

# **Sundays River Valley Municipality**



## **ANNUAL PERFORMANCE REPORT**

**2013/2014**

## **SECTION 1**

### **1. Introduction**

This annual performance report is hereby submitted by the Sundays River Valley Municipality's Municipal Manager in terms of section 121 of the Municipal Finance Management Act, 56 of 2003 read with the Municipal Systems Act, 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 on annual reporting.

In the year under review (2013/2014), Sundays River Valley Municipality (SRVM) had five departments, namely; Technical Services, Finance, Community Services, Corporate Services, and the Municipal Managers Office.

This report covers the performance information from 1 July 2013 to 30 June 2014 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the Integrated Development and Plan (IDP). In addition, the report provides an overview of improvements made to the performance management system and shortcomings that still need to be addressed; progress made in the implementation of the audit action plan; and an overview of financial performance.

### **2. Institutional performance management overview**

In the 2013/2014 financial year, every attempt was made to ensure that the municipality complies with legislation concerning the development, operation and maintenance of a performance management system that is commensurate to the institutional service delivery objectives captured in the IDP. SRVM has continued to maintain the effective operation of the following mechanisms:

- The 2013/2014 IDP included strategic objectives, strategies and key performance indicators (KPIs) as required by the Municipal Systems Act, 32 of 2000;
- The budget for implementation of the IDP was approved within the prescribed timelines prescribed in the Municipal Finance Management Act, 56 of 2003;
- After approval of the budget, the SDBIP was developed to integrate the IDP and the budget and to ensure effective implementation of the institutional strategies;
- Performance agreements with performance plans were developed, signed and approved by the Executive Mayor as required by the Municipal Performance Regulations, 2006;
- The Department of Local Government and Traditional Affairs has acknowledged receipt of the performance agreements.

### **3. Problem Identification for Performance Management**

Management and political leadership is still to cultivate a culture of reporting timeously to the PMS Unit. The late submission of performance information makes it difficult to prepare credible quarterly reports and do internal audits timeously.

Commitment of the performance evaluation panel has been of concern. This issue ought to be addressed at senior management and political level. This problem has the potential to be a catalyst in the paralysis of the quarterly assessment for managers reporting directly to the Municipal Manager as well as the Municipal Managers.

The audit committee has highlighted the issue of 'evidence' for work performed as one that needs particular attention. This cannot be underscored enough. The review panel has noted some disservice to the municipality in areas where some KPAs were implemented by external agents. That has resulted in some KPAs being set aside because the lack of performance on such KPAs are beyond the control of the municipal employees, except to elevate them to other platforms for intervention.

### **4. Proposed Remedial Action**

There needs to be a reduction in the number of KPIs that the Municipality reports on. The reduction on the number of KPIs will afford the institution the opportunity to focus on strategic issues which are well defined, outcome based and not operational in nature.

There ought to be a partnership between the Chief Internal Auditor, the CFO and the IDP/PMS unit, this trio will assess twice a year the SMART (ness) of the KPIs as developed. This ought to occur after the first quarter and at any other time decided by the trio but hopefully before the last quarter.

A column specifying the expected evidence for each key performance indicator was added in the SDBIP so as to ensure that the portfolio of evidence was populated correctly. Currently the electronic tool reflecting the SDBIP does not have this. It is only available in the electronic performance plans when the Directors are reporting for the quarters.

## 5. Issues raised by the AG in 2012/13

The AG raised a number of concerns regarding performance management. These concerning findings include but are not limited to some of those reflected in the table below.

AG Finding	Cause
A material portion of the KPIs do not adhere to the SMART principle.	Capacity constraints and inadequate training afforded to the Performance Management Unit.
No comparison between the current and previous years' performance and this might result in a failure to take steps to rectify poor performance.	Lack of oversight responsibility over financial and performance reporting.
No outcome indicators for KPAs	Lack of oversight and planning
Performance management system is not in line with the objectives, indicators and targets as contained in the IDP.	Lack of planning and monitoring of the PMS

**With the concerns from the AG being noted, the Municipality has decided to embark on the following steps as regards performance<sup>3</sup>:**

- In the 2013/2014 financial year, the PMS Unit together with the office of the Internal Audit reviewed the KPI and their attendant strategies in an effort of aligning them and to align the strategic documents they (the KPIs) appear in.
- The Municipality has a dedicated person who (together with the IDP Manager and other staff in the Unit) tackles all matters related to performance and the statutory obligations that apply.
- By the end of the 2013/2014 period the Municipality has put its Performance Management Policy under scrutiny so as to highlight matters related to the frequency with which to compile performance reports, also the review of the policy matters related to Institutional, departmental and individual performance management and how this multi-faceted approach to performance management ought to be managed.
- The Municipality has committed itself to rigorously reviewing the KPIs and the attendant targets in an effort of bringing them within the bounds of the SMART principle.

## 6. Issues that still need rectification

- The attempts that have been made by the Municipality are crucial but modest especially around the simplification of the strategic documents and issues of alignment. It must not be the case that people cannot understand what is contained in their IDP. The Municipality is committed to reviewing the KPIs, targets and all related matters in an effort of making the strategic documents user-friendly and comprehensible.

- The Municipality has also to remove the different departments from working in silos especially when working towards the realization of IDP objectives. The Performance Management System has to be the central planning and coordinating system that brings harmony between planning, performance and monitoring.
- The management core of Municipality has to endeavour to promote a culture of timeous reporting coupled with the provision of sufficient evidence to give credibility to the quarterly performance reports.

## 7. Financial Performance of the organization

A comprehensive financial performance is illustrated in the annual financial statements of the municipality.

### 7.1 Internally Funded Projects- Performance per Department

An analysis of the financial performance for the year ended 30 June 2014 reveals that the Municipality is maintaining a healthy financial position in terms of projects funded internally despite being dependent on government grants to finance its operations. Internally funded projects per department as detailed below:

Department	2013/14 Allocation	YTD Movement	Balance	Performance %
Planning & Development	375 000.00	191 898.46	183 101.54	51%
Community Services	188 000.00	205 572.81	-17 572.81	109%
Finance	200 000.00	198 541.64	1 458.36	99%
Corporate Service	100 000.00	60 003.58	39 996.42	60%
<b>TOTAL</b>	<b>863 000.00</b>	<b>656 016.49</b>	<b>206 983.51</b>	<b>76%</b>

Table B

### Externally Funded Projects- Performance per Department

All the conditions with respect to these grants are being met. Regular reports are being submitted to the relevant government departments. Where the grants have not been fully exhausted, application has been made for a rollover. Externally funded projects per department as detailed below:

Department	Rollover	2013/14 Allocation	Total Budget	Expenditure	Balance	Performance %
Planning & Development		350 000.00	350 000.00	350 340.00	-340.00	100%
Technical Services		500 000.00	500 000.00	479 650.70	20 349.30	96%
Technical Services		1 000 000.00	1 000 000.00	1 000 000.00	-	100%
Technical Services		2 396 000.00	2 396 000.00	2 129 704.14	266 295.86	89%
Finance	230 276.50	1 650 000.00	1 880 276.50	1 880 276.50	-	100%
Corporate Service		890 000.00	890 000.00	703 350.18	186 649.82	79%
Technical Services	14 281.00	23 346 000.00	23 360 281.00	23 360 281.00		100%
<b>TOTAL</b>	<b>244 557.50</b>	<b>30 132 000.00</b>	<b>30 376 557.50</b>	<b>29 903 602.52</b>	<b>472 954.98</b>	<b>98%</b>

Tables A and B provides a summary of the institutions performance on both the internally and externally funded projects per department. As at the end of June 2014, SRVM's overall performance on internally funded projects stood at 76 % and at 98% for externally funded projects. Compared to 2012/13, internally funded projects remain constant at a performance percentage of 76% whereas there is a decline of 1% on externally funded projects.

Key factors that determine the overall performance are listed below:

- Multiyear projects reflected as though they were allocated for one year;
- Poor project management which affects project implementation;
- Service providers appointed already but service not rendered by financial year end; and
- Lack of monitoring and non-adherence to the procurement plans.

In order to address the challenge on project expenditure , the following remedial action must be implemented:

- Departments to convene monthly meeting to determine progress and challenges on projects
- Monthly progress report to be tabled at EXCO by all HOD's
- SCM to table similar reports to IDP steering committee meetings
- Main discussion for the Technical department should be on the implementation of projects

**Section 2**

What follows is a graphic reflection of the performance of the Municipality with respect to its identified Key Performance Areas.

ANNUAL INSTITUTIONAL PERFORMANCE							
KPA's Performance Overview 2013/2014							
KPA	Number of KPIs	Outstanding Performance (5)	Performance Significantly Above Expectation (4)	Fully Effective (3)	Not Fully Effective (2)	Unacceptable Performance (1)	NOT SCORED (not measured)
Municipal Transformation and Institutional Development	10			9	1		
Basic Service Delivery and Infrastructure Development	19	1	1	17			
Good Governance	12			10	1		1
Community Services	16		3	13			
Local Economic Development	4			3			1
Municipal Financial Viability and Management	11	1	1	7	1		1



Detailed 2013/2014 performance results presented per KPA.

**KPA = Basic Service Delivery and Infrastructure Development**

Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
INF00149	Ensure access and a continuous supply of good quality water and sanitation to each user by 2014	Improvement in Green Drop Score	60%	An improvement of 44% in green drop was realised.	Green drop scores have not been made available...SRVM has commenced its state of readiness.	Reports from DWA for assessment of effluent.  Additional funding required for implementation of recommendations indicated on the DWA report Submitted business plans to DWA to implement DWA recommendations in order to improve the standards/score.	Performance is fully effective (3)	Additional funding is needed for both Blue and Green drop. Business plans have been submitted to DWA to improve our standards as highlighted by DWA in their report.

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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
INF00153		Maintenance register of pumps and meters of all pump stations show decrease in water losses	Decrease in water losses expressed in Kilo litres per month	New KPI	There is a decrease in water losses, the water register at the water treatment works shows a decrease. To assist the process we are closing the reservoirs at the areas of Moses Mabida and Aqua Park which are the most severely affected areas.	Performance is noted, also the advert for the maintenance of pumps and machinery.	Performance is fully effective (3)	Annual tender to be advertised in 2014/15 for maintenance of pumps and plants.  Advert was placed on 18 August 2014
INF00148		Compilation of the Blue Drop Register	Approved Blue Drop Register	No data.	The annual target has been met. The register is available with the correspondence from DWA.	Blue Drop Register approved by Council - CIA to review	Performance fully effective (3)	
INF00151		% of upgrading completed	100% construction of physical construction	New KPI	The Department notes that the KPI and the target are wrong. This project refers to the progression of the feasibility	Target achieved and the score is confirmed.	Performance fully effective (3)	

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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
					study. The feasibility study has now been completed. The deliverable (output) was the scoping report.			
INF00152		% of upgrading completed	Completion of 2 pump stations	Project is complete, and still under defects liability. Phase 5 of the project has been advertised. KPI was 'Level of satisfaction with construction of Paterson Pipeline'	This project refers to Phase 5 of the Paterson bulk water supply. The two Pump stations (2) have not been completed, the projected end date to be around the end of November 2014. The delay is due to the reconciliation requested by the Department of Water Affairs of which Amatole has promised to conclude by the 4th of August 2014.	We've tried to meet in the presence of the Mayor with DWA to highlight our dissatisfaction of the implementation of the project by Amotola Water Board. Follow up meeting convened on the 4 <sup>th</sup> of August, a letter was issued to the extent that no variation orders issued until reconciliation is completed.	Performance fully effective 3.	
INF00150		% progress in project	75% construction	New KPI	This is the Paterson bulk	Target of 75% met.	Performance fully	

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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
		implementation			water supply project. The target has been met, project was at 100% practical construction by year end		effective(3)	
INF00147		% consistency in water supply	maintained 90% consistency of water supply in ward 1 & 2	New KPI	The department notes that it has not been able to maintain the target of 90% due to failing infrastructure. Water supply is at 75% consistency. Service delivery protests in Aqua Park and Moses Mabida are a testimony to this.	Other contingency measures were put in place for the water crisis.	Performance fully effective (3)	Implementation of the kirkwood bulk water supply project of which Amatole Water is the implementation agent. We have also resubmitted the ACIP business plan for the water conservation and demand strategy for Moses Mabida, Aqua Park and Bersig.
INF00161	Upgrade electricity network for future development	Response time at fixing non-functional lighting & electricity supply	4 progress reports submitted to Standing Committee	New KPI	More than four (4) reports have been submitted to the Standing committee and they are available for inspection. Response time	Maintained the existing lights throughout the Valley, and reports to the Standing Committee submitted.	Performance fully effective (3)	

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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
					has been hampered, due to the non-availability of municipal stalls. Response time varies contingent on the availability of materials (hence the municipality needs its own stalls)			
INF00162		Number of new high mast lights constructed and reduced electrification complaints	Commencement of construction	New KPI	Target not met. The MIG allocation is fully committed for the previous and current financial year. However, the service provider was used to make sure that all the high mast lights are functioning. By the end of the financial year all high mast lights were functioning (fixed).	CebisaTshezi was appointed to do designs of the 19 high mast lights to be constructed in 2014/15  Designs for high mast lights were completed	Performance fully effective (3)	Municipality to look for additional funding to roll out the designed high mast lights in 2014/15.
INF00163	Ensure the	Increased	Submission of	New KPI	The municipal	The municipal has	Performance	

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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
	availability of land as well as the sustainable utilization thereof for household and economic development initiatives within the principles of spatial planning and land use management.	hectares available for human settlements	land requirements to land affairs		has restrictions on using funds for improvement of private properties.	restrictions on using funds for improvement of private properties	fully effective (3)	
INF00164	thereof for household and economic development initiatives within the principles of spatial planning and land use management.	Increased access to land and reduced unlawful evictions.	Increased access to land and reduced unlawful eviction	New KPI	2 reports were submitted, one deals with illegal occupation and eviction in Paterson under project 269.  Regarding land - the municipality has initiated discussions with the dpt of Human Settlements and Habata Food Produces for the purchasing of land in Nomathamsanqa for the development of Molly Blackburn. Report went to EXCO	Municipality did not have cases of unlawful evictions taking place during the 4th quarter  There was a legal eviction for unlawful occupation of 12 houses in Paterson.  The evicted were included in the Paterson 269 project	Performance fully effective (3)	
INF00160	SRVM Community	Visible decrease in	4 Progress reports	By quarter 2 Directorate	By June 4 reports were submitted	The LM has partnered with the Dept. of	Performance fully effective	

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	has access to good quality roads built according to applicable standards.	number of patch potholes	submitted to Roads Forum	had noted that '2000 bags and slurry seal have been ordered this will take the remainder of the MTEF to carryout. We have a verbal agreement for the Dept of Public Works to assist with Labour for the Lower Valley'. By the fourth quarter the implementation was in progress without reference to % completion.	to the Roads Forum. Number of potholes has been captured for the Kirkwood area and all potholes have been fixed. Reports and photographic evidence is available.	Correctional Services for the implementation of fixing the potholes in SRVM for a period of 3 months	(3)	
INF00159		Km of gravel roads upgraded	2.2km	New KPI	Due to funding constraints the target of 2.2km	900m constructed for Clay street in Paterson 150m in	Outstanding performance (5)	N/A

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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
					was not achieved by year end. By June the municipality had upgraded 1.1km of road. Progress reports are available as evidence.	Nomathamsanqa Entrance road  Re-gravelled 3.4km gravel road in Valencia  Through the farmers' association received a loan grader for the grading of minor roads throughout the Valley. To date 57km of gravel were graded.		
INF00156	To ensure that the poor households access free basic services and that each household has access to a set of basic household services	% household with basic level of water, sanitation, electricity and solid waste removal	100%	New KPI	425 households in Paterson and Zunney have been assisted with access to services. The number represents the initial amount of households the municipality wanted to target. NURCHA reports are available as evidence	The municipality is playing a facilitator role, and the implementing agent is Dept of Human Settlements (NURCHA) However, we have submitted to the department 425 as the annual target for 2013/14.	Performance fully effective (3)	N/A



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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
INF00155	To ensure that the poor households access free basic services and that each household has access to a set of basic household services	% of household earning less than R1 100 per month with access to free basic services	100%	New KPI	529 households in the Valley are with access to free basic services. This was the target for the year. The 529 represents the number of people who had applied to be in the indigent register in the year. MIG reports will serve as evidence	The municipality is playing a facilitator role, and the implementing agent is Dept of Human Settlements However, we have submitted to the department 529 as the annual target for 2013/14.	Performance fully effective (3)	N/A
INF00157	Improved efficiency in municipal water usage	% reduction in water losses	8 Co-operatives and number of water leaks fixed and reported against works orders	New KPI	In the last quarter the Municipality couldn't do anything with regard to the water leaks as funding for the EPWP project had run out.	EPWP funding used up in February. No more work could be done, however SRVM has successfully resubmitted the ACIP business plan to DWA to address the water conservation and demand management to the tune of R13.1million.  Awaiting for the confirmation of	Performance fully effective (3)	Resubmission of the ACIP water leaks and detection management project.

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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
						R2million.		
INF00158	Increase control of storm water run off	Decrease in the number of flooding incident in road reservoir	number of storm-water drains cleaned	New KPI	Through the disaster funding the refurbishment of the detention sump at the corner of Whites Road was refurbished and a pump installed and the two adjacent collection man holes were cleaned in the process. The area of Valencia which is affected the most by flooding will benefit from the MIG/Valencia Roads and storm water project - which is awarded on the 3rd week of June (19 Million rand project). All three reports to the local	Through the disaster allocation the municipality attended to 4 flooding areas within the Valley, with the installation of storm water pump, detention point at the corner of Whites road.	Performance is above the expectations (4)	N/A

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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance As Reported by the Department	Management Comments (Final Comments)	Scoring of KPIs as per final outcome	Remedial action
					funder showing before and after (work done).			
INF00165	Effective Town Planning administration within SRVM jurisdiction	Decrease number of unauthorized land use cases to none	Action taken against unauthorized land use within 7 days	New KPI	One case reported in Valencia, and taken care of within 7 days. The report went to the engineering standing committee.	Comment from the Directorate is noted.	Performance fully effective (3)	N/A
INF00167		Building plans/ Land use applications to be processed within 10 weeks	10 weeks	New KPI	Reports have been submitted and are available. The target has been met. Building plans are processed within 10 weeks.	Reports submitted to Exco, and Council despite the resignation of the Spatial Planner. Three attempts to advertise were made with no suitable candidates.	Performance fully effective (3)	N/A

**KPA = Institutional Municipal Transformation**

Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comments (final comments)	Scoring of KPIs as per final outcome	Remedial Action
12273	To ensure effective implementation of Human Resource Systems and procedures	Institutionalized HR Systems and Procedures	100%	New KPI	HR systems and procedures are operational. HR Plan and Equity Policy ready for discussion and to be finalised by LLF.	Management notes the extensive amount of work that was done in this area and the room of improvement in the coming financial year.	Performance fully effective (3)	
12274	To ensure effective application of HR policies	Reduction in matters of emphasis on HR matters	100%	New KPI	All leave forms have been captured in the system for audit by 30 June 2014. The Chief Internal Auditor confirms that there has been a significant reduction in matters of emphasis from HR.	Matters that have been elevated to Management are noted, so too the performance of the Directorate in this regard.	Performance fully effective (3)	N/A
12275	To improve effectiveness in municipal governance	PMS System cascaded to all post levels	100%	New KPI	The PMS system has not been cascaded to all posts. The function has now been placed in the	The cascading of performance will find expression in the office of the Municipal	Performance not fully effective (2)	

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comments (final comments)	Scoring of KPIs as per final outcome	Remedial Action
					Strategic Services Department.	Manager (under Strategic Services) going forward.		
12276	To enhance skills capacity of staff to deliver	% of the municipality's budget actually spent on implementing the workplace skills plan	100%	New KPI	Skills Plan developed and submitted to Seta... Funds not declared and ring-fenced for utilisation.	Management has noted the state of affairs in the 2014/2015 financial year a plan is in place to set aside a particular portion of the budget for training.	Performance fully effective (3)	N/A
12277	To ensure that the municipality has employment equity plan and that targets are met	Adopted employment equity policy and plan	100%	New KPI	The Draft Equity Plan has been developed and has undergone extensive discussion and currently is awaiting the LLF for discussion and adoption by Council... LLF meetings are not convening due to lack of quorum,	The matter of the Local Labour Forum not convening has been elevated to the level of the Municipal Manager who has in turn elevated it to Council.	Performance fully effective (3)	N/A
12278	Ensure	Counting	100%	New KPI	The position of	Agree with the	Performance fully	

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comments (final comments)	Scoring of KPIs as per final outcome	Remedial Action
	administration of municipal assets	and verification process			assert clerk has been filled, and the function has now since moved to Finance.	comment.	effective (3)	
12279	Ensure safekeeping of Council records and documents	% of documents submitted for audit	100%	New KPI	Currently there is a functional records and archive management system in the Municipality. The challenge that is being addressed at the moment is the storing of information from external sources.	Management has received memos and is currently dealing with the challenges relating to information flow in co-operation with the Directorate.	Performance fully effective (3)	Proper use of the MetroFiler system by all departments.
12280	To promote sound labour relations environment	Labour disputes reduced by use of consultative meetings	100%	New KPI	Labour disputes are dealt with timeously when they occur, and by year-end there was a single case outstanding, the rest have been finalized.	The continuous endeavour to achieve sound labour relations is noted and welcomed.	Performance fully effective (3)	
12294	To ensure all findings by the Auditors are addressed	% of progress on audit action plan from both AG and Internal Audit	100% implementation of audit plan	Audit and risk measures implemented. Risk register is updated by	In relation to the 2012/2013 audit queries, an audit was done in February by	Persistent audit issues have been elevated to management.	Performance fully effective (3)	

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comments (final comments)	Scoring of KPIs as per final outcome	Remedial Action
				chief internal auditor.	Internal Audit and the 30% target was achieved by mid-year. By year-end the Directorate had made significant strides in addressing audit queries.			
12295	To institutionalize risk management	# of top risks identified and addressed as communicated by internal audit	All top risks identified and addressed	(New KPI). Audit and risk measures implemented.	All top risks (information flow and leave) are being addressed and good progress has been made in that regard.	Agree with the comment.	Performance fully effective (3)	

**KPA = Local Economic Development**

Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance as Reported by the Department	Management Comments (final comments)	Scoring of KPIs as per final outcome	Remedial Action
12271	To strengthen the institutional capacity of SMMEs and Increase the number of viable emerging businesses	Number of SMMEs benefiting / capacitated	10 SMMEs (benefiting and or capacitated)	14 registration applications were sent to CIPC during this quarter. 5 Businesses were successfully registered.	2 cooperatives successfully registered. 3 business names reserved and approved. Kabouga Cooperative Meeting held on 13 May 2014 and follow up meeting held on 24 June 2014 with all stakeholders (i.e. CDM, DEDEAT & SRVM with coop members). Local Cooperative Forum Meeting was held on 13 May 2014 to discuss about the upcoming District Co-operative Indaba to be held in August 2014.	Agree with the comments.	Performance fully effective (3)	



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Reference	IDP Objective	KPI	Annual Target	Previous Years Performance	Actual Performance as Reported by the Department	Management Comments (final comments)	Scoring of KPIs as per final outcome	Remedial Action
12269	To facilitate employment creation	Number of jobs created through municipal LED initiatives including capital projects	Consolidated employment database	New KPI	46 jobs were created through EPWP programme. A total of 406 jobs were created in the financial year	There is no absolute target upon which we can aim but the significant number of jobs created through such initiatives has to be commended.	Performance fully effective (3)	We should aim for a particular target in the next financial year.
12270	Resource mobilization	Number of business plans developed and submitted	10 Business plans	A total of 13 business plans were concluded and two received funding. One to a value of R1,5 million and the other to a value of R350k. KPI was '# of Research/business plan initiatives facilitated'.	On top of the six (6) business plans developed in quarter 2, the following were also developed -Small town revitalization strategy -KK113 development -Kabouga Furniture making -3 CIP plans - Bee and Honey production	Target has been achieved and good progress is being made.	Performance fully effective (3)	
12272	To ensure the municipal area is branded and marketed	Budget spent on branding and marketing	Increase stats compared to previous year	New KPI	No data available. The indicator is difficult to measure hence	The data is not readily available and this is not a function within the exclusive control of the Municipality.	Not scored	

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<b>Reference</b>	<b>IDP Objective</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Previous Years Performance</b>	<b>Actual Performance as Reported by the Department</b>	<b>Management Comments (final comments)</b>	<b>Scoring of KPIs as per final outcome</b>	<b>Remedial Action</b>

**KPA = GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comment	Scoring as per PKI	Remedial action
12266	Elimination of fruitless and wasteful, unauthorised and irregular expenditure	% reduction of non-compliance audit findings	Eliminate 50%	New KPI	Audit is still in progress	Progress is being noted and oversight mechanisms are operational.	Not scored	
12264	Continuously ensure good customer care for SRVM's stakeholders.	Number of complaints captured and responded to	4 Quarterly complaints registers	Complaints register compiled in first quarter and 150 complaints captured in the year.	More than 200 complaints have been captured in the register this year with over 85% success rate in resolution. For the fourth (4 <sup>th</sup> ) quarter, Out of 122 complaints registered, 116 were resolved (95% success rate).	Complaints management is critical and needs constant vigilance from management.	Performance fully effective (3)	
12263	Continuously assist in Service Delivery initiatives	Level and quality of participation by IGR representatives in IGR meetings	100% IGR Forum resolutions implemented	IGR terms of reference developed, and were submitted to Council on December 2012. IGR launch held in April 2013.	There is consistency in attendance by stakeholders and at least above 60% of stakeholders do attend. The implementation	Agree with the comment.	Performance fully effective (3)	

Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comment	Scoring as per PKI	Remedial action
					of resolutions cannot be quantified at the moment in terms of percentage due to the vacancy in the section who was to monitor the resolutions register			
12262	To ensure effective communication and enhanced municipal image	Number of internal and external publications and level of satisfaction with municipal service	Respond positively to all complaints	No newsletter was published due to lack of budget.	Publication through Cacadu News of the unveiling of Peace Memorial was done by Minister Nkwinti on the 25 April 2014. The celebration of the 13th Wildfees festival birthday from the 27-29 June 2014 (Cacadu News) Kirkwood girls ThembisaKwanini and Sesethuplaatjies represented EC province at the South African National	Agree with the comment, more strategies for publications have to be sought.	Performance fully effective (3)	

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comment	Scoring as per PKI	Remedial action
					Amateur Boxing Organisation game that were held in Pretoria in April 2014.			
12260	To ensure involvement of citizens and communities in local governance	Number of public engagement from office of the Mayor and Speaker	Participation of vulnerable groups in initiatives designed for them	IDP/Budget consultations took place in 5 wards.	A total of 8 vulnerable groups initiatives were done for the financial year. In the last quarter there were two initiatives: Induction of stakeholders in preparation for the establishment of local AIDS Council; and Participation of 10 youth in practical work of painting in the Accelerated Professional Trade Competency Programme of the Department of Roads and Public Works program to	Agree with the comment.	Performance fully effective (3)	

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comment	Scoring as per PKI	Remedial action
					become skilled artisans.			
12254	To improve effectiveness in municipal governance	Timely quarterly performance assessments	4 quarterly assessments	New KPI	The quarterly performance assessments were not done timeously. The unit issued reminders and escalated the problem to the office of the municipal manager. Nonetheless the assessments are loaded in the system.	Comments noted.	Performance fully effective (3)	
12255	To establish a vibrant institution that is able to deliver the strategic objectives stated in the IDP within the available resource base	Increased participation in the IDP review processes of the municipality	5 Phases of IDP Reviewed	New KPI	There was increased participation in the current financial year as compared to the previous. All wards were consulted for IDP & Budget except ward 5. All wards participated in the ward based plan review workshops.	Increase in participation must be maintained and encouraged.	Performance fully effective (3)	
12256		% of	100% budget	New KPI	The capital	The	Performance	

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comment	Scoring as per PKI	Remedial action
		municipality's capital budget in capital projects identified in the IDP	spent		expenditure incurred for the infrastructure assets expenditure amounts to R22.2 million which is 100%.	comment from the department is noted.	fully effective (3)	
12254		Timeous quarterly reports that are based on SDBIP and IDP objectives and strategies	4 timely reports	3 Quarterly SDBIP reports submitted to ward committees, audit committee and Council. Individual 4th quarter assessments done and final formal evaluation is still due.	Quarterly reports on SDBIP were done and are available on the system. The reports were however not timeous except section 52 reports.	More has to be done to instil a culture of regular performance.	Performance fully effective (3)	
12258		MPAC Oversight report on annual reports	Annual reports credible and oversight report approved by 31 March 2014	New KPI	The MPAC deliberated on the minutes of the of the audit committee meetings held on the 27 August 2013 and 28 October 2013 where the audit	The comments are noted.	Performance not fully effective (2)	Strengthening MPAC has to be a priority.

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance	Management Comment	Scoring as per PKI	Remedial action
					implementation plan was presented by the Chief Internal Auditor. The oversight report for 2012/13 is still due.			
12259		# of ward plans reviewed and # of workshops conducted	4 Workshops and 8 reviewed CBPs	New KPI	8 ward plans were reviewed and consolidated. Workshops were conducted in 7 wards. Ward 5&6 have similar issues and only one workshop was done for both wards	The work done is commendable.	Performance fully effective (3)	
12267	To ensure all findings by the Auditors are addressed	% of progress on audit action plan from both AG and Internal Audit	100% implementation of audit action plan	Audit implementation plan updated and forwarded to Audit Committee and Oversight Committee.	The audit is in progress.	Progress is being monitored.	Performance fully effective (3)	



**KPA = Community Services**

Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment (Final Comments)	Scoring as per outcome KPI	Remedial Action
12169	Communities have sufficient and affordable solid waste disposal options to encourage clean and healthy environment	# of clean up campaigns conducted per ward	100% of community	New KPI	Clean up campaigns have occurred throughout the year in areas such as Paterson, Nomathamsanga and Addo. We also have a partnership in this regard with Addo National Park.	Agree with the comment from the Directorate.	Performance above expectations (4)	
12170	To ensure provision of water quality monitoring and food control	% improvement in water quality	No less than 45 samples are taken. At least 15% of all reported cases are investigated.	New KPI	The Directorate must test whether the water is safe for human consumption. By June 2014 over 100 samples had been tested in the 14 different testing points of SRVM.	Management notes the performance of the Directorate and advises that going forward the KPI should also be fixed to reflect that water improvement is not a	Performance fully effective (3)	N/A as target has been achieved.

Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment (Final Comments)	Scoring as per outcome KPI	Remedial Action
						function of community services, but rather the testing and verification of whether water is safe (for consumption).		
12171		# of food selling premises with business licences and COA	no less than 35% business	New KPI	By the end of the quarter a total of 40 food premises were inspected to ensure compliance with health and food regulations. Thirty six (36) CoA were issued for the food stalls. A total of 92 inspections were performed in the year.	A baseline audit of all 'food-selling' businesses must be done. The performance of the Directorate is noted.	Performance fully effective (3)	A baseline audit must be performed so as to measure the attainment of the target.
12172	To ensure the provision of effective and efficient fire and disaster management services throughout	# of fire awareness campaigns conducted	8 (fire awareness) campaigns.	New KPI	12 campaigns have been performed and verified in the 2013/1014 year.	The target has been met and exceeded.	Performance is above the expectations (4)	N/A as target has been met.

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment (Final Comments)	Scoring as per outcome KPI	Remedial Action
	the SRVM							
12173	To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM	# of fire hydrants inspected to ensure service ability	120 hydrants to be inspected	New KPI	The directorate notes a total of 113 fire hydrants that were inspected in the year.	The challenge is that of the accessibility of the fire hydrants in Addo and Valencia which makes it difficult for the municipality to access them all and as a result the attaining of the target is frustrated. The process of standardizing the hydrants might help the situation.	Performance fully effective (3)	The process of standardizing the hydrants might help the situation.
12174	To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM	Existence and effectiveness of the disaster management forum	4 disaster management activities	New KPI	The Disaster Management forum was dysfunctional and by the second quarter the Municipality had entered into bi-laterals with	The efforts of the Director are not. It is difficult to measure effectiveness of the DMF.	Performance fully effective (3).	The KPI ought to be changed. Activities do not tell us how effective the DMF is.

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment (Final Comments)	Scoring as per outcome	Remedial Action
					Cacadu to strengthen the DMF, a satellite officer (with the help of Cacadu) was put in place to service the SRV area.			
12175	To ensure provision of traffic services including improved revenue enhancement	# of traffic campaigns conducted with schools and similar institutions	12 (traffic) campaigns to be conducted	New KPI	Directorate notes 21 campaigns that have taken place through the year.	Target has been met and exceeded.	Performance fully effective (3)	N/A
12176	Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities and public amenities	# of sport fields developed and upgraded	4 sports activities	Fencing and access control has commenced in Bergsig, Valencia, Moses Mabida, Enon and Paterson sportfields. Only Nomathamsanqa is outstanding.	A total of five (5) sport fields /facilities of Valencia, Enon, Moses Mabida, Bergsig, and Paterson are undergoing upgrading. Some are in phase one and others in phase two.	It should be noted that this is done in partnership with the department of Technical Services who execute the actual upgrades.	Performance fully effective (3)	N/A
CSS00177		# of cemeteries and community halls	10 cemeteries to be maintained in accordance with approved	New KPI	9 cemeteries were either cleaned or otherwise maintained	Agree with the comments.	Performance fully effective (3)	

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment (Final Comments)	Scoring as per outcome	as KPI	Remedial Action
		maintained and upgraded	programme		through the year. Cash-flow problems inhibited the maintenance of other cemeteries in quarter 3.				
12178	Enhance access to information services and knowledge resources for the public through provision of libraries and information resources	Accessibility of library services to all communities	Accessibility of library services to all communities	New KPI	The actual upgrades are done by the department of Public Works. The upgrading and renovations of Mabhida Library project has started, the tender was advertised on the 27 of June, site meeting was on the 10 of July and the tender closed on the 29 of July 2014.	Agree with the comment.	Performance fully effective (3)		N/A
12353	To ensure provision of traffic services including improved revenue enhancement	% improvement in traffic revenue	50% improvement in traffic fines	New KPI	The total revenue collected at Traffic Services in the last financial year (2012/13) was R3 038 291.00 and for this financial year	Increase in traffic revenue is noted. An application for a permanent camera to	Performance above expectation (4)		N/A as target has been achieved.

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment (Final Comments)	Scoring as per outcome	Remedial Action
					(2013/14) total collected revenue equals to R4 404 498.74 and this indicate an increase by R1 366 207.74 and that is 44.97%.	enhance revenue was applied for and not approved by DPP, this would have had a positive impact on revenue collection.		
12291		# of road worthy inspections conducted	100% of roadworthy inspections conducted	New KPI	The roadworthy centre has been closed since 2010, and this has remained the case until now as such the target is wrong and not achievable. It is in 2014/15 that the renovations and refurbishment of the roadworthy centre will take place and probably in quarter 3 and 4 that the centre would be operational.	Management agrees with the comments.	Performance fully effective (3)	
12293	To ensure the	# premises	100 premises to	New KPI	By the end of the	The target has	Performance	N/A

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment (Final Comments)	Scoring as per outcome KPI	Remedial Action
	provision of effective and efficient fire and disaster management services throughout the SRVM	monitored for fire safety compliance	be inspected for fire safety compliance		financial year, a total of 121 fire safety inspections were conducted.	been met and exceeded.	fully effective (3)	
12296	To ensure all findings by the Auditors are addressed	% of progress on audit action plan from both AG and Internal Audit	100% implementation of audit plan	Audit findings are being implemented. Some audit findings eg licensing of dumping sites are beyond the manager due to funding constraints	All Community Services related findings from the AG and from the IA have been addressed and recommendations implemented. I	Internal audit has endorsed this progress.	Performance fully effective (3)	N/A
12297	To institutionalize risk management	# of top risks identified and addressed as communicated by internal audit	# of top risks identified and addressed as communicated by internal audit	New KPI	All risks that were identified by the CIA and his IA team have been addressed and mitigated.	Management is happy with the progress.	Performance fully effective (3)	N/A

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment (Final Comments)	Scoring as per KPI outcome	Remedial Action
12292	To ensure provision of traffic services including improved revenue enhancement	% improvement in traffic revenue	40% of fines issued in accordance with the Act	New KPI	328 notices issued in terms of section 56 of the National Road Traffic Act and 137 speed camera notices issued.	The performance is noted, The KPI ought to be changed in the coming financial year.	Performance fully effective (3)	It may be that the target should be '80% of enforceable fines'. This will reflect the need to issue fines in accordance with the law as some fines are thrown out by Magistrates because they were incorrectly issued.



**KPA = Financial Viability and Management**

Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment	Scoring as per KPI	Remedial Action
12281	To ensure debt is managed sustainably	% of Debt recovery	76% revenue collected	Directorate noted that there was a 11% improvement from the previous 50% and is not sufficient.	56%	Evidence is needed.	Performance is fully effective (3)	
12282	To ensure accurate billing	Outstanding service debtors to revenue and reduction in consumer complaints	100% of accounts issued on time	New KPI	All accounts are billed on time and issued on time. One problem that has occurred is	Management notes the concerns and also advises the Finance department to conduct revenue enhancement.	Performance is above the expectation (4)	Challenges as reported by the CFO are noted, Technical and Finance to partner up in dealing with the issue of the unavailability of street names and addresses.

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment	Scoring as per KPI	Remedial Action
					with the issuing of bills; the unavailability of some addresses and street names to issue the bills needs to be noted.			
12283	To ensure a sustainable cash flow	Positive cash balance maintained	To improve creditors age analysis to 80 days	New KPI	No procurement plans in place, but the budget is monitored so as to spend according to it and only when we have funds. At no stage did	Procurement plans to be put in place. The progress in nonetheless noted and welcomed.	Performance fully effective (3)	

Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment	Scoring as per KPI	Remedial Action
					municipal accounts go below a negative scale.			
12284	To ensure all findings by the Auditors are addressed	% progress on audit findings from both IA and AG	20% implementation as committed on each audit	Audit and risk plan is implemented to an extent, however some issues are beyond the manager, are e-system problems	30% of the AG findings have been addressed some are still in progress.	The plan to address the audit outcomes was developed. We worked on the draft AG report and management sought to address the findings. The score is changed to a 3.	Performance is fully effective (3)	
12285	To institutionalize risk management	# of top risks identified and addressed as communicated by	All top risks identified and addressed	Audit and risk plan is implemented to an extent, however some	Not yet discussed with the IA	This is still work in progress, risks were identified and are still underway, More work still needs to be done to address the risks. .	Performance fully effective (3)	Finance is to work closely with Internal Audit to address the risks as identified.

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment	Scoring as per KPI	Remedial Action
		internal audit		issues are beyond the manager, are e-system problems				
12286	To ensure proper procurement of goods and services in terms of chapter 11 of MFMA	Reduced number of deviations	An updated deviation register	KPI was 'updated deviations register'. The Directorate noted that efforts were made to reduce deviations. When they did occur deviation forms were filled.	Controls have been put in place, workshop on the SCM will be conducted to reduce the deviations as of now there is no reduction.	Agree with comment from the directorate.	Performance fully effective (3)	Memo's to be provided to the Municipal Manager so as to properly scrutinize progress made and future action.
12287		Monthly updated	Updated and	New KPI	It is done on annual	Advert sent out in June. New applications	Performance fully effective	N/A

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment	Scoring as per KPI	Remedial Action
		and credible supplier database report	credible supplier database		basis. The advert has been sent out for 2014/15 financial year and the Data base is updated as we receive the documents .	uploaded as they are processed.	(3)	
12289		Updated contract management register	Updated register (contract management)	New KPI	In place updated on monthly basis	Contracts register in place. Outstanding work done to develop the register from scratch.	Outstanding performance (5)	N/A
12290		Timely procurement of goods and services	All procurement of goods and services less than R30k procured within 21 days	New KPI	No plans in place and late submission of requests are delaying the process	Procurement plan to be developed for 2014/15.	Performance not fully effective (2)	Procurement plan to be developed.

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Reference	IDP Objective	KPI	Annual Target	Previous Year Performance	Actual Performance as reported by the Department	Management Comment	Scoring as per KPI	Remedial Action
12312	To enhance skills capacity of staff to deliver	% of the municipality's budget actually spent on implementing the workplace skills plan	100%	New KPI	On the funds for the financial year in question the municipality has spent 100% on the budget.	Agree with the comment.	Performance fully effective (3)	
12313	Financial viability expressed as different ratios		Financial viability assessment statement	New KPI	Debt collector is in place assisting, but also the municipality needs to ensure that budget is monitored closely.	Ratios to be determined on balances of AFS.	Not scored	

### **Section 3**

#### **Amendment and review of KPIs in the 2013/2014.**

In respect of the auditor general's conclusion, the department has undertaken a Performance Management System (PMS) audit in respect of the alignment of projects, performance indicators, objectives and strategies between the IDP and SDBIP documents.

From the outset it should be clear that the adjustment to the SDBIP were done to bring it in line with the goals of the Municipality as expressed in the IDP. The following were encountered while scrutinizing the SDBIP and other documents;

- Errors in the wording of KPIs, projects and objectives
- Poor articulation of KPIs set both in the IDP and SDBIP – KPIs do not meet the SMART standard.
- Omissions without any valid cause of particular projects from the SDBIP while included in the IDP
- Misalignment of projects with their objectives while some projects did not at all correspond with objectives set out in the SDBIP. A total mismatch between project and objective was sometimes found.

The following tabulation reflects the proposed changed that were brought before Council and adopted.

	1.	<u>Project</u>	<u>Service Delivery Budget and Implementation Plan (SDBIP KPI)</u>	<u>Integrated Development Plan (IDP KPI)</u>	<u>Comment</u>	<u>Recommendations</u>
<b><i>Institutional Transformation &amp; Organizational Development</i></b>						
		Reviewal of policies and by-laws.		# Of reviewed policies and by-laws and existence of manual policies and by-laws.	Does not appear in the SDBIP	It is recommended that this project with all its details be included in the SDBIP.
		Performance Management System (Awareness Programs) COR132	PMS system cascaded to all post levels	# Supervisors and middle managers with performance plans.	There seem to be different projects regarding the PMS, they (the projects) appear in both Corporate Services and Institutional Transformation and Org Dev. under two separate objectives and strategies – this	An alignment between the office of the Municipal Manager and Corporate services is needed. This can be done by having harmonising the objectives into one – this is because the PMS system is a tool of governance.



					may explain the different KPI's.	
		Audit of skills competency of staff.  COR133	1. % of the municipality's budget actually spent... 2. Number of staff that received training.	1. % of the municipality's budget actually spent...	IDP reflects only one KPI and not the other.	This is not a problem. No action to be taken.
		IDP Review MMO 113	Increased participation in the IDP review processes of the Municipality	% achievement of municipal objectives in the SDBIP	Initial evaluation suggests that the KPI's are measuring two different things.	The KPI in the SDBIP is not well defined. It is recommended that the KPI should be '% achievement of objectives in municipal scorecard'.
		Community Based Plans MMO 116	# of ward plans reviewed and # of workshops conducted	# of ward plans reviewed and # of projects supported	Decision needs to be made on the KPIs – It isn't readily ascertainable on face value what 'projects' the IDP speaks of and what then amounts to 'support' – this ambiguity is	It is recommended that the KPI in the SDBIP should mirror the one in the IDP.

					what makes it unsuitable.	
		Work-study assessment on job description		Quality of work-study assessment and existence of reviewed org. Structure	Does not appear on the SDBIP.	This should be included in the SDBIP.
		Consultative meetings COR137	Labour disputes reduced by use of consultative meetings.	Labour disputes reduced	The wording is the only thing that needs to be fixed.	No action to be taken.
		Review of equity file/ plan archive register and system developed COR136	File plan	Archiving system effectiveness and efficiency	The projects are addressing the same issue of archive management. Either project does not appear on both the SDBIP and IDP. It might also happen that there is one project referred to and that there are problems of aligning the KPIs.	A new KPI should be included in the SDBIP, the one that is there should be removed – the new one should be is '% of documents submitted for audit'. In all other respects, the SDBIP should reflect the information in the IDP.
<b>Local Economic Development (LED)</b>						
		Development of bankable business plans	# of business plans developed and	# of proposals developed, strategies	IDP seems more detailed in its KPI, nonetheless,	No action to be taken.

		MMO 127	submitted	reviewed and research initiatives undertaken.	it is to be noted that the KPIs are geared towards the same end goal.	
		Facilitation of small business expo. Training and business plan development.		# of awareness campaigns, workshops, meetings and or seminars.	Project only appears in the IDP and not in the SDBIP.	This should be included in the SDBIP as is.
		Provision of agricultural implements and inputs		Resources availed by municipality for poverty alleviation	Does not appear in SDBIP.	This should be included in the SDBIP with a new KPI- 'value of resources availed by the Municipality for poverty alleviation'.
		Promote tourism destination MMO 129	Increase in number of tourist visits	Budget spent on branding and marketing	KPI in SDBIP seems ill-conceived unless an exact measure of determining tourist visits in and out of the Valley is available. Also, there is no mention of the actual tourist	The KPI in the SDBIP ought t be changed to that contained in the IDP.

					sites and when this ought to be done (Easter, during the citrus season, Winter or festive season).	
		Small Town revitalisation		# of areas of supported through the main pillars of the integrated small town revitalization strategy	Does not appear in the SDBIP.	This should be included in the SDBIP with a KPI that states 'areas supported through integrated small town revitalization strategy'
<b>Good governance and Public Participation</b>						
		To facilitate an effective and efficient council system		Improved efficiency and effectiveness in council system with increased rates of implementation of council resolutions	Does not appear in SDBIP.	This should be included in the SDBIP with a KPI that states '% of resolutions implemented'
		Public participation in local government/ development and participation of	Number of vulnerable groups initiatives	Number of public engagement from office of the Mayor and Speaker	Different KPIs, different projects, the KPIs align with the projects – the problem is the appearance of one project in	The project should be the same – as is expressed in the IDP. It should be 'public participation of all affected groups'

		vulnerable groups			our system and not in the other. The KPIs could be reconfigured	The KPI should be the one contained in the IDP.
		Communication	Number of internal and external publications & level of satisfaction with municipal services MMO 118	Number of newsletters developed per annum	The KPI in the SDBIP measures two different things, one is the publications (both internal and external) and secondly the level of satisfaction. The KPI in the IDP is a result as measurable by the KPI in the SDBIP (an internal publication).	No action to be taken.
<b>Financial Viability and Management</b>						
		Credit control	% of debt recovery	Debt coverage	Wording.	No action to be taken, aligned.
		Accurate billing	Customer accounts issued on time within 10 working days of the new month	Outstanding service debtors to revenue	Alignment of KPI to objectives is needed.	The KPI in the SDBIP should be replaced by the one in the IDP. The IDP should also have a KPI that states 'reduction in consumer complaints' for

						<p>accuracy of accounts.</p> <p>Both the KPIs (the one in the IDP and the one drafted above) should be reflected in the SDBIP.</p> <p>The project name should be 'Billing'.</p>
		Cash management	Positive cash balance maintained – All Dpt Heads to submit monthly procurement plans	Available cash at a particular time	The KPIs are one in the same but phrased differently – the SDBIP goes further though to require certain personnel to submit plans – this is not mentioned in the IDP.	Delete the part 'heads to submit monthly procurement plans' in the relevant KPI.
		(Clean audit)	% of progress on audit action plan for both AG and internal audit	Clean audit	The KPI in the IDP ought to be changed.	Name of the project is 'operation clean audit'. The SDBIP should reflect another KPI, this should be 'nature of opinion

						by Auditor General'.
		Supply chain	Reduced number of deviations	Reduced number of deviations	The two KPIs are aligned for this particular project.	No action.
			Monthly updated and credible supplier data base report		The IDP does not reflect these KPIs – this should be rectified as they are all in an effort to achieve the broader goal of 'ensuring proper procurement of goods and services'.	It is recommended that the IDP should have as a KPI 'reduction in irregular expenditure'
			Updated contract management register			
			Timely procurement of goods and services			
<b>Infrastructure and Basic Services</b>						
		Kirkwood bulk water supply	% consistency in water supply	% progress in project implementation	KPI in the SDBIP seems the most fitting.	Both KPIs should be reflected in each document i.e. IDP and SDBIP.
		Potholes repair	Decrease in number of	Visible decrease in number of	IDP KPI to be changed.	The KPI in the IDP should be the

			potholes	patch potholes		subject of review in the next IDP review.
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#### Section 4

#### Analysis of performance per KPI rating 2013/2014

	SRVM	Good Governance	Finance	Institutional Transformation	LED	Community Services	Infrastructure
<b>Outstanding performance (5)</b>	2 (2.7%)	-	1	-	-		1
<b>Performance above expectation (4)</b>	5 (6.9%)	-	1		-	3	1
<b>Fully effective performance (3)</b>	59 (81.9%)	10	7	9	3	13	17
<b>Performance not fully effective (2)</b>	3 (4.1%)	1	1	1	-		
<b>Unacceptable performance (1)</b>	0 (0%)	-	-		-		
<b>Not Measured</b>	3 (4.1%)	1	1	-	1		-
	<b>72</b>	<b>12</b>	<b>11</b>	<b>10</b>	<b>4</b>	<b>16</b>	<b>19</b>