

CHAPTER 3 SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

3.1.BACKGROUND TO MUNICIPAL SCORECARD/SDBIP

In terms of MSA (1) (a) A municipality must set key performance indicators ,including input indicators ,output and outcome indicators,in respect of each of the developmental priorities and objectives referred to in section 26 (c) of the Act.

(b) A key performance indicator must be measurable,relevant,objective and precise.

(2) In setting key performance indicators ,a municipality must ensure that :

- Communities are involved.

The Municipal Scorecard reflects the 6 National KPAs and local priorities .The Scorecard enables a wider assessment of how the municipality is performing.

The performance report is based on measures included within the Municipal Scorecard and incorporates priority measures selected from the IDP.

The set targets on the Scorecard and IDP strategies and objectives were approved by Council on 29/05/2015

These targets were reviewed and updated by Council at Council meeting on 31/03/2015

the municipality. Performance management should occur at the various levels and relate to one another, as required by the 2001 Municipal Planning and Performance Regulations through cascading performance measures from organisational to

departmental level, both the IDP and the SDBIP/Scorecard eventually link with individual performance management. Regarding performance management at **individual** level, the MFMA specifically requires that the annual performance agreements of Section 57 Managers must be linked to the SDBIP and the measurable performance objectives approved with the budget.

We also have legislative framework which provides for performance management at various levels in a municipality including **Organizational** (sometimes also referred to as municipal, corporate or strategic level), **departmental** (also referred to as services, operational or section/team level) and lastly, **individual** level.

At **Organizational** level, the five-year IDP forms the basis for performance management, whereas at operational level the annual SDBIP /Scorecard forms basis. The performance measures associated with the IDP have a long-term focus, whereas those associated with the SDBIP are short-term and focus on reviewing the progress made in implementing the current budget and achieving the annual service delivery targets.

3.2. MUNICIPAL ANNUAL PERFORMANCE (2015/2016) (ANNUAL TARGETS VS ACTUAL ACHIEVEMENTS)

The annual Organization Performance (depicted by strategic departments of eDumbe Municipality) is encapsulated in the table below. These results are deriving from the monthly and quarterly performance and evaluations performed during the **2015/2016 financial year.**

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI 1	DEEPEN DEMOCRACY THROUGH REFINED WARD COMMITTEE SYSTEM	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Promoting Integrated Development Planning	1	Approved IDP Document	N/A	N/A	Approved IDP Document by 30 June 2016.	IDP Document was approved by Council on 13 May 2016.	Target Achieved	
KPI2			Organised IDP Road-show and IDP Representative forum	2	Number of IDP Road-shows conducted	N/A	N/A	8 IDP Road-shows and 1 IDP Representative Forum by 30 June 2016	8 IDP Road shows for second round were organised on 9-10 May 2016. IDP Rep Forum was	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									convened on 20 April 2016.		
KPI3			Ensuring Public Safety and Security	3	Marked Roads	N/A	N/A	6km of High Street and Mark Street marked by 30 June 2016	6km of High Street and Mark Street was done as targeted	Target Achieved	
KPI4			Ensuring Public Safety and Security	4	Conducted fire breaks	N/A	N/A	1 Fire break activity conducted in urban areas by 30 June 2016	1 Fire break activity was conducted on 31 July 2015	Target Achieved	
KPI5			Ensuring Public Safety and Security	5	Conducted Public Safety Awareness Campaigns	4 Safety and security programmes	Target not Achieved	4 Road safety, fire and disaster awareness campaigns by 30 June 2016	Road safety , fire and disaster campaigns were conducted on the following	Target Exceeded	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									dates : 14/09/2015 at Mahloni Primary school, 11/02/2016 at Amanzashisayo Primary School , 11/02/2016 at Siphalaza Primary School 10/02/2016 at Ubuhlebukazulu Primary School, 10/02/2016 at Enkembeni Primary School 31/05/2016 at		

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									Esiyalwini Primary School, 31/05/2016 at KwaMpunzi Combined School		
KPI6			Promoting special programmes	6	Conducted Special Programmes	7 Programmes by 30 June 2015	Target not Achieved	5 Special programmes conducted by 30 June 2016.	Only 4 special programmes were conducted: Elderly games on 08/07/2015, Women celebration on 29/08/2015, SME Workshop	Target Not Achieved We could not achieve the target due to financial Constraint	More funders will be hunted in 2016/2017 financial year so that our projects do not solely rely on

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									on 28/08/2015 and Rights of children on 21/06/2016		municipal budget.
KPI7			Promoting Community healthy lifestyle and wellbeing	7	Conducted HIV/AIDS Workshops and social ills campaigns	4 Campaigns by 30 June 2015	Target not Achieved	3 Conducted HIV/AIDS Workshops and social ills Campaigns by 30 June 2016.		Target not Achieved	The Municipality will get someone who will be fully charged on HIV/AIDS and social ills issues since the previous incumbent was

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
											committed in Mayor's office.
KPI8			Promoting Youth and Sports Development	8	Conducted Youth and Sports Development Programmes	16 Activities by 30 June 2015	Target not Achieved	13 Youth and Sports programmes conducted by 30 June 2016	The following 11 youth and sports programmes were conducted on the following dates: 15/07/2015 (District Senior Citizen Festival) 11/07/2015 (Local Indigenous games) 14-	Target not Achieved. We could not achieve the target due to financial Constraint	More funders will be hunted in 2016/2017 financial year so that our projects do not solely rely on municipal budget.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									16/08/2015 (Provincial Indigenous games) 8&9/08/2015 (Local Mayoral Cup Games) 22/08/2015 (Sports Indaba) 29/08/2015 (Referees training) 12/09/2015 (Netball Training Umpire) 26/09/2015 (District Mayoral Cup)		

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									games) 24-26/07/2015 (Youth Summit) 14/02/2016 (Dumbe Marathon) 13/03/2016 (District Marathon)		
KPI9			Promoting Participation in arts & culture	9	Conducted arts and Culture Programmes	10 Activities by 30 June 2015	Target not Achieved	8 Arts and Culture Programmes conducted by 30 June 2016	The following programmes were organised on the following dates: 01/07/2015 (Local Umbele wethu festival at Bilanyoni)	Target Exceeded	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									10/07/2015 District Umbele wethu at Cecil Emmet) 30/07/2015 (School Cultural Competition) 26//9/2015 (Cothoza Selection mfana) 24/09/2015 (Umkhosi weLembe) 03/09/2015 (Umkhosi womhlanga) 26/12/2015		

KPI No:	OUTCOME9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									((Ingoma KwaNgwanya) 28/12/2015 (Ingoma KwaVova) 31/12/2015 (Ingoma Mangosuthu) 29/12/2015 (Isicathamiya) 26/03/2016 (Ingoma Competition)		
KPI10			Improving Municipal Forms of Communication	10	Printed Newsletter	Distribution of newsletter quarterly	Target not Achieved	4 Newsletter published and distributed by 30 June 2016	Only 3 Newsletter were published by 30 June 2016	Target not Achieved. We could not	More funders will be hunted in 2016/2017

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
										achieve the target due to financial Constraint	financial year so that our projects do not solely rely on municipal budget.
KPI11			Improving Municipal Forms of Communication	11	Erected Mayoral Boards	N/A	N/A	2 Mayoral Billboards erected by 30 August 2015.	2 Mayoral Billboard were erected 30 November 2016	Target Achieved	
KPI12			Municipal Forms of Communication	12	Engagement with public sector to do customer care survey	N/A	N/A	1 Sector Department engaged by 30 June 2016	Sector Department Engagement was done on 12	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									October 2015		
KPI 13			Municipal Forms of Communication	13	Erected Suggestion box	N/A	N/A	8 Erected suggestion box by 30 September 2015	8 Suggestion box was completed by 31 August 2015	Target Achieved	
KPI 14			Promoting access to information through information	14	An appointed service provider to maintain and	N/A	N/A	Appointed service provider by 30 July 2015	The Company was appointed on 15/09/2015	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
			Communication Technology		update municipal website				to maintain municipal website.		
KPI 15			Promoting access to information through information Communication Technology	15	Maintained and updated website	Uploaded website by 30 June 2015	Target Achieved	12 Reports on maintained and updated website by 30 June 2016	12 Reports on maintained and updated website were submitted monthly.	Target Achieved	
KPI 16	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Ensuring that all relevant prescribed policies, strategies and by-laws are in place	16	Reviewed 13 HR Policies	5 Reviewed policies by 30 June 2015	Achieved ((Target Exceeded)	Reviewed 13 HR Policies by 30 June 2016	The following 16 Policies were reviewed and approved by Council by 30 June 2016:	Target Exceeded	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
											Municipality Chronic Policy, Dress Code Policy, Exit Interview Policy, Health and Safety Policy, Leave Policy, Subsistence & Travelling Policy, Overtime Policy, Protective Clothing Policy, Selection and Recruitment Policy,

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									Remuneration Policy, Sexual Harassment Policy, Fleet Management Policy, Training and Development Policy, Transfer and Staff Policy, Induction Policy and Supply Chain Management Policy.		
KPI17			Ensuring that all relevant prescribed policies,	17	Developed Fleet Management	N/A	N/A	Developed Fleet Management Policy by	Fleet Management	Target	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
			strategies and by-laws are in place		Policy			30 June 2016	Policy was developed and approved by Council on 28 June 2016	Achieved	
KPI18			Ensuring that all relevant prescribed policies, strategies and by-laws are in place	18	An approved staff establishment	N/A	N/A	An approved staff establishment by 31 December 2015	Staff Establishment was conducted and approved by Council on 28 August 2015	Target Achieved	
KPI19			Ensuring that the municipality is compliant with labour laws and abides with the employment equity act	19	Submitted Employment Equity Report	N/A	N/A	Submitted Employment Equity Report to Department of Labour (DoL) by 30 January 2016	Acknowledgement letter from Cogta dated 25 January 2016 was received by the	Target Achieved	

KPI No:	OUTCOME9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									Municipality.		
KPI20			Improving the ICT infrastructure	20	Implemented Disaster Recovery Plan and Business Continuity Plan.	N/A	N/A	Implemented DRP & BCO Policies by 30 June 2016		Target not Achieved	Target has been moved to 2016/2017 financial year.
KPI21			Improving the ICT infrastructure	21	Appointed Service Provider to provide ICT equipment	N/A	N/A	Appointed Service Provider to provide ICT equipment by 30 September 2015.		Target not Achieved We could not achieve the target due to financial	Target has been moved to 2016/2017 financial year.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
										Constraint	
KPI22			Exposing staff and Councillors to capacity building initiatives through implementation of Workplace Skills Plan.	22	Conducted trainings and workshops for both Councillors and staff	Workshop for councillor by 31 December 2014	Target Achieved	10 Conducted trainings and workshops for both Councillors and staff by 30 June 2016	Only Managers and Finance staff attended MFMA Training in June 2016	<p>Target not Achieved</p> <p>We could not achieve the target due to financial Constraint</p>	<p>More trainings will be conducted in 2016/2017 Financial year.</p>

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI23			Exposing staff and Councillors to capacity building initiatives through implementation of Workplace Skills Plan.	23	Reviewed and Submitted Workplace Skills Plan	Reviewed WSP by 30 June 2015	Target Achieved	Reviewed and Submitted Workplace Skills Plan by 30 April 2016	WSP was reviewed and submitted on 29/04/2016	Target Achieved	
KPI24	COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED	LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	Promoting job creation and Employment opportunities	24	Created jobs through LED initiatives	N/A	N/A	30 jobs Created through LED initiatives by 30 June 2016	1 35Jobs were created through LED Projects: eDumbe Dam Project created 123 jobs, Car	Target Exceeded	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									wash materials created 6 jobs, Funeral Parlour Equipment created 4 jobs and Protective Clothing Materials created 2 jobs.		
KPI25			Safeguarding sustainable livelihoods and food security to alleviate poverty	25	Delivered Poverty alleviation projects	40 Projects delivered by 31 December 2014	Target Achieved	32 Ward based poverty alleviation projects delivered by 31 December 2015		Target Achieved	
KPI26			Providing support to local SMMEs	26	Coordinated SMMEs workshops on Business start up,	N/A	N/A	4 SMMEs workshops conducted by 30 June 2016	Workshops for SMMEs were organised on the	Target Exceeded.	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
					Returns, Book keeping and Database registration.				following dates: 15/07/2015, 07/10/2015. 17/11/2015, 10/02/2016 & 10/05/2016		
KPI27			Marketing the municipality and its opportunities that it offers	27	Rehabilitated Bonamanzi Caravan Park (Dumbe Dam)	N/A	N/A	Rehabilitated Bonamanzi Caravan Park (Dumbe Dam) by 30 June 2016	The Project was practical completed as of 23 November 2015	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI28			Marketing the municipality and its opportunities that it offers	28	Organised Annual Tourism Events	1 Traditional horse riding event organised by 30 September 2014	Target Achieved	1 Dumbe Heritage Festival Event held by 30 September 2016	EDumbe Heritage day festival was held on 19 September 2015.	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI 29	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Improving access to roads	29	Regravelled Mahlosana Road (1.25 km)	N/A	N/A	Regravelled Mahlosana Road (1.25 km) by 30 June 2016.	The Project was practical completed as of 14 September 2015	Target Achieved	
KPI30			Improving access to roads	30	Regravelled Ophuzane Road (1.5 km)	N/A	N/A	Regravelled Ophuzane Road (1.5 km) by 30 June 2016	The Project was practical completed as of 14 September 2015	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI31			Improving access to roads	31	Regravelled Mangosuthu Road (3.6 km)	N/A	N/A	Regravelled Mangosuthu Road (3.6 km) by 30 June 2016	The Project was practical completed as of 14 September 2015	Target Achieved	
KPI32			Improving access to roads	32	Regravelled Bilanyoni Road (700 m)	N/A	N/A	Regravelled Bilanyoni Road (700 m) by 30 June 2016	The Project was practical completed as of 14 September 2015	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI33			Improving access to electricity	33	Developed Integrated Electrification master plan	N/A	N/A	Developed Integrated Electrification master plan by 30 June 2016		Target not achieved We could not achieve the target due to financial Constraint.	Target has been moved to 2016/2017 financial year.
KPI34			Improving access to adequate shelter	34	Conducted Housing Forums	N/A	N/A	10 Conducted Housing Forums by 30 June 2016	Only 8 Housing forum meetings were conducted on the following dates ((11/08/2015,15	Target not Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									09/2015,17/11/2015,15/02/2016,15/03/2016.12/04/2016,17/05/2016&14/05/2016		
KPI 35			Improving access to refuse removal	35	Removed refuse from households	N/A	N/A	5000 refuse removed from households by 30 June 2016	5000 Refuse removed from households as of 30 June 2016	Target Achieved	
KPI 36			Ensuring proper maintenance of cemeteries	36	Completed fencing of Tholakele Cemetery	N/A	N/A	Completed fencing of Tholakele Cemetery by 30 June 2016	85% of the project has been completed.	Target not Achieved The target was not	The project will undergo a rollover process.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
										achieved on time because one of the bidders made an appeal against the decision taken by Bid Adjudication Committee. The project was put on hold for the final decision.	
KPI 37			Ensuring that the community has access to community facilities.	37	Completed Brech Crèche	N/A	N/A	Completed Brech Crèche by 30 June 2016	The Project was practical completed as of	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									15 March 2016		
KPI 38			Ensuring that the community has access to community facilities.	38	Completed Madulini Crèche	N/A	N/A	Completed Madulini Crèche by 30 June 2016	The Project was practical completed as of 12 February 2016	Target Achieved	
KPI 39			Ensuring that the community has access to community facilities.	39	Completed KwaVova Hall	N/A	N/A	Completed KwaVova Hall by 30 June 2016	35% of the project has been completed.	Target not Achieved The Target was not achieved on time due to under quoting by the Service	The project will undergo a rollover process.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
										Provider.	
KPI 40			Ensuring that the community has access to community facilities.	40	Completed KwaGamakazi Hall 1	N/A	N/A	Completed KwaGamakazi Hall by 30 June 2016	90% of the project has been completed.	Target not Achieved The Target was not achieved on time due to under quoting by the Service Provider.	The project will undergo a rollover process.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI 41			Ensuring that the community has access to community facilities.	41	Rehabilitated Taxi Rank	Rehabilitated Paulpietersburg Taxi Rank by 20 June 2015	Target Achieved	Rehabilitated Taxi Rank by 30 June 2016	The Project was practical completed as of 21 April 2016	Target Achieved	
KPI42			Ensuring that the community has access to community facilities.	42	2 Completed Bilanyoni High Masts	N/A	N/A	2 Completed Bilanyoni High Masts by 30 June 2016	80% of the project has been completed.	Target not Achieved The target was not achieved on time due to late payment	The project will undergo a rollover process.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
										by the municipality.	
KPI 43	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Ensuring Financial reporting and compliance	43	An adopted Annual Financial Statement	N/A	N/A	An adopted Annual Financial Statement by 31 August 2015.	Annual Financial Statement was approved by Council on 28 August 2015	Target Achieved	
KPI44			Ensuring Financial reporting and compliance	44	Submitted Financial Reports	12 Monthly Reports by 30/06/2015	Target Achieved	Submitted 48 Financial Reports by 30 June 2016	48 Reports were submitted as of 30 June 2016	Target Achieved	
KPI45			Improving Budget process and implementation	45	An Approved Municipal Draft Budget	An Adopted Draft Budget by 31/03/2015	Target Achieved	An Approved Municipal Draft Budget by 31 March 2016	Municipal Draft Budget was approved by Council on 31	Target Achieved	

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
									March 2016		
KPI46			Improving Budget process and implementation	46	Adopted Annual Budget	N/A	N/A	Adopted Annual Budget by 30 June 2016	Annual Budget was adopted by Council on 28 June 2016	Target Achieved	
KPI47			Implementing Revenue Enhancement Strategy	47	Developed Revenue Enhancement Strategy	N/A	N/A	Developed Revenue Enhancement Strategy by 30 September 2015	Revenue Enhancement Strategy was developed but was not presented to council for approval.	Target Not Achieved	The Strategy has been developed but it needs to be submitted to Council for approval.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI48			Improving Financial viability and sustainability	48	Updated and Reviewed Asset Register	Completed and Compliant Asset Register by 30/06/2015	Target Achieved	Updated and Reviewed Asset Register by 30 June 2016		Target Not Achieved	Target has been moved to 2016/2017 financial year.
KPI49			Developing the policy to ensure growth of Local Small, Medium and Micro Enterprises (SMMEs)	49	Developed policy to ensure SMMEs growth	N/A	N/A	Developed policy to ensure SMMEs growth by 30 September 20 15		Target Not Achieved	Target has been moved to 2017/2018 financial year.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI 50			Enforcing Financial Policies	50	Developed Indigent Register	N/A	N/A	Developed Indigent Register by 30 June 2016.		Target Not Achieved	The Register has been developed, it needs to be submitted to Council for approval
KPI 51			Reviewing Valuation Roll	51	Reviewed Valuation Roll	N/A	N/A	Reviewed Valuation Roll by 30 June 2016		Target Not Achieved	Finance department

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
											is currently busy with evaluation roll. Hopefully it will be presented to council before the end of February 2017.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI 52	CROSS CUTTING INTERVENTIONS	SPATIAL DEVELOPMENT AND ENVIRONMENTAL PLANNING	Response to Climate Change	52	Reviewed Disaster Management Plan	N/A	N/A	Reviewed Disaster Management Plan by 30 June 2016		<p>Target not Achieved</p> <p>We could not achieve the target due to financial Constraint</p>	Target has been moved to 2016/2017 financial year.

KPI No:	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	STRATEGIES (AS PER IDP)	NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR		Status (Achieved / Not Achieved)	Measures taken to improve performance
						2014/2015 (TARGET)	2014/2015 (ACTUAL)	2015/2016 (TARGET)	2015/2016 (ACTUAL)		
KPI 53			Promoting Environment Management	53	Developed Integrated Environmental Management Plan	N/A	N/A	Developed Integrated Environmental Management Plan by 30 June 2016		<p>Target not Achieved</p> <p>We could not achieve the target due to financial Constraint</p>	<p>Target has been moved to 2017/2018 financial year.</p>

3.3. PERFORMANCE MANAGEMENT PROCESSES

In terms of Chapter 6, of the Municipal Systems Act. No 32 of 2000, the 2001 Municipal Planning and Performance Management Regulations (2001) were published, setting out the requirements for a municipal PMS. The Regulations also contain the general indicators prescribed by the Minister responsible for local government and have been attached as Annexure 1 in our PMS Framework. A further set of Regulations were published in 2006 and they deal with Performance Management for Municipal Managers and managers that are directly accountable to Municipal Manager.

The performance Management System is located within a legislative and policy framework and is influenced by, but not limited to the following:

- The Constitution of the Republic of South Africa, Act 108 of 1996.
- The White Paper on Local Government, 1998
- The Municipal Systems Act 32 of 2000
- The Municipal Planning and Performance Regulations 2001
- The Municipal Finance Management Act 56 of 2003
- Monitoring and Evaluation Policy Framework and Procedure Manual

The major PMS policy instrument is the 1998 White Paper on Local Government supported by the Batho Pele principles, and was given legal stature through the adoption of the Local Government: Municipal Systems Act in 2000 (Act 32 of 2000). The said Act requires all municipalities to:

- Develop a performance management system
- Set targets and monitor and review the performance of the Municipality based on indicators linked to their Integrated Development Plan (IDP)

- Publish an annual performance report on the performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).
- Incorporate and report on a set of general (sometimes also referred to as national) indicators 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

3.4. MONITORING, EVALUATION AND REVIEW

The Municipality has got PMS Framework that is aligned to the legislation and Integrated Development Plan .The Framework is best suited to the circumstances of the municipality and it was approved by the Council. Monthly reports are submitted by senior managers for all activities carried out in that particular month and at the end of every quarter. Senior managers were expected to prepare and submit quarterly performance reports for monitoring and evaluation of actual performance against set targets.

Quarterly reports have been submitted to Council, Internal Auditors, MPAC and Audit Committee for assessment, auditing and evaluation. Assessment of section 54/56 employees has been conducted in quarter 1, quarter 2 and quarter 3. Q4 Assessment will be done in September 2015. The Municipal Manager and the Managers that are directly accountable to the Municipal Managers have signed the performance agreements and were forwarded to COGTA before the due date. Council Committees are fully functional and effective in performing their delegated tasks.

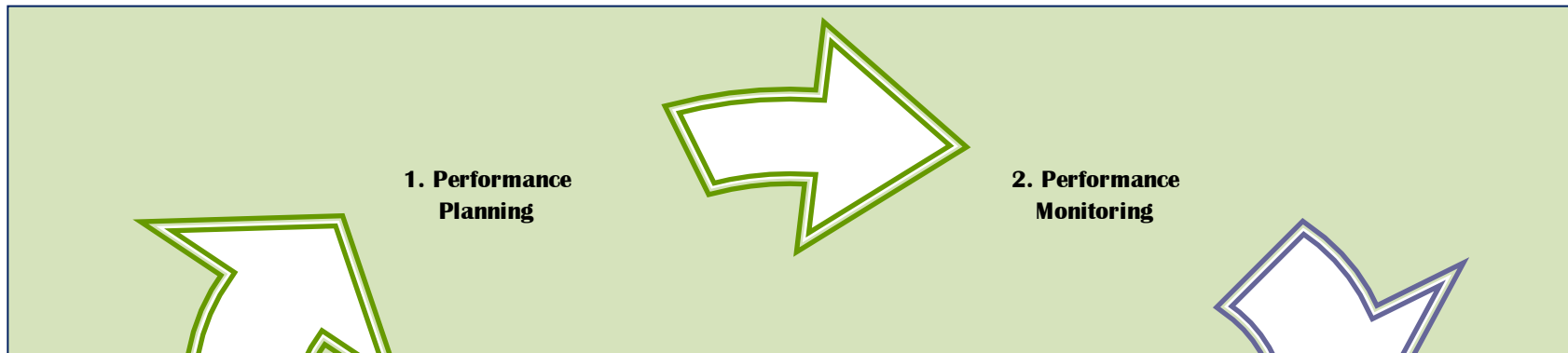
3.5. PERFORMANCE ASSESSMENT

It is reported that quarterly assessments for 2014/2015 were performed as legislated. The 2015/2016 year-end assessments have not been conducted; the results will be included in the final 2015/2016 Annual Report

Table .1 BONUSES PAID TO SECTION 54/56 EMPLOYEES

No	Position held	Period Covered	Performance Bonus Paid/Not Yet Paid
1.	Municipal Manager	01 July 2015 – 30 June 2016	Not Yet Paid
2.	Director Corporate	01 July 2015 – 31 May 2016	Not Yet Paid
3.	Chief Financial Officer	01 July 2015 – 30 June 2016	Not Yet Paid
4.	Director Community	01 July 2015 – 30 June 2016	Not Yet Paid
5.	Director Planning	25 January 2016 – 30 June 2016	Not Yet Paid
6.	Director Technical	01 April 2016 – 30 June 2016	Not Yet Paid

3.6. STEPS FOR MANAGING PERFORMANCE AT ORGANIZATIONAL LEVEL



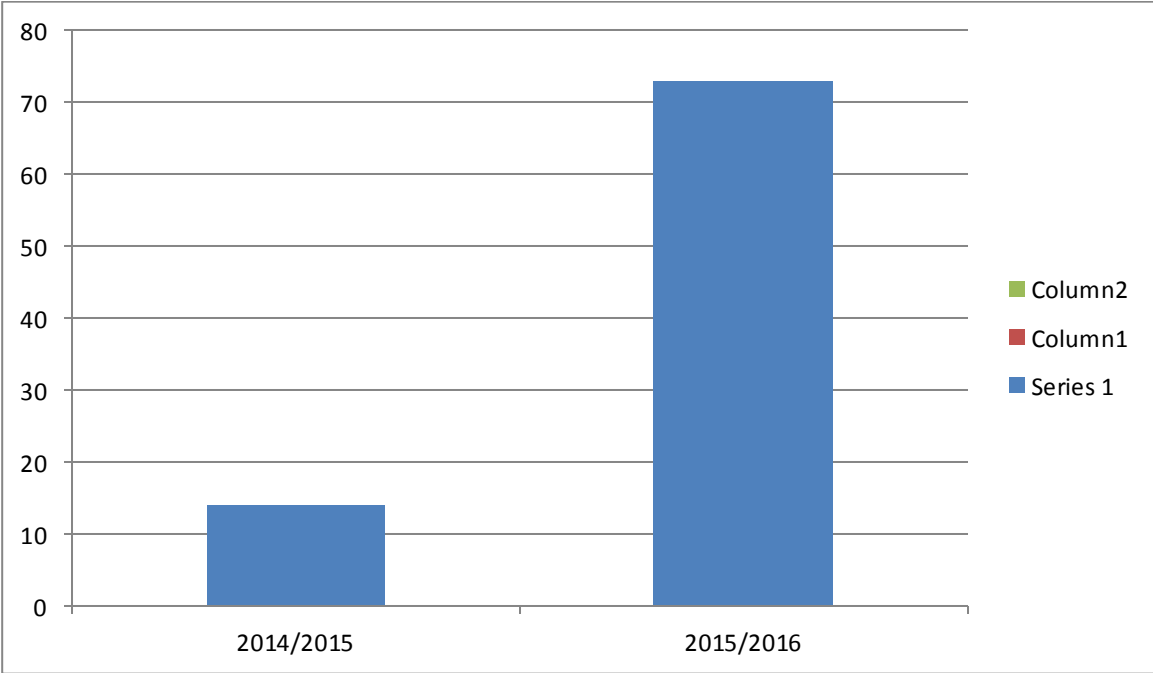
3.7. PERFORMANCE AND SUPPORTING INFORMATION

Traffic Light Status	2015/2016 (Performance)	2014/2015 (Performance)	2013/2014 (Performance)
Municipal Transformation and	63%	83%	83%

Organisational Development			
Basic Service Delivery and Infrastructure Development	57%	77%	44%
Local Economic Development	80%	80%	75%
Good Governance and Public Participation	73%	14%	73%
Financial Viability and Finance Management	44%	86%	100%
Spatial Development and Environmental Planning	0%	100%	86%

3.7.1. Good Governance and Public Participation

The overall score for this KPA is 73 % for 2015/2016 up with 59% from 2014/2015 financial year.



3.7.1.1. Performance Highlights for 2015/2016

Good governance according to the democratic principles is achieved through effective public participation. Not only does public participation allow constituents to monitor the governance record of its elected officials, but it also encourages the public to take an active interest in the performance of their municipality and region. It is only through broad public participation that citizens will recognise that their interests are taken to heart – especially the needs of the most vulnerable members of society. This allows all citizens to be heard in determining the political, social and economic priorities through the establishment of a broad societal consensus that includes civil society, government and the private sector. Active ward-based plans and consultative forums are central structures through which public participation and, ultimately, good governance can be achieved.

This necessarily means that municipalities need to be enabled to perform their duties in order to ensure the implementation of good governance practices and public participation. Section 151 of Chapter 7 of the South African Constitution gives each municipality the right to govern the local government affairs of its community on its own initiative, subject to national and provincial legislation. Additionally, the by-laws of municipal councils are legislative acts that are not reviewable in terms of administrative law.

The Ward Committees were established in terms of Chapter 4 of the Municipal Structures Act, 1998. The ward committee system was designed to ensure that citizens' inputs are taken into account during planning and decision-making processes at local government level. Ward committee functionality has grown vigorously due to the administrative support deployed to public participation and the support in the office of the Speaker. This includes our participation in the Provincial Public Participation Committee and District Public Participation Committee which is stable. The compliance with the guidelines as set by Cogta proves on its own.

3.7.1.2. Challenges

Challenges are still the same as the ones for last year. The Municipality could not afford to provide the ward committees with stationary and other working resources. The geographical location of wards makes it difficult for all members to convene their meetings hence some their attendance depends on the availability of transport in the ward. The legislation did not make provision for the remuneration of ward committee members as a result it is difficult to find dedicated members of the community who are willing to serve without remuneration.

Minutes in some meetings convened by councillors are not recorded which give the municipality a challenge in terms of providing POEs for the numbers of meetings convened in a particular time. However we are engaging with Councillor to consider taking minutes for each and every meeting convened.

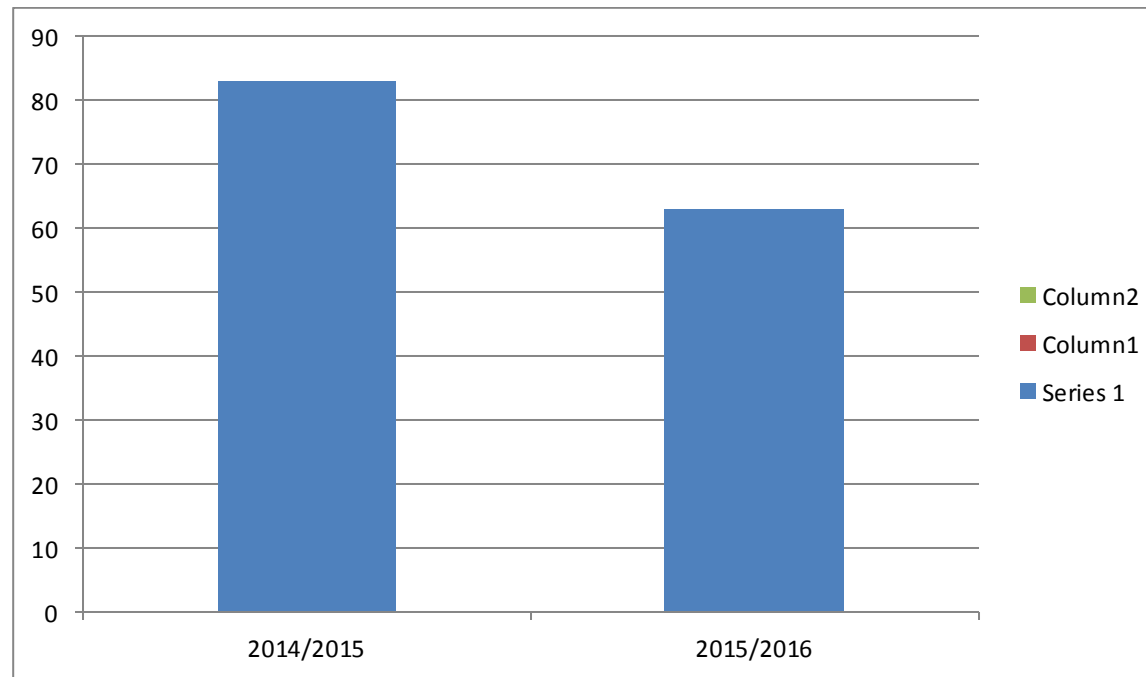
The Municipal Council understand the challenges of having the wards izimbizo and the ward committee meetings taking place as agreed, but to have a budget for that is also challenging since the municipality little budget for the basic services delivery. Another challenge is the financial affordability to train the ward committees in all the modules.

3.7.1.3. Measures taken to improve Performance

Most of targets that were not achieved in 2014/2015 financial year were achieved during 2015/2016 financial year. The ward committee system is fully operational. The ward committee system was designed to ensure that the grassroots' inputs are considered in planning and decision making processes at the municipal level. The Municipality is trying to provide sufficient administrative and human resource support to the ward committees for the effective and efficient operation.

3.7.2. Municipal Transformation and Organizational Development

The overall score for this KPA is 63% for 2015/2016 down by 20% from 2014/2015 financial year.



3.7.2.1 Performance Highlights for 2015/2016

Performance percentage has gone with 20% in this KPA, but it must be noted that a very crucial target have been achieved under this KPA (the approval of staff establishment by Council is one of crucial targets) It has enabled the Municipality to advertise correctly and employ people in the correct position. Employees will be remunerated accordingly based on job descriptions and relevant qualifications. The workshop that was organised for Councillors will also add value to the functionality of the Municipality

3.7.2.2. Challenges

The municipality does not have enough ICT Equipments to enable municipality to operate fully. Buying ICT Equipments was one of the municipal priorities this financial year but the target was not achieved due to financial constraints. Another crucial challenge is that the municipal by-laws are not gazetted and it has resulted to high level of encroachment in CDB. Historical lack of appetite to comply is still a challenge; this

is evident by the fact that the municipality has been all these years not subjecting its new staff to the medical practitioner to examine them as per the pension fund regulation. On the side, employees' non-adherence to municipal policies has been a challenge and compliance with the Schedule 2 of the Municipal Systems Act which serve as the code of conduct of the municipal employees. Employees could talk to Councillors with whatever matter regardless of the code of conduct. Misconduct and willingness to disrespect the Labour Relations Act on the Dismissible cases or conduct. In 31 May 2016 Director Corporate resigned from the municipality and got appointed at Uphongolo municipality. This became a challenge because the department has to operate without its Director however Municipal Manager acted quickly and recommended to Council to appoint someone to act as a Director in Corporate Services.

3.7.2.3. Measures taken to improve Performance

Many employees have been sent to medical practitioner for medical examination as per the pension fund regulation. The municipality has managed this financial year to do staff establishment and it has been approved by Council. To avoid the issue of non-compliance with labour legislations by employees, municipality has been having a slot on labour issues during staff meeting to workshop staff members. The Municipality has committed itself to restore order and without any fear to take stringent measures against any employee who violate the code of conduct and those who have developed immoral desires to swindling for the municipality. The municipality has budgeted for four by-laws to be gazetted in 2016/2017 financial year.

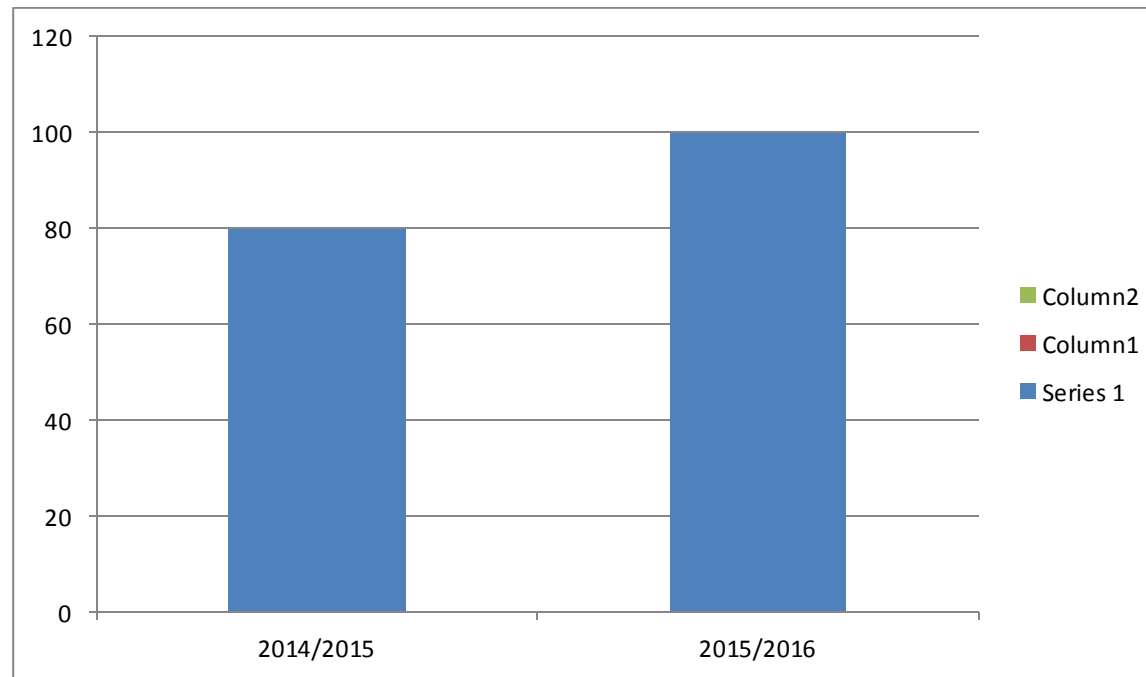
The municipality has budgeted the purchase of ICT Equipments in 2016/2016 financial year. ICT Policies have been approved to ensure that our ICT governance is compliant to the ICT standard.

Training of staff the municipality has been engaged in training some employees during 2015/2016 financial as a result of the compliance with the MFMA Minimum Competency for our Senior Managers, Line Managers and Finance Staff. Although the municipality has spent so much but it is exciting that the municipality has complied with National treasury. MFMA section 71 Reports: the municipality has tried its level best to comply with the MFMA s71 (1). Further to this SCM Bid Committees are in place.

The Municipality has policies in place that were approved in 2014/15 financial year. The Skills Development policy which is in line with the Skill Development Act and Skills Levies Act is being adhered to and the Employment Equity Policy which is also in line with the Employment Equity Act. The municipality has reviewed and approved 16 policies in 2015/2016 financial year.

3.7.3. Local Economic Development

The overall score for this KPA is 100% for 2015/2016 up with 20% from 2014/2015



3.7.3.1 Performance Highlights for 2015/2016

Performance percentage in this unit has gone up with 20% compare to 2014/2015 financial year. The percentage obtained does not mean that all is well in Local Economic and Social Development. More should be done to create more job opportunities through LED projects and poverty alleviation initiative.

3.7.3.2 Challenges

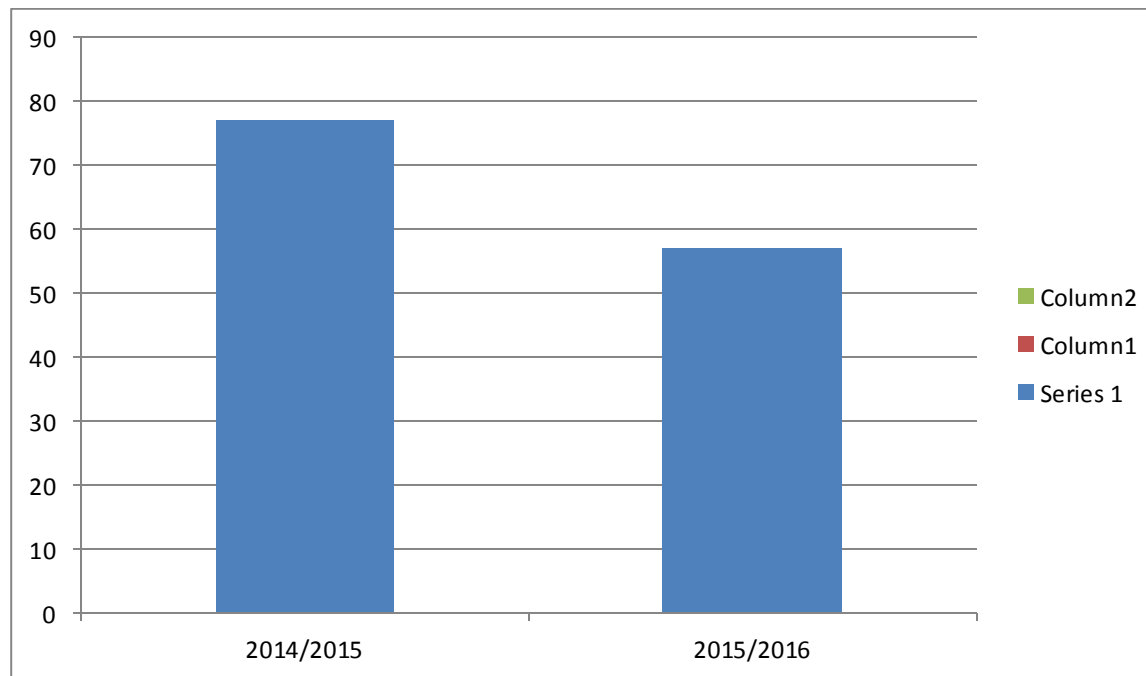
The unit has challenges like other department in the municipality .One of key issue is that the post for LED Officer is still vacant since the previous incumbent resigned. There is no proper funding to boost the operation of the unit. The Municipality has got LED strategy that was presented and approved by Council but the challenge is on its implementation. The Municipality could not hold C.T.O meetings because people are invited but they do not attend.

3.7.3.3 Measures taken to improve Performance

To address the issue of LED Officer who has resigned, the municipality has deployed one official from executive Department to perform LED responsibilities. The Municipality had convened some meetings with local business people and foreign business people with an intention of ironing out some misunderstandings between the two groups. One needs to applaud Hon Mayor for his endless trials in bringing peace at eDumbe.

3.7.4./ .BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

The overall score for this KPA is 57% for 2015/2016 down by 20% from 2014/2015 financial year



3.7.4.1. Performance Highlights for 2015/2016

The KPA has gone down with 20% in 2015/2016 financial year. About 57% of targets were completed as of 30/06/2016 as compared to 2014/2015 financial.

3.7.4.2 Challenges

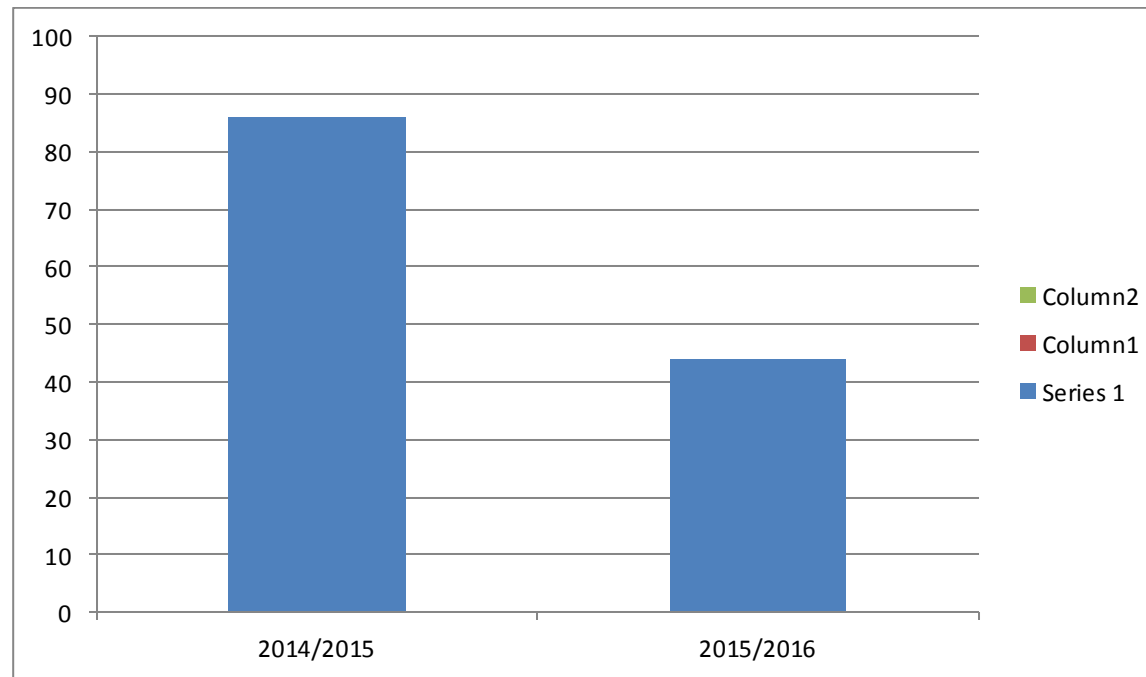
First three quarters of the 2015/2016 financial year Technical Department has been operating without a Director. This was a challenge as some reports were not done accordingly however the Department has managed to operate smoothly because some of the projects were completed on time. The issue of service providers who do not finish their work on time and some deserted projects is still a challenge, however the level of such scenario has alleviated in 2015/2016 financial year. It was a serious concern to the municipality since service providers compromised project plans for the bigger provincial and big cities projects. The Roads conditions in town, eDumbe Location, Mangosuthu and Bilanyoni are atrociously. There are reasons for this 1st in town the roads need to be rehabilitated, these roads are aging and cannot be patched with the allocation of MIG. 2nd in the location most of the roads were never tarred and even the ones that were tarred were eroded by storm water since there were no storm water drainages. 3rd Mangosuthu and Bilanyoni roads were not properly planned since these areas were not subjected to the town planning scheme before. The sites are designed based on indigenous knowledge. 4th Aging of electricity infrastructure and bridging of electricity is still a huge challenge in our municipality.

3.7.4.3 Measures taken to improve Performance

The municipality has appointed Director Infrastructure and he assumed his duty on the 1 of April 2016. The post for senior electrician has also been filled and this will enhance the performance of the department. A support plan has also been made between the municipality and Cogta with regard to some challenges facing the municipality. The municipality had several meetings with Zululand District Municipality in trying to address the issue of water and sanitation in Paulpietersburg town.

3.7.5. Financial Viability and Finance Management

The overall score for this KPA is 44% for 2015/2016 down by 42% from 2014/2015



3.7.5.1 Performance Highlights for 20152016

This financial year the relationship between Rates Payers Association and Municipality has improved. It has been noted that some of their members paying their services to the municipality. The situation experienced by municipality in 2012/2013, 2013/2014 and 2014/2015 where some community members were paying to the Rates Payers Association has improved. The Municipality has tried to put stringent measures in the capital and operational expenditures to ensure that there is a core relation between the expenditure and the projects plan.

3.7.5.2 Challenges

Most challenges experienced by the municipality in the last financial have not improved that much. Some people still do not want to pay for the services they receive from the municipality. The level of bridging electricity is still there and is high however the municipality has approved the installation of smart meters which we believe are going to minimized the problem. The bridging of electricity is causing the

Municipality to pay Eskom more than what the municipality is collecting from the residents. Even business people are reluctant to pay for the electricity. Based on the observation of the municipality there are professionals who are residing in these areas who do not by any chance qualify to be indigent but claim to be indigents and it cost the municipality a lot of money. Submission of section 71 monthly budget statements and understanding of new financial system by all staff has also been identified as a challenge. The following important documents still need to be finalized.

- Indigent register.
- Asset Register
- Enhancement Revenue Strategy

Revenue Enhancement Strategy is there but still needs to be presented for approval before it is implemented. Asset Register and Indigent register both need some final touches and approval before they are implemented.

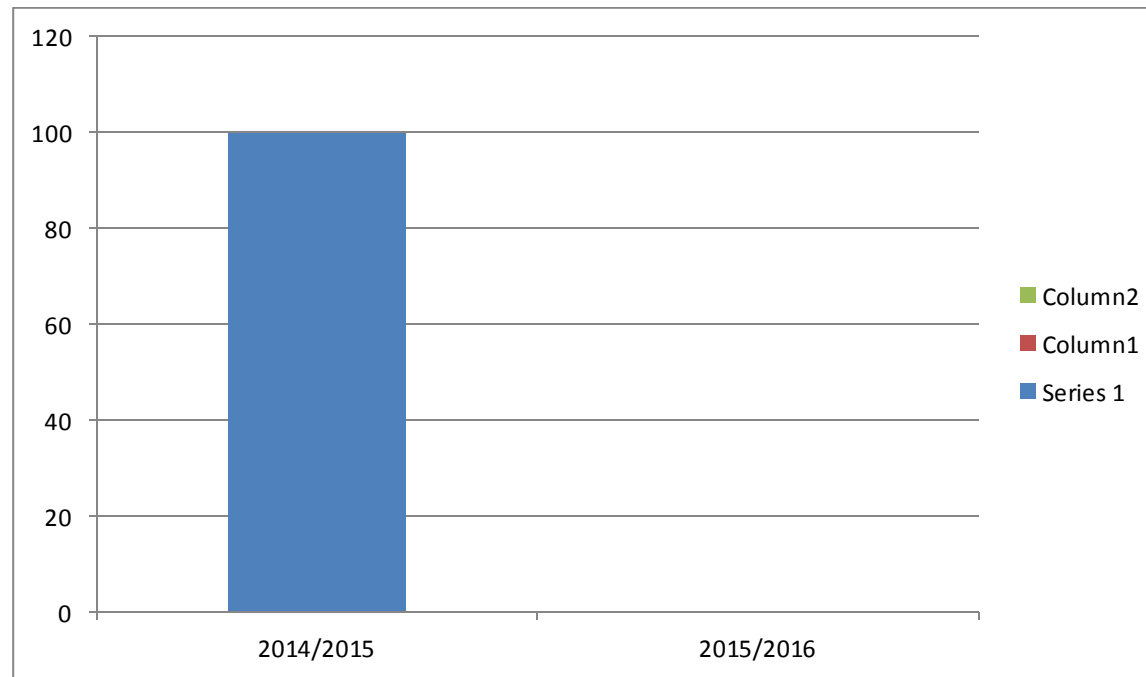
3.7.5.3 Measures taken to improve Performance

To curb the issue of illegal connections, the municipality has appointed a service provider to provide Smart metering solution. This will improve the revenue collection of the municipality. The municipality is currently collecting the household's information to verify the information on the indigent register. This emanated from the speculation which says all household in eDumbe Location and Bilanyoni are indigents which logically is incorrect. Based on the observation of the municipality there are professionals who are residing in these areas who cannot by any chance qualify to be indigent. The municipality has then commissioned the team to get house by house to verify the ownership and members of the households. The council has decided to exempt interests on rates accounts until that the indigent register is finalised.

This will assist in recovering some of the debt which can be recovered. The Municipality has also employed people in critical positions and that will help Finance department to improve its performance. Manager Finance post and other critical positions have been filled and we believe that the municipal performance will improve. The municipality is keen to ensure its sustainability and continuity by employing young people in various positions.

3.7.6. Spatial Development and Environmental Planning

The overall score for this KPA is 0% for 2015/2016 down by 100% from 2014/2015 financial year



3.7.6.1 Performance Highlights for 2015/2016

The overall score for this KPA is 0%. There are some issues that need to be ironed out. The entry face of our town is a disaster and it contributes towards the migration of middle class to settle in nearby towns like Vryheid, Newcastle and Piet Retief. Illegal development is also a contributory factor towards this migration as middle class people fear that their properties might lose value due to illegal developments

3.7.6.2 Challenges

Housing projects are delayed by the land issues which are not resolved since most of the land is privately owned and some state owned and the transfer of ownership which is unbecoming. Despite all the challenges the implementing Agents are busy on sites packaging the projects and registering the beneficiaries. The formalization of Mangosuthu area which was going to add more revenue to the municipality when the residents pay their rates has not been finalized. Lumps at eDumbe and Bilanyoni are still not yet finished.

10.6.3 Measures taken to improve Performance

The post for Director Planning has been filled and there has been a lot of improvement in the department. The Council has adopted the Municipal Process Plan and has been abiding by it in developing the IDP and the community participation through ward committees has been always ensured. Hon Mayor and the council have been able to conduct IDP izimbizo in all wards. The community was afforded an opportunity to contribute in the IDP formulation

3.8. Access to basic services

Table 1

eDum be Munici pality	2013/2014			2014/2015						2015/2016																					
	Housin g	Refus e remo val	Electr icity (in hous e)	Housing			Refuse removal			Electricity (in house)			Corrective Measure	Refuse removal			Electricity (in house)														
				Target	Actual	Backlog	Target	Actual	Demand	Target	Actual	Backlog		Target	Actual	Demand	Target	Actual	Demand	Target	Actual	Demand									
No. of H/hold s	Target	Actual	Target	Actual	Target	Actual	Backlog	Target	Actual	Demand	Target	Actual	Backlog	Baselin	Target	Actual	Demand	Backlog	Implementing agents are in place busy with packaging of Housing Projects	Target	Actual	Demand	Target	Actual	Demand	Backlog	Baselin	Target	Actual	Demand	Backlog
	0	0	5181	5181	10109	10109	0	0	0	0	0	0	0	10109	5417	5417	0	0		0	5181	5181	0	1900	159	1741	1741	10109	1741	1741	1741

Housing Backlogs =5417

Electricity Backlogs = 1741 household

The number provided on refuse removal (5181) only talks about people residing in town not on the township.

The municipality has a problem of service providers who fail to finish projects on time. There are many reasons alluded to the tendency of failing to finish the projects on time, one being the under quoting of contractors. Some contractors decide to desert the project without reporting. The PMU was fighting over the completion of projects. It was a serious concern to the municipality since service providers compromised our project plans for the bigger provincial and big cities projects.

Housing projects are delayed by the land issues which are not resolved since most of the land is privately owned and some state owned and the transfer of ownership which is unbecoming. Despite all the challenges the implementing Agents are busy on sites packaging the projects and registering the beneficiaries.

Table 2

3.9. Indigent Policies and Registers

eDumbe Municipality	2013/14			2014/15			2015/16		
	Reviewed /developed indigent policies	Indigent policy implemented	Indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	Indigent registers in place	Reviewed /developed indigent policies	Indigent policy implemented	Indigent registers in place
Y/N:	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Date:									

Indigent register has been drafted what is left is to present to council for approval. In 2016/17 financial year the municipality will present the indigent register to council for approval.

3.10 Status on the provision of free basic services by eDumbe Municipality (2015/16)

eDumbe Municipality	Electricity				Demand	Refuse removal				
	No of indigent households receiving free service	Target	Actual	Units per household (kw h)		No of indigent households receiving free service	Target	Actual	Demand	Units/ R value pm per household
Number of H/holds and units	776	776	776	20		776	776	776	-	n/a

eDumbe Municipality is responsible for delivering basic services as per the legislation. eDumbe Municipality has electricity license which bound it to provide free electricity to its indigent people. We also provide refuse removal to the community staying in urban areas.

3.11. Status on the provision of access roads by the eDumbe Municipality (2015/2016)

eDumbe Municipality	Tarred Access Roads						Gravel Roads					
	No of tarred roads	Target	Actual	No of KMs	Targeted KMs	Actual KMs	No of gravel roads	Target No of gravel roads	Actual No. of gravel roads	No of KMs	Targeted No. of KMs	Actual No. of KMs
Number of roads made	3	3	3	18km	18km	18km	28km	35km	35km	50km	28 km	50km

Roads infrastructure development and maintenance is an ongoing challenge since even people who reside along the provincial roads want the municipality to maintain their roads which is not the municipal competency. The municipality has a challenge of rehabilitating roads in town and townships. Using the municipal plant the gravel roads which falls within the municipal competency are being maintained in all wards, the new plan that has been presented to Council is to have a quarterly schedule for the plant to all wards so that ward committees can monitor the performance of each ward in as far as the gravel roads is concerned. The other challenge is the utilization of the plant by the operators who seems to be lacking skills and understanding of the Plants.

The town and township roads the municipality has applied for MIG funding for the roads and there is a plan to redo some of the roads and put traffic humps and cycle. Though the MIG funding allocation will not address the road problem over one year, since all our town roads are old, and cannot be patched

Challenges

The Municipality has a great challenge in satisfying the needs of its community more especially when it comes to basic service delivery. We are a small municipality with a lot of developmental needs which our budget cannot make it. Nevertheless the municipality is trying its level best to deliver to its clients as required by the law. The infrastructure we use is very old and it can no longer be used for new purposes since it needs to be renewed.

Roads; our roads system is very old and it can no longer be rehabilitated and it needs to be scraped and redone which will cost the municipality the amounts that it does not have. Town roads are critical since they are the entry points for any economic opportunity and investors get discouraged by our roads systems.

Access Roads in township is degraded and it needs to be improved while the township expands time and again but there is no improvement. The community deserves good access roads which the municipality cannot afford. Rural roads which need to be maintained by graders are too many and there is no linkage between the municipality and the Department of Transport to ensure that all roads that belong to the provincial departments are being maintained from time to time.

The municipality bought the two Graders and two Dozers with a sole aim to improve the lives of our people. This plant is assisting in maintaining the rural roads and opening public sport fields.

Refuse collection; the two trucks are not enough to clean the three formalized areas and this is costing the municipality overtime which can be avoided should we have money to buy the other one. The municipality has appointed a team of people to work over the weekend cleaning the town streets and open spaces.

The maintaining the waste management without the legal dumping site is a challenge and people residing next to the site are always complaining which the municipality cannot fast track but has been trying to push for the site identification of the new dumping site. This is coming with financial implication which the municipality cannot afford; as a result it has been dragging till today.

Storm water management; the municipality has identified the problem of storm water management which also adds more challenges; the Paulpietersburg town has no proper storm water management system. The storm water runs from the town to the nearby river, this is causing a serious challenge in the environment.

Measures taken to improve performance

The council was disappointed by the withdrawal of the éDumbe on the Small Town rehabilitation Programmes which help small towns to revive the infrastructure and beautify the towns. The éDumbe was announced as part of the beneficiaries list but later on was excluded.

This took away the opportunity of rehabilitating our town roads, electricity and storm water in town. This was going to attract more investments in the area and job opportunities to the local people.

éDumbe is still using a pitch sewer system which is not good for town development and investment. Yes it is not the function of the éDumbe municipality to develop the sanitation system but for the District. The actual fact is, it affects the development of our town and the investments in the area.

Recommendations

1. To engage COGTA consider including the éDumbe Municipality in the small town rehabilitation programme.

2. That the municipal Infrastructure Investment Plan be developed to indicate the targeted projects and areas
3. That the municipality should engage other stakeholders to source funding for capital projects
4. That the existing infrastructure be rehabilitated to accommodate the existing demand on service delivery.

3.12. FINANCIAL HEALTH OVERVIEW

Introduction

Profound fiscal efficacy, discipline, prudence and monitoring all provide a sound basis for the delivery of all the key and fundamental municipal objectives. It is therefore imperative that municipalities not only purport to portray but embrace an intrinsic and frugal duty to maximize revenue potential while transparently managing public finances as set out in the Municipal Finance Management Act 2003, and the Municipal Property Rates Act 2004 following the proper International Accounting Standards as prescribed in policy and regulation. The guidelines set therein provide for effective accountability, evident financial sustainability and a financial viability conducive to infrastructure investment and service delivery.

The financial performance of municipalities is based on the 2015/2016 financial statements.

- Financial viability data is based on the 2015/2016 financial statements of the municipalities. Municipal financial statements are not all in the same format, there are instances where it is difficult to compare the same items across municipalities. In cases where ambiguity may exist, please refer to the municipality's individual financial statement.
- An attempt is made to ensure that the data tables in this report are for the status as at end June 2016.
- Audited financial statements were requested from municipalities and the statements received are considered audited unless unaudited set was received and it wasn't highlighted as such by the municipality.
- Interpretations of the annual financial statements were made based on the statements received from municipalities.

Financial Viability

This is the main prescribed key performance indicator. It is therefore compulsory for all municipalities to submit annual reports on achievements or challenges encountered in achieving according to ratios set in the 2001 Regulations.

The financial viability of Local Government is measured using three key performance indicators:

- a) Debt coverage which denotes the rate at which a municipality to meet its debt service payments with the financial year from its own sources of revenue. A municipality should have 20% debt coverage.
- b) Outstanding service debts to revenue refer to the ability of a municipality to service its debts dependant on the rate at which the municipality collects amounts owed to it. In other words it represents the ratio of outstanding debtors to total revenue.
- c) Cash flow measures the rate at which municipalities can cover their costs, that is the debtor collection rates which result in sufficient cash to enable the municipalities to meet their day to day operational costs. It is mandatory for municipalities to determine cash flow requirements to maintain operations and also have adequate measures to foresee the need to alter operations as required.

Challenges

The municipality had a challenge in collecting its revenue especially from residents who decided to stop paying their accounts due to their dissatisfaction on service delivery pace. This has led to the municipality not achieving its target on revenue collection and cash flow problem.

The Municipality has established the Cash flow Committee to monitor the cash flow versus the procurement requisitions. The Cash Flow Committee has done tremendously work in terms of controlling cash flow..

Measures taken to improve performance

The municipality has filled all the critical post in finance to ensure that we have all the relevant officials in the municipality finance department. Revenue section and debt collection have been capacitated to ensure that the municipality is improving. The municipality is continuing correcting the addresses of the debtors to ensure that it has correct contact information of the debtors.

Recommendations

1. That the municipality observe and comply with the MFMA in governing the municipal finances
2. To implement revenue enhancement strategy and gazette the by – laws

CHAPTER 4

ORGANISATIONAL

DEVELOPMENT

PERFORMANC