Year Detailed Operational Plan that speaks to SDF.

*(Reviewed Annually)*

**18. FINANCIAL STRATEGY (FINANCIAL PLAN)**

Multi-Year Budget with a three year commitment and a strategy for municipal revenue generation, outside of grants, over a medium to long term.



**19. ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE**  
**MANAGEMENT SYSTEM**

Key Performance Indicators linked to each objective and Annual Performance Report of previous year.

Organizational Key Performance Indicators linked to departmental indicators

Departmental indicators linked to outputs in the Performance Agreement

Outputs in the Performance Agreements linked to activities in the operational plans and indicators

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## 1. Introduction

This framework is a policy document that Kopanong Local Municipality (“KLM”) has embarked on a comprehensive review, and is to serve as a formal Performance Management Framework. Although chapter six of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) provides no definition of Performance Management System (“PMS”), the Municipal Planning and Performance Management Regulations of 2001 define the *PMS as a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determination of roles of the different role-players.*

Furthermore, this policy-framework sets out the requirements that the Kopanong Municipality's PMS will fulfil, the principles that informed its development and subsequent implementation, the preferred performance model of the Municipality, the process by which the system will work and the delegation of responsibilities to different role-players in the process and an implementation plan for the system.

## 2. The legislative framework for performance management

KLM PMS framework is largely influenced by policy instruments such as Chapter 6 of Municipal Systems Act and Regulations 32 of 2000, and the Municipal Planning and Performance Regulations, 2001 provides that,

“Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query, others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased and public trust in the local government system enhanced”

The above-quoted White Paper is also supported by Batho Pele principles, which policies were given legal stature through the enactment of the Local Government: Municipal Systems Act 2000 (Act 32 of 2000). The said Act requires all municipalities to:

- Develop a performance management system
- Set key performance indicators and performance targets for each of the development priorities and objectives as contained in Integrated Development Plan (IDP)
- monitor and review the performance of the Municipality against the key performance indicators and targets, as well as the performance management system itself;
  
- Publish an annual performance report on the performance of the Municipality as part of its annual report required by the Local Government: Municipal Finance Management Act 2003 (Act No 56 of 2003) (MFMA);
- Incorporate and report on a set of national key performance indicators as prescribed by the Minister responsible for local government;

- Conduct, on a continuous basis, an internal audit of all performance measures;
- Have their annual performance report audited by the Auditor-General;
- Involve the community in setting indicators and targets and reviewing municipal performance.

The then Minister of Provincial and Local Government published the Municipal Planning and Performance Management Regulations (2001) in terms of the Municipal Systems Act setting out in detail the requirements for performance management. The Regulations also contain the general indicators prescribed by the Minister.

The (MFMA) contains various important provisions related to municipal performance management. It requires that a municipality must, together with its annual budget, approve measurable performance objectives for revenue from each revenue source and for each vote in the budget, taking into account the municipality's IDP. It further requires the mayor to ensure that she/he approves a service delivery and budget implementation plan (SDBIP) within 28 days after the council adopted its budget. An SDBIP must include service delivery targets and performance indicators for each quarter. In terms of section 72 of the MFMA, the municipal manager must not later than 25 January each year assess the performance of the municipality during the first half of the financial year and submit a report thereon to the mayor and the National and Provincial Treasuries. The mayor must submit the mid-year assessment report to the council not later than 30 January. The Municipality must lastly compile an annual report, which must include the Municipality's performance report compiled in terms of the Municipal Systems Act.

### 3. KLM's approach to performance management

KLM's performance management approach must be part of a broader system of strategic management. This strategic management process must ensure that the Municipality is managed and directed through the integrated development planning, budgeting and performance management processes. The figure below shows how the performance management process both mirrors and integrates with the planning process.

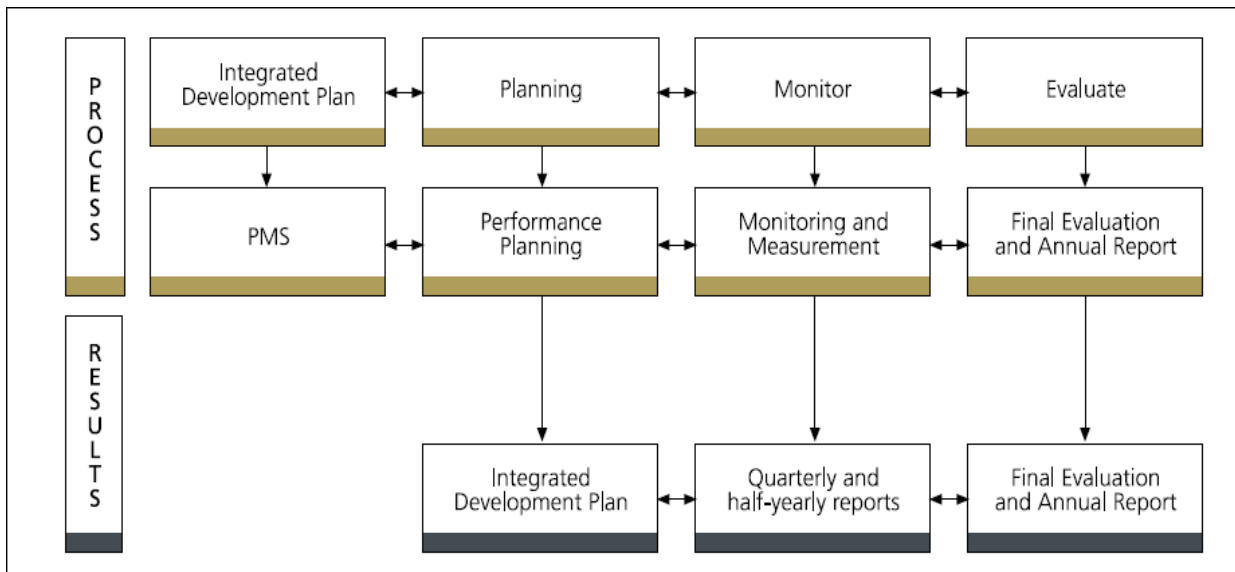


Figure 1: Relationship between the performance management and the planning process

The performance management process then unfolds at a number of different levels, each aligned to the next.

Performance management can be applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in a municipality including strategic (sometimes also referred to as organisational, institutional or corporate) level, operational (also referred to as services, departmental or section/team) level and lastly, individual level.

At strategic level, the five-year IDP of a municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives. The SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The key performance indicators and performance targets set for the Kopanong Municipality at strategic level are captured in organisational scorecard. The organisational scorecard has been divided into the following key performance areas:

- Financial Viability and Management
- Democracy and Governance
- Infrastructure and Services
- Institutional Transformation & Development
- Social and Economic development

A separate scorecard was also developed for reporting on the general key performance indicators set by the Minister of Provincial and Local Government.

By cascading performance measures from strategic to operational level, both the IDP and the SDBIP, form the link to individual performance management. This ensures that performance management at the various levels relate to one another as required by the Municipal Planning and Performance Regulations. Once the municipality has finalised the SDBIP it should be integrated/included with the performance management system to ensure the cascading of performance measures into the performance agreements of the Municipal Manager and managers directly accountable to him.

The MFMA specifically requires that the annual performance agreements of senior managers must be linked to the SDBIP and the measurable performance objectives approved with the budget.

Figure 2 demonstrates the alignment between the three levels and also indicates the different measurement and the tools used in each level.

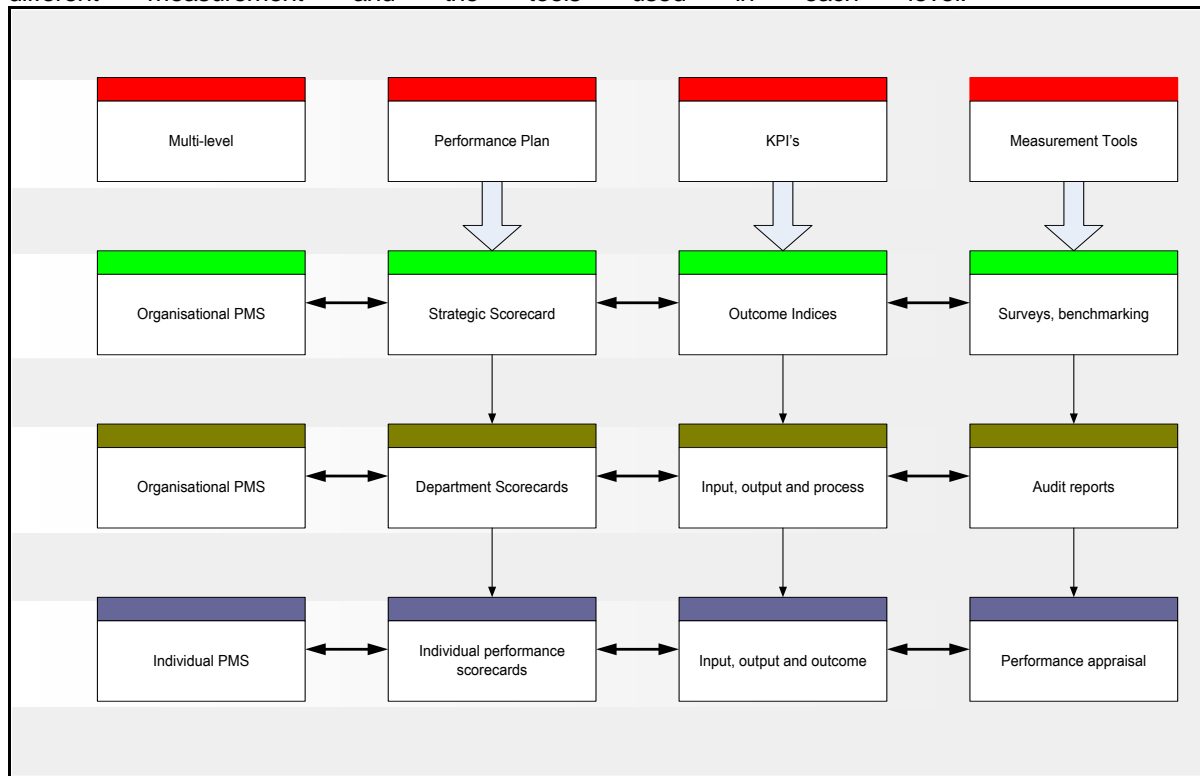


Figure 2: Levels of performance management

The Municipality's performance management system should be both dynamic and evolving. It is premised on principles of continuous need for improvement. In ensuring continuous improvement to the Municipality's performance management system, a number of initiatives should be undertaken to nurture and harness the system's capability at all three levels:

- Cascading of the performance management to individuals within the Municipality is the cornerstone of the system. The performance management system at the individual level is

aimed at clearly identifying what it takes to achieve the strategic agenda and political priorities;

- Ensuring that management and staff understand what they are responsible for in achieving the Municipality's goals. The following initiatives should be undertaken to ensure that accountability for performance is constantly assigned and well understood:
  - Managers and strategic support officials, once an appropriate and user-friendly system is adopted, need to be capacitated on the operationalisation and utilisation of the appropriate system to simplify performance management and performance reporting;
  - Performance agreements of all section 57 employees must be concluded within one month after the beginning of the municipal financial year;
  - New scorecards (2011/2012) must outline both the annual as well as quarterly targets to accommodate the performance tracking system as shall be developed by the Municipality;
  - All employees must be encouraged to develop individual development plans in order to acquire competencies necessary to ensure higher levels of performance on their respective key performance areas.

#### 4. Objectives of the Performance Management System

As indicated above the Municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. The PMS should seek to achieve the following objectives:

##### *Facilitate increased accountability*

The PMS should provide a mechanism for ensuring increased accountability of employees to the Council and councillors to local communities and other external stakeholders

##### *Facilitate learning and improvement*

The PMS should facilitate learning in order to enable the Municipality to improve service delivery.

##### *Provide early warning signals*

It is important that the system ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if and when necessary.

##### *Facilitate decision-making*

The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

#### 5. Principles governing the PMS of the Municipality

The process of developing a PMS for the Municipality was guided by the planning framework, which includes the principles that informed the development of the Municipality's PMS. The said principles are the following:

- simplicity so as to facilitate implementation given any current capacity constraints,
- politically acceptable to all political role-players
- administratively managed in terms of its day-to-day implementation,
- implementable within any current resource constraints,
- transparency and accountability both in terms of developing and implementing the system,
- efficient and sustainable in terms of the on-going implementation and application of the system,
- public participation in terms of granting citizens their constitutional right to participate in the process,
- integration of the PMS with the other strategic management processes within the Municipality including the IDP,
- objectivity based on credible information and lastly,
- Reliability of the information provided on the progress in achieving the objectives as set out in its IDP.

#### 6. Preferred performance management model

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. As such a model provides a common framework for what aspects of performance are going to be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

A number of performance models are available and any of them could be applied by the Municipality. The available models include the Municipal Scorecard, Balanced Scorecard, Performance Excellence Model and the Key Performance Area Model. KLM has chosen the Key Performance Area Model as its preferred model. In terms of the said model all indicators are grouped together into five key performance areas namely financial viability and management, institutional transformation and development, infrastructure and service delivery, social and economic development and democracy and governance, and all the Municipality's performance scorecards have been structured accordingly.

In terms of Regulation 10 of the Municipal Planning and Performance Management Regulations, 2001, all municipalities must report on general national KPIs by the end of the financial year. The reasons why it is important to incorporate the national KPIs into the municipality's set of measures is to:

- Ensure accountability.
- Direct municipalities to focus on national goals and priorities.
- Measure the impact of municipalities on national transformation, development and service delivery programmes.
- Enable benchmarking and create the basis for performance comparison across municipalities.
- Bring some uniformity in the system by ensuring that there is commonality of measures in performance evaluation across municipalities.

The seven (7) general KPIs are provided for in Regulation 10 of the 2001 Municipal Planning and Performance Regulations and are listed below:

- a. the percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b. the percentage of households earning less than R1100 per month with access to free basic services;
- c. the percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- d. the number of jobs created through the municipality's local, economic development initiatives including capital projects;
- e. the number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan;
- f. the percentage of the municipality's budget actually spent on implementing its workplace skills plan; and
- g. the municipality's financial viability as expressed by the ratios for debt coverage, outstanding service debtors to revenue and cost coverage.

### **Provide Baseline Information for each KPI**

KLM will determine the baseline indicator for each set KPI. A baseline indicator is the value (or status quo) of the indicator prior to the period over which performance is to be monitored and reviewed. This process will be together with setting annual performance targets for each identified KPI. Performance targets will comply with the SMART principles (Specific,



Measurable, Achievable, Realistic and Time related). It is important to guard against setting too many performance targets.

Target dates for the completion of actions should be set in conjunction with those Departments responsible for their achievement. It is important to be realistic in the setting of target. If realistic targets are not set the municipality will create false expectations and also set its employees up for failure. A need to align and develop risk management strategies to targets is necessary.

These targets will then be followed by unpacking of each of the annual targets and dividing them into quarterly targets. Provision must be made in the organizational scorecards for targets to be met in respect of the first, second, third or fourth quarter.

### **Allocating Responsibility**

It is also necessary to decide who takes responsibility for what actions. In the case of the organisational scorecard responsibility would be allocated to a Department. With regards to departmental and other lower echelon scorecards a name must be placed alongside each action described above. This is also a way of cascading the responsibility from the strategic level down to the operational level and from the organisational goals right down to individual employee performance. The allocation of responsibility should be consistent with the employees' duties and functions as identified on the incumbent's job description or profile. In this way individual employees can also see exactly what their roles are in achieving the strategic objectives.

#### 7. The process of managing performance

The annual process of managing performance at organisational level in the Municipality involves the steps as set out in the diagram below:

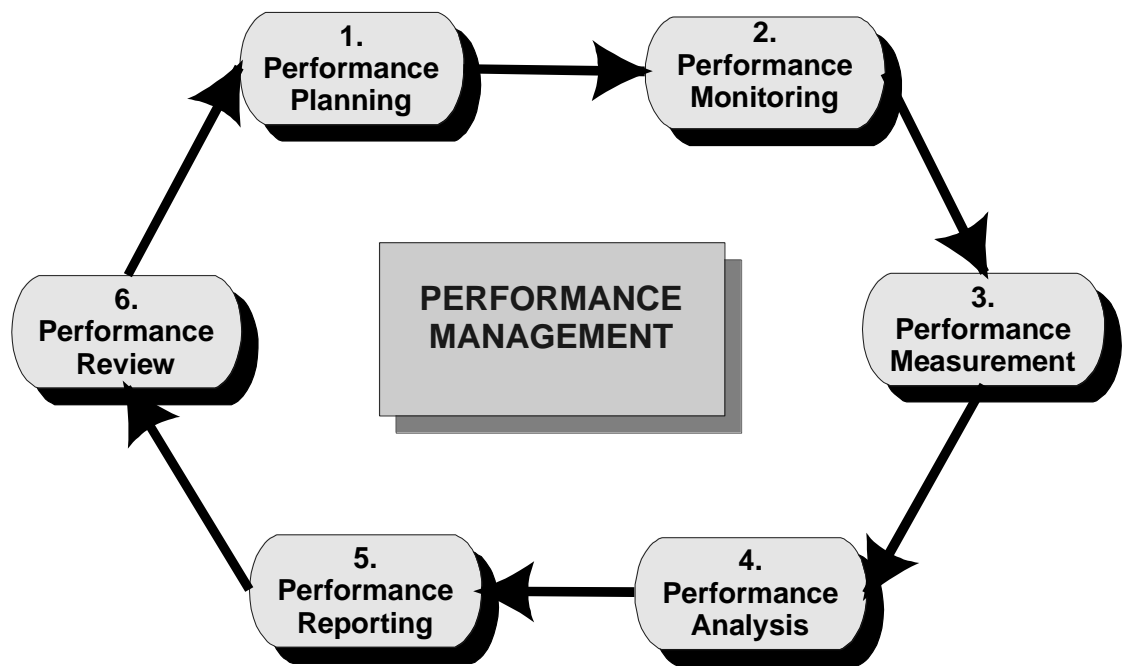


Figure 3: Performance management process

The following table spells out in more detail the role of all relevant role-players in each of the above steps:

Stakeholders	Performance Planning	Measurement Analysis	and Performance Reporting & Reviews
Citizens and Communities	<ul style="list-style-type: none"> <li>Influence the choice of indicators and setting of targets</li> </ul>		Be given the opportunity to review municipal performance and suggest new indicators and targets
Council	<ul style="list-style-type: none"> <li>Adopt indicators and set targets</li> </ul>		Review municipal performance bi-annually
Executive Committee and the IDP Steering Committee	<ul style="list-style-type: none"> <li>Recommend indicators and targets</li> <li>Communicate the plan to other stakeholders</li> </ul>		Conduct the major reviews of municipal performance, determining where goals had or had not been met, what the causal reasons were and to adopt response strategies
Municipal Manager + HODs	Assist the Executive Committee in <ul style="list-style-type: none"> <li>Identify and propose indicators and targets</li> <li>Communicate the plan to other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Regularly monitor the implementation of the IDP, identifying risks early</li> <li>Ensure that regular monitoring (measurement, analysis and reporting) is happening in the organisation</li> <li>Intervene in performance problems on a daily operational basis</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular reviews of performance</li> <li>Ensure the availability of information</li> <li>Propose response strategies to the Executive Committee</li> </ul>

Stakeholders	Performance Planning	Measurement and Analysis	Performance Reporting & Reviews
Directorate Managers	Develop service plans for integration with other sectors within the strategy of the organisation	<ul style="list-style-type: none"> <li>• Measure performance according to agreed indicators, analyse and report regularly</li> <li>• Manage implementation and intervene where necessary</li> <li>• Inform decision-makers of risks to service delivery timeously</li> </ul>	Conduct reviews of service performance against plan before other reviews
Internal Audit Section		Audit the reliability of performance reporting	<ul style="list-style-type: none"> <li>× Audit the functionality of the performance management system</li> <li>× Initiate the annual review of the performance management system</li> </ul>

Table 1: Role-players in the performance management process

The balance of this framework looks at each of the steps in more detail and how they will unfold in the process of managing performance in the Municipality. Although the steps and what follows relates mainly to performance management at strategic level, the principles and approaches as espoused could also be applied to performance management at operational level.

#### 7.1 Performance Planning (March – June)

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof, forms an important component of the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality have under-performed.

#### 7.2 Performance monitoring (In Year)

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator as set out in the organisational scorecard (or a service delivery target contained in an annual SDBIP) continuously monitors current performance against set targets. The aim of the monitoring process is to take appropriate and timely corrective action if it is anticipated that a specific target will not be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of KLM, it is recommended that the organisational scorecard of the Municipality be reported on a six monthly basis to the Council.

Performance monitoring requires that between formal performance measurements appropriate action should be taken if it becomes evident that a specific performance target is unlikely to be met. It is therefore proposed that managers track performance trends against targets for those indicators that lie within the area of accountability of their respective Departments at least on a monthly basis as a means of early identification of performance related problems and to take appropriate remedial action.

It is further recommended that each manager delegate to the direct line manager the responsibility to monitor the performance for his/her unit. Such line managers are, after all, best placed given their understanding of their unit to monitor on a regular basis whether targets are being met currently or will be met in future, what the contributing factors are to the level of performance and what interim remedial action needs to be undertaken.

### 7.3 Performance measurement (Quarterly)

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. Given the fact that initially at least the Municipality will have to rely on a manual process to manage its performance, provision has been made in the organisational scorecard for the name of an official responsible for reporting on each indicator (please note that this might not necessarily be the same official accountable for performance on an indicator).

The said official will, when performance measurement is due, have to collect and collate the necessary performance data and capture the result against the target for the period concerned on the organisational scorecard and report the result to his/her manager making use of the required reporting format after completing the next step (see performance analysis below). It should be noted at this stage that for each of the scorecards two formats exist, namely a planning format and a reporting format. The planning format is used to plan and capture the data relating to each performance target for each indicator every month whilst the reporting format is used to report actual performance quarterly against targets to the Executive Committee.

### 7.4 Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous steps to determine whether targets have been met and exceeded and to predict whether future targets is likely to be met or not. Where targets have not been met, performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted

in such success should be documented and shared so as to ensure organisational learning.

In practice, the afore-mentioned entails that the manager responsible for each indicator will have to, after capturing the performance data against targets on the organisational scorecard, analyse the underlying reasons why a target has/has not been met and capture a summary of his/her findings on the performance report. The manager will thereafter have to compile a draft recommendation of the corrective action proposed in instances where a target has not been met and also capture this in the performance report. Provision has been made on the reporting format to capture both the reason for the performance status (in other words the results of the analysis undertaken) and the 'corrective action' proposed.

The completed organisational scorecard must be submitted to a formal meeting of the senior management team for further analysis and consideration of the draft recommendations as captured by the relevant managers. This level of analysis should examine performance across the organisation in terms of all its priorities with the aim to reveal and capture whether any broader organisational factors are limiting the ability to meet any performance targets in addition to those aspects already captured by the relevant manager.

The analysis of the organisational scorecards by senior management should also ensure that quality performance reports are submitted to Councillors and that adequate response strategies are proposed in cases of poor performance. Only once senior management has considered the organisational scorecard, agreed to the analyses undertaken and captured therein and have reached consensus on any corrective action, can the organisational scorecards be submitted to the Executive Committee for consideration and review.

## 7.5 Performance reporting and review (Quarterly and Annually)

The next two steps in the process of performance management, namely that of performance reporting and performance review will be dealt with at the same time. This section is further divided into three sections dealing with the requirements for in-year versus annual reporting and reviews respectively and, lastly, a summary is provided of the various reporting requirements.

### 7.5.1 In-year performance reporting and review (Monthly, Quarterly, mid-Year, Annually)

The submission of the organisational scorecards to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event, namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the organisational scorecards be submitted to the Executive Committee for consideration and review on a six monthly basis. The reporting should therefore take place in January (for the period July to the end of December) and July (for the period January to the end of June).

The review in January will coincide with the mid-year performance assessment required by section 72 of the MFMA.

Performance review is the process where the leadership of an organisation, after the performance of the organisation has been measured and reported to it reviews the results and decides on appropriate action. In reviewing the organisational scorecards submitted to it on a six monthly basis, The Executive Committee will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons are provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed, these must to be adopted as formal resolutions of Council.

### 7.5.2 Annual performance reporting and review

On an annual basis a comprehensive report on the performance of the Municipality must be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary it requires that:

- All municipalities for each financial year compile an annual report;
- The annual report must be tabled in the council within seven months after the end of the financial year;

- The annual report must immediately after it has been tabled, be made public and the local community invited to submit representations thereon;
- The Council must consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report;
- The oversight report as adopted by the council must be made public;
- The annual report as tabled and the Council's oversight report must be forwarded to the Auditor-General, the Provincial Treasury and the Department of Cooperative Governance
- The annual report as tabled and the Council's oversight report must be submitted to the Provincial Legislature.

The oversight report provides the opportunity for the Council to review the performance of the Municipality. The requirement that the annual report once tabled, and the oversight report be made public, provides the mechanism for the general public to review the performance of the Municipality. It is however proposed that in an effort to assist the public in the process and subject to the availability of funding, a user-friendly citizens' report be produced for public consumption in addition to the formal annual report. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

It is also proposed that annually a public campaign be embarked upon to involve the citizens of KLM in the review of the Municipality's performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards should be used to convey the annual report.
- The public should be invited to submit comments on the annual report via telephone, fax and email.
- Public hearings could be held in a variety of venues across the Municipality to obtain input on the annual report.
- Making use of existing structures such as ward committees to disseminate the annual report and invite comments.
- Hosting a number of public meetings and road shows at which the annual report could be discussed and input invited.
- Producing a special issue of the municipal newsletter in which the annual report is highlighted and the public invited to comment.
- Posting the annual report on the Municipality's website and inviting input.
- The public review process should be concluded by a formal review of the annual report by the IDP Representative Forum of the Municipality.

Lastly it should be mentioned that the performance report of a municipality is only one element of the annual report and to ensure that the outcome thereof timeously inform

the next cycle of performance planning in terms of an IDP compilation/review process, it is recommended that the annual performance report be compiled and completed as soon after the end of a financial year as possible but ideally not later than two months after financial-year end.



### 7.5.3 Summary of various performance reporting requirements

The following table, derived from both the statutory framework for performance management and this PMS framework, summarises for ease of reference and understanding, the various reporting deadlines as applied to the Municipality:



Report	Frequency	Submitted for consideration and/or review to	Remarks
1. Departmental SDBIPs	Continuous	Manager of Department	See MFMA Circular 13 of National Treasury for further information
2. Monthly budget statements	Monthly	Mayor	See sections 71 and 54 of the MFMA
3. Organisational scorecards	Six monthly	Executive Committee	This PMS framework (see section 7.5.1 above)
4. Mid-year budget and performance assessment	Annually during January of each year	Mayor	See sections 72 and 54 of the MFMA
5. Performance report	Annually	Council	See section 46 of the Municipal Systems Act. Said report to form part of the annual report (see 7 below)
6. Annual report	Annually	Council	See chapter 12 of the MFMA

Table 2: PMS reporting requirements

## REPORTING

### Who Reports to Whom?

The reporting process will follow the lines of accountability as detailed in the performance monitoring, measurement and review phases above. Reports will be submitted to all different stakeholders using following internal processes as outlined above and through the different political and community stakeholders as required by the Municipal Systems Act, the Municipal Finance Management Act and the Performance Regulations. Reports will be submitted to the following stakeholders during the timelines outlined in the municipality's performance process plan as shown under the **Performance (Cycle) Management process** section: pg 11-17

- KLM Council reporting to Communities;
- KLM Council reporting to Ward Committees;
- Mayor reporting to Council;
- Municipal Manager reporting to the Mayor and the Mayoral Committee;
- Heads of Departments reporting to the Municipal Manager, through the Executive Management Team, and to Portfolio Committees;
- Section Managers reporting to Heads of Departments; and
- Employees reporting to their section managers and supervisors.

## Tracking and Managing the Reporting Process

To ensure that the reporting processes runs smoothly and effectively, the PMS Unit in the Office of the Municipal Manager will co-ordinate all activities related to efficient reporting. The functions of the Unit in this instance include the following:

- Developing a process plan or timetable for all reporting processes for the year;
- Prepare logistics for reporting;
- Improve the reporting format, should there be a necessity to do so;
- Track and monitor reporting processes;
- Control the quality of reports going to reviews at political levels in terms of alignment with the adopted reporting format;
- Analyse departmental performance reports;
- Compile quarterly organisational performance reports and the annual report; and
- Review the reporting process and suggest improvements.

## Publication of Performance Reports

The annual report is required by legislation to be availed to the public. KLM will, however, within its resources and capacity, keep the communities more frequently informed of performance information through: (these will depend on your communication strategy and budget)

- a. Publication of reports in the municipal website
- b. Press releases
- c. Press Briefings
- d. Publication of pamphlets or newsletters
- e. Local Radio programmes
- f. Ward Committee meetings.

## Public Feedback Mechanisms

Public feedback on reported performance will be during IDP review processes, annual customer surveys and through ward committee meetings.

### 8. The auditing of performance measures

#### 8.1 The role of internal audit in performance management

In order for the performance management system to enjoy credibility and legitimacy from the public and other stakeholders, performance reports, particularly the annual performance report, must be audited. Audits should ensure that reported performance information is accurate, valid and reliable.

The MFMA requires that the Municipality must establish an internal audit unit. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures must be audited by the Municipality's internal auditors as part of the internal auditing process. The Auditor-General must annually audit the Municipality's performance measurement results.

The Municipal Planning and Performance Management Regulations stipulate that the internal auditors must on a continuous basis, audit the performance measurements of the Municipality and submit quarterly reports on their audits to the Municipal Manager and the Municipality's performance audit committee.

In terms of the provisions of the Municipal Systems Act and the Performance Regulations of 2001, the annual performance report must be audited internally, and before being tabled and made public, the annual performance report will also be audited by the Auditor-General. It is therefore important to allow sufficient time between completion of annual reports and the tabling of the annual report for auditing.

After being reviewed by the council, the annual report must then be submitted to the Auditor-General before 31 August of every year, for auditing and be submitted to the MEC for local government in the province for the MEC to complete an annual report of performance of all municipalities in the province, identifying poor performing municipalities and proposing remedial action and submit the provincial report to the national minister. The national minister will then present a consolidated report to parliament.

Internal performance auditing must include an assessment of the following:

- (i) The *functionality* of the municipality's performance management system.
- (ii) Whether the municipality's performance management system *complies* with the Act.
- (iii) The extent to which the municipality's performance measurements are *reliable* in measuring the performance of municipalities by making use of indicators.

Each of the aforementioned aspects will now be looked at briefly.

- **Functionality**  
A system, process or mechanism functions properly if it operates as expected. Applied to the Municipality's PMS it means that the internal auditors must determine and give an opinion on whether the PMS and its various components operate as intended.
- **Compliance**  
To comply means to act in the way as was commanded by the law-maker. Applied to the Municipality's PMS the requirements of the Municipal Systems Act, Municipal Planning and Performance Management Regulations and the MFMA must be met. This compliance check would require that the Municipality's internal auditors, at least on an annual basis, verify that the Municipality's PMS complies with the said legal requirements.
- **Reliability**  
To be reliable means to be trustworthy or dependable. Reliability in the context of PMS refers to the extent to which any performance measures reported upon are reliable, i.e. factually correct and believable. Auditing the reliability of the Municipality's performance measurement results will entail the continuous verification of data supplied as performance results. This will require that the Municipality establishes a proper information management system (electronically or otherwise) so that the internal auditors are able to access information regularly and to verify its correctness.

## Internal Auditing of Performance Measurements

### **The Internal Audit Unit of KLM**

In terms of Regulation 14 of the Planning and Performance Regulations of 2001, every municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. The functions of the internal audit unit include the assessment of the following:

- (i) the functionality of the municipality's performance management system;
- (ii) whether the municipality's performance management system complies with the provisions of the Municipal Systems Act; and
- (iii) the extent to which the municipality's performance measurements are reliable in measuring performance of municipalities on its own indicators and the national indicators

The Regulations further provides that the municipality's internal auditors must:

- (i) on a continuous basis audit the performance measurements of the municipality; and
- (ii) submit quarterly reports on their audits to the municipal manager and the performance audit committee.

KLM has established an Internal Audit unit whose functions are provided for by the 2001 Performance Regulations as indicated in the above extract. The Internal Audit Unit will be responsible for quality checks balances of all performance information submitted for measurement and review. Quality control is the central and key function of the Unit that will ensure achievement of effective and efficient performance by **KLM** the Municipal Manager and the Mayor will place reliance on the performance audit risk assessments and audit reports to make informed decisions and motivate for any reviews and improvements to the municipal council and communities.

### 8.2 Performance Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the Council establish a performance audit committee consisting of a minimum of three members, the majority of whom may not be employees of the municipality. No councillor may be a member of the performance audit committee.

The performance audit committee must:

- review the quarterly reports submitted to it by the internal auditors
- review the municipality's PMS and make recommendations in this regard to the Council
- at least twice during a financial year submit an audit report to the Council

### 8.3 Performance Investigations

The Performance Audit Committee should be able to commission in-depth performance investigations where there is either continued poor performance, if the reported

performance measurements are unreliable or on a random ad hoc basis. The performance investigations should assess:

- The reliability of reported information
- The variance between actual performance and set targets
- The reasons for any material variance
- Corrective action and improvement strategies

While the internal auditors may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be audited, should be used. The Council should set clear terms of reference for each such investigation.

It is crucial that Organisational PMS be paired with Individual PMS

## **EMPLOYEE PERFORMANCE MANAGEMENT**

### **9.1 Legal Framework that Governs Employee Performance Management**

In local government, municipal employees now fall into two broad categories: namely, the employees who are governed by Section 57 of the Municipal Systems Act (as amended, section 54(a) and enter into time-specified employment contracts with the municipality, and those that are employed on permanent basis and are governed by the provisions of the Local Government Bargaining Council. In this policy framework, all the employees employed under Section 57 (as amended) will be referred to as “**Section 57 Managers**” and those under the Bargaining Council will be referred to as “**Permanent Employees**”.

The local government legislation has provided guidance on managing and rewarding performance of Section 57 Managers, i.e. the Municipal Manager and all Managers directly accountable to her. The Performance Management Regulations for Municipal Managers and Managers Directly Accountable of 2006 make special provisions for employment and managing performance of these employees. The pertinent provisions will be outlined briefly below. However a full copy of the regulations will be attached as one of the appendices to this policy framework.

Section 57 managers must enter into employment contract with the municipality within sixty (60) days on assumption of duties and the regulations give a detailed guide on the elements of an employment contract;

**Performance Agreements** must be signed on each financial year or part thereof;

A new **performance agreement** must be concluded within **one month** after the commencement of the new financial year, i.e. by 31 July of every year;

A **personal development plan** must be documented at the end of the performance review and form part of the performance agreement;

The employee’s performance must be assessed against two components:

Key Performance Areas (KPA’s) at (80%) and Core Competency Requirements (CCR’s) at (20%);

A 5 - point rating scale should be provided for each Key Performance Indicator in the employee’s scorecard;

The municipality must establish Evaluation Committees who must meet annually to evaluate the performance of the Municipal Manager and the managers directly accountable to the Municipal Manager;

The Municipal Manager's annual performance must be evaluated by the Mayor, Chairperson of the Performance Audit Committee, Member of the Mayoral Committee, Mayor and/or Municipal Manager from another municipality and Member of a Ward Committee nominated by the Mayor;

Managers directly accountable to the Municipal Manager must be rated by the Municipal Manager, Chairperson of the Performance Audit Committee, Member of the Mayoral Committee and a Municipal Manager from another municipality.

A performance bonus ranging from a minimum of 5% - 14% maximum of the all-inclusive remuneration package may be paid as follows:

If (Bonus Score > = 130-133) bonus = 5%
If (Bonus Score > = 134 -137) bonus = 6%
If (Bonus Score > = 138 – 141) bonus = 7%
If (Bonus Score > = 142 – 145) bonus = 8%
If (Bonus Score > = 146 – 149) bonus = 9%
If (Bonus Score > = 150 – 153) bonus = 10%
If (Bonus Score > = 154 – 157) bonus = 11%
If (Bonus Score > = 158 – 161) bonus = 12%
If (Bonus Score > = 162 – 165) bonus = 13%
If (Bonus Score > = 168 – plus) bonus = 14%

Guaranteed annual cost of living adjustment to salaries must be paid and this is not linked to performance;

Rewarding of Performance for Section 57 employees must be done after the tabling of the annual performance report and the financial audited statements in February annually.

As can be seen from the above provisions, the Section 57 employees in the

**Kopanong Local Municipality** will align with the above regulations and their performance will be measured through their performance plans/scorecards. The same organizational scorecard will be applicable be cascaded to the employee scorecard and these will form part of their performance agreements.

It is the intention of this policy framework to formally incorporate the permanent employees into the overall performance management system of the municipality. This will translate into all employees of the **Kopanong Local Municipality** developing annual scorecards that are aligned to their functional areas of responsibility and thereafter entering into performance agreements with their respective supervisors. Just like in the Section 57 employee performance provisions the performance agreements of the permanent employees will include a personal development plan.

The formats of all scorecards and reporting formats will be similar for all employees to create uniformity and consistency in monitoring performance on both employee and organizational KPIs and performance targets.

The phases of managing individual performance are outlined below.

## 9.2 Aligning Individual Performance to the Organizational

### Performance Management System

The performance of an organisation is integrally linked to that of staff. If employees do not perform an organisation will fail. It is therefore important to manage both the organizational and individual performance at the same time. The relationship between organisational performance and employee performance starts from planning, implementation, monitoring and review. All the 5 phases in the organizational performance apply to the management of individual performance. The monitoring system using weekly, bi-monthly, monthly and quarterly reports is informed by individual activities at sectional and departmental levels. However, individual performance reviews differ from organizational reviews. Each phase will be discussed briefly below.

#### 9.2.1 Phase 1: Planning for Employee Performance

The IDP yields a set of indicators and targets. These become an undertaking of the municipality to the community. The IDP informs the development of the SDBIP and the organizational scorecard. The components of the organizational scorecard will be cascaded to the municipal manager's performance scorecard and performance agreement as she is responsible for the implementation of the IDP. The municipal manager will then extract relevant indicators to inform scorecards of the different Departments. These indicators would then become the indicators and targets of the Heads of Departments to be incorporated in their performance scorecards and agreements. The Heads of Departments will in turn cascade the indicators and targets to lower levels in line with the scope of responsibilities at that level. Therefore, this policy framework establishes a system of individual performance management linked to the organizational performance through the scorecard model.

##### 9.2.1.1 Effecting Weighting and Rating on Employee Scorecards

The Kopanong Local Municipality will adopt a weighting approach to show the relative importance of one indicator against another indicator. Every indicator in an employee's performance scorecard/plan will be assigned a weighting. The total of the weightings on the performance scorecard must add up to 100 points. An important indicator may, for example, be assigned a weighting of 50 out of the total of 100 whereas a less important KPI may be assigned a weighting of 15 out of 100. The purpose of the weightings is to show employees what the key focus areas are in their work.

The weighting of indicators in the scorecard of the Section 57 employees will follow the line of the provisions of the 2006 Performance Regulations. The weighting of 80% will be allocated to KPA-related indicators and 20% of the weighting will be allocated to CCR-related indicators.

The five-point rating scale will apply in evaluation process of all employee performance. The 2006 Performance Regulations sets out the rating as in **Table 1** below.

Table 1: The 5-Point Rating Scale for Employee Performance Appraisals

Level	Terminology	Description	Rating
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the <b>PA</b> and Performance plan and	



		maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and <b>fully</b> achieved all others	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

Local Government: Municipal Performance Regulations for Municipal Mangers and Managers directly accountable to MM, 2006.

The outcome of the planning phase in the individual performance management will result in all employees having signed performance agreements and scorecards at the beginning of every financial year. The provision for employees on probation should apply for employees joining the organisation well after the beginning of the financial year. An employee scorecard template is attached as **Appendix III**.

### 9.2.2 Phase 2: Implementation, Monitoring, Data Analysis and Measurement.

When projects and programmes are implemented, the monitoring system as proposed in the organizational performance phases will apply. All the reporting timelines and information management responsibilities will be carried out as detailed in these phases.

### **9.2.3 Phase 3: Coaching**

Should an employee not be achieving the agreed indicators in his/her performance scorecard the manager/supervisor must assist the employee by managing his/her performance more closely. It is not appropriate that the first time an employee hears about his/her non-performance is at the formal performance review. Employees must be coached and given feedback at least quarterly before review.

### **9.2.4 Phase 4: Employee Performance Review**

This phase involves jointly assessing actual performance against expectations at the end of the performance cycle so as to review and document planned vs. actual performance. The following guidelines will be applicable for conducting individual performance reviews:

A Manager/supervisor will prepare ratings of employee's performance against key performance indicators. The rating will be done by considering the year end actual cumulative as well, the evidence which was documented during the coaching cycle as well as any other relevant input.

The Manager/supervisor will request the employee to prepare for formal appraisal by assessing and rating him/herself against the agreed key performance indicators on their scorecards.

The Manager/supervisor and the employee meet to conduct a formal performance rating with a view to conclude a final rating. The employee may request time to consider the rating. A second meeting will then take place. In the event of a disagreement, the manager/supervisor has the final say with regard to the final rating that is given. The employee reserves his/her right to invoke the applicable grievance procedure should they be in disagreement with the rating awarded.

After the ratings have been agreed upon the scores are calculated.

The Manager/supervisor must make own notes during the formal review meeting. All the criteria that have been specified must be taken into consideration.

Only those KPIs relevant for the review period in question should be rated according to the five point scale as shown above.

After the year-end review the manager/supervisor and the employee prepare and agree on a personal development plan.

The total score is determined once all the indicators have been rated and scored. This is done with a view to establish if an employee is entitled to a notch increase or an accelerated salary progression or a non-financial award. Annual inflation related increments will not be affected by the implementation of the performance management system and cascading it down to all employees.

### **9.2.5 Phase 5: Rewarding Performance**

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees.

The performance reward system applied to Section 57 Employees is different from the performance reward system applied to Permanent Employees who are not Section 57 Employees. Section 57 employees reward system is clearly spelt out in the 2006 Performance Regulations and these rewards are be allocated after the tabling of the receipt of the audit report and tabling of the annual report, i.e. in February of each year.

If an employee is a permanent employee of the .KLM and is thus covered by the conditions of service of the municipality, performance is not directly linked to pay. Currently permanent employees receive an annually bargained increase determined by the South African Local Government Bargaining Council (SALGBC). Permanent employees who perform outstandingly will receive non-cash rewards, until such time as a national remuneration policy dictates otherwise.

The non-cash rewards that will be awarded to permanent employees appear in Table 2 below.

**Table 2: Non-Cash Rewards that will be awarded to Permanent Employees**

Performance levels	Examples of non-cash reward
<b>Outstanding/above performance levels</b>	A. Employee is granted “free” leave days. B. Merit Awards C. Mayoral Excellence Awards D. Promotions
<b>Average performance</b>	No specific reward
<b>Below average performance</b>	Compulsory performance counselling and monthly coaching sessions by manager/supervisor

The employer reserves the right to apply the non-cash rewards for its employees.

### 9.2.6 Critical Dates and Timelines

Over and above the different management processes that Kopanong Local Municipality will be using to implement its this Performance Management Policy Framework, it will also comply with critical dates and timelines that will make the management of performance align with corporate governance principles and enable other stakeholders to perform their roles and responsibilities efficiently and effectively. The critical dates and timelines are listed below in :

**Table 3**

<b>Phase</b>	<b>Organizational activities</b>	<b>Individual activities</b>	<b>Time frame</b>	<b>Responsibility</b>
<b>PLANNING</b>	Development and approval of the SDBIP and organizational scorecard		March – May	Council (Mayor)
		Signing performance Contracts/Plans with rest of staff	31 July	Mayor Section 57 Managers
		Signing performance Contracts/Plans with rest of staff	March – June	Municipal Manager All staff
<b>MONITOR, MEASURE &amp; REVIEW</b>	Monthly Monitoring	Monthly Monitoring	Monthly	Municipal Manager Senior Managers Section managers/ Supervisors
	Quarterly Review/s	Quarterly Reviews	September December March June	Municipal Manager Senior Managers Managers/ Supervisors
		Annual Performance Appraisal	June	Mayor Municipal Manager Senior Managers Managers Supervisors
		Reward and Recognition	June and February	Mayor Municipal Manager Senior Managers
	Quarterly and Mid-Term Reports	Quarterly Reports	September December	Management Team

<b>REPORTING</b>			March	
			June	
	Annual reports	Annual Employee Performance Reports	31 August	Mayor Municipal Manager
		Departmental and Section Heads Reports	Monthly	Management Team Section managers
<b>IMPROVEMENT</b>	Performance Improvement Plans		June	Management & employees

## 9. General issues relating to performance management

The following are some general issues relating to performance management that need to be taken into consideration in implementing the PMS of the Municipality:

### 9.1 Annual review of the Performance Management System: **Review Annually**

One of the functions of the performance audit committee is to review the PMS at least annually alongside IDP. It is envisaged that after an annual review and reporting cycle is complete and the performance audit committee has met, the internal auditors will compile a comprehensive assessment/review report on whether the Municipality's PMS meets the system objectives and principles as set out in this framework and whether the system complies with the Systems Act, the Municipal Planning and Performance Management Regulations and the MFMA. This report must be considered by the performance audit committee and any recommendations regarding amendments or improvements to the PMS, submitted to the Council for consideration.

The Municipal Systems Act requires that the Municipality must annually evaluate its PMS. The review undertaken by the performance audit committee and its recommendations must serve as input into the wider review of the PMS. It is proposed that after the full cycle of the annual review is complete, the Municipal Manager should initiate an evaluation report, taking into account the input provided by departments and the performance audit committee. The report will then be discussed by the Management Team and finally submitted to the Council for consideration.

It is of paramount importance that the municipality not only pay attention to poor performance but also good performance, and it is in this instance that a further recommendation is made for due acknowledgement of excellent performance both at organisational and individual level. It is therefore proposed that an **Annual Mayoral Award for Excellence** be introduced in order to reward excellent performance.

In order to stimulate and inculcate a culture of performance throughout KLM, an Employee Performance Appraisal System ("EPAS") is highly recommended and such will need to be developed and linked to the Municipality's Organisational Performance Management System. The proposed EPAS should be sufficiently supported by an Incentive Policy that will include appropriate incentive schemes such as municipal budget provision for tuition fees, and other ancillary costs at Institutions of Higher Learning. Such recognition for excellent performance can often motivate teams in the work-place to perform better and yield excellent results.

## 9.2 Amendments to key performance indicators and targets

The Municipality should adopt a policy on in-year amendments to indicators and targets. Ideally a KPI or performance target should not be changed until an annual performance cycle is completed. However, it is accepted that extra-ordinary circumstances may demand a change to any KPI or target. It is recommended that such amendments may be proposed but will be subject to the approval of the Executive Committee.

## 9.3 Institutional arrangements

Implementation of the PMS requires a fair amount of management time. It is recommended that the management of the PMS be assigned to a responsible manager in the municipal manager's office. The manager responsible for the PMS must ensure that key performance indicators and performance targets are set; the performance measurements are regularly carried out and reported on.

At the level of employee performance management the responsibility for co-ordination, administration and record keeping should be assigned to the manager responsible for human resource management.

The Municipality also needs to ensure that its internal auditors have the capacity to discharge the additional responsibilities conferred on them effectively and efficiently.

### Monitoring (What is happening?)

Monitoring is process of watching to see how well the municipality is doing throughout the year or whether it is on track to meet its targets and to check whether the broader development objectives are being achieved. Monitoring should give the municipality early warning signs – it is like a mini-performance review that shows whether the municipality is doing well or not at any point. Monitoring is intended to ensure that the right information is obtained, and that this information is not manipulated to produce misleading results. At this stage, reports are submitted giving an account on performance per indicator, highlighting shortcoming / problems and also indicating improvement measures.

### Evaluation (Making sense of what is happening)

The information gathered through the process of monitoring described above, is assessed to understand its relevance and implications to the priority issues, objectives, indicators and targets. Irrelevant and incorrect information should be discarded. The relevant information is analysed and synthesized for its relevance to the IDP. Performance evaluation is a deeper, more detailed process of analysis. The evaluation process does not just look at whether a municipality is performing adequately - it also analyses why there is under-performance or what were the factors that allowed good performance in a particular area

Performance review, in which a comprehensive evaluation of the municipal performance will be conducted, takes place during the mid-year Budget and Performance Assessment in January and at the end of each

financial year when the annual performance report is prepared. In this process the municipality carefully analyses its performance in order to understand why it has performed well or badly during the review period. The analysis is intended to draw conclusions from trends in performance over time and in all political and administrative structures of the municipality. A municipality is required to review its key performance indicators annually as part of their performance review process. Additionally, whenever the municipality amends its IDP, it must also review its KPIs and targets that will be affected by such an amendment. The annual review is informed by reports which are audited by the Audit Committees and measures that were taken during the year to improve performance. The results of the review process will be used to develop corrective measures to improve performance and it also informs the annual report that must be submitted to the Office of the Auditor General and informs the planning stage of the following financial year.

## 10. Conclusion

There are no definitive solutions to managing municipal performance. The process of implementing a performance management system must be seen as a learning process, where the Municipality must continuously improve the way the system works in order to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.

This framework seeks to provide the basis for a structured approach to performance management within the Kopanong Local Municipality. As indicated earlier, proper implementation of this framework lies heavily on commitment and dedicated leadership.



**APPROVAL/ ADOPTION**

Kopanong Local Municipality's 2018/2019 Framework for Implementing Performance Management is **approved/ adopted by the Municipal Council on** \_\_\_\_\_.

Signed on behalf of the Municipal Council by:

\_\_\_\_\_  
**Mr. MM KUBEKA**  
**MUNICIPAL MANAGER**

**20. APPROVAL/ ADOPTION**

The Kopanong Local Municipality's 2019/20120 IDP REVIEW is approved/ adopted by the Municipal Council on **Thursday, 31 May 2018.**

Signed on behalf of the Municipal Council by:

XT Matwa (Councillor)

MAYOR

Date: \_\_\_\_\_

MM Khubeka (Mr)

MUNICIPAL MANAGER

Date: \_\_\_\_\_