

VOLUME III

AUDITED ANNUAL PERFORMANCE REPORT FOR 2018/19 FINANCIAL YEAR



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A Better Place for All

DR NKOSAZANA DLAMINI ZUMA LOCAL MUNICIPALITY

2018/19 ANNUAL PERFORMANCE REPORT

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1. FOREWORD BY HER WORSHIP: THE MAYOR

The mandate for this Council is to ensure that we fast track service delivery in all Key Performance Areas. This will ensure that Dr Nkosazana Dlamini Zuma Local Municipality's citizens enjoy better life by having access to all basic services.

It is again with pleasure to report that the Council was able to adopt the Integrated Development Plan which is a strategic plan that incorporates all development plans within the municipal jurisdiction. This plan is in line with the Budget as per Treasury regulations.

Our Municipality is growing, the official launch of the Creighton Licensing and Testing Centre will go a long way in making sure that the Municipality revenue is enhanced. The establishment of this centre will eventually lead to more staff recruited in the future. Also, the community of Dr Nkosazana Dlamini Zuma Local Municipality will benefit tremendously on the services offered by the centre as it is accessible to Creighton and surrounding areas.

Our Municipality is in the process of consultation with potential investors for the construction of Bulwer Shopping Centre/Mall which will in turn provide job opportunities and inject economic investment in Bulwer area. In partnership with Department of Public Works, the municipality is continuing with the implementation of Extended Public Works Programme (EPWP) which benefits local people by provided contract employment opportunities and as such 127 people were employed through this programme during the financial year 2018/19. These local people are involved in waste collection, tree filling, and bush clearing etc. The Community Works Programme CWP has also created employment to 1100 people within Dr NDZ LM. The successful KwaBhidla Housing Project has ensured that about 76 households have proper housing structure within their yards, the phase 1 of this project was funded with R7m by the Department of Human Settlement.

In this financial year, the Municipality had established Customer Care Unit which is solely responsible for attending community's complaints and comments. In the next financial year, the municipality will embark on the Customer Satisfaction Survey project. The project's objective is to attain community perceptions on Municipal services. It is hoped that the result of the survey will be used by the Municipality to accelerate and enhance quality of service to citizens. The Municipality is continuing to implement Operation Sukuma Sakhe programme. One of this programme's objective is to develop and implement interventions aimed at assisting vulnerable people of Dr Nkosazana Dlamini Zuma Local Municipality. We are proud to announce that through OSS a number of social ills have been responded through OSS initiatives. The municipality through the Youth and Development Unit came up with a Programme of Conducting Dialogues on challenges faced by the youth of South Africa. One of the targeted schools was Leshman High School which had a huge number of misbehaving pupils in the OSS report. After these dialogues there is a significant improvement on the behaviour of pupils in this school.

In closing I would like to express my gratitude to each and every stakeholder within the Dr Nkosazana Dlamini Zuma local Municipality who have contributed in ensuring that 2018/19 becomes a year of success. We will continue to serve our communities to fulfil our slogan that Dr NDZ LM is indeed a better place for all.

Councillor: PN Mncwabe
Her Worship the Mayor

2. MUNICIPAL MANAGER'S FOREWORD

MUNICIPAL MANAGER'S FOREWORD

It is with pleasure for me to write this foreword highlighting the gains, challenges and areas for improvement on 2018/19 financial year. When the 2018/19 financial started, Dr Nkosazana Dlamini Zuma Local Municipality made commitment to service all its citizens in an efficient and effective manner. This was informed by resolutions that were taken during the Municipal Strategic Planning which emphasis the issue of speeding up services to community. Secondly, the appointment of Senior Managers in key positions such as Public Works and Basic Services and Community and Social Services led to the hope that most of key targets set by Council will be completed.

Legislative Requirements

Outlined in Section 40 of the Municipal Systems Act of 2000 (MSA), Municipalities must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels. Section 34 of the MSA furthermore point out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets be reviewed and this review will form the basis for the review of the Organisational Performance Management and Performance Contracts of Senior Managers.

The Municipal Planning and Performance Management Regulations (2001) stipulates that a "municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players" (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001). Section 46 of the Municipal Systems Act (Act 32 of 2000), stipulates the following: -

- (1) A municipality must prepare for each financial year a performance report reflecting -
 - (a) the performance of the municipality and of each external service provider during that financial year;
 - (b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and
 - (c) measures taken to improve performance.
- (2) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act.

Highlights on the municipal achievements in the year 2018/19.

For the third time in three financial years, the Municipality was able to finish its Municipal Infrastructure Grant (MIG) funding. This was due to sufficient capacity at Public Works and Basic Services Department in 2018/ 2019. Secondly, due to capacity that is currently existing the department has dedicated aside Operations and Maintenance budget in order to be implemented through EPWP. Our community halls and Roads are being maintained as a result of this existing capacity.

In 2018- 2019 financial year, the Municipality was able to internally developed policies in compliance with the relevant regulations and prescripts. The following are some of the few key policies developed and approved by Council:

- Informal Trader's Policy
- Bylaw on Business Licence

- Policy on Cost Containment Measures
- Talent Management Policy

This was also achieved due to the appointment of Senior Manager Community and Social Services after three years of struggling to appoint Senior Manager in Community and Social Services Department.

As part of service delivery to the people of Dr NDZ LM, the Municipality, has to-date built 76 housing units for deserving beneficiaries through KwaBhidla Housing Project. Not all of our wards have low cost housing projects due to financial constraints at a national level and delays that comes with the processes that the Department of Human Settlement has to undergo before implementing any housing project. The Municipality is currently doing feasibility study in order to develop a middle-income housing project in Creighton and Bulwer. This will go a long way in revenue generation for the Municipality.

The Municipality is counted amongst top performing municipalities within Harry Gwala District Municipality with regards to good governance and public participation. Ward Committees are functional and their work is both efficient and effective this is evident as Ward 1 scooped a second position in the Premier's Excellence Awards for the best functioning War Room.

We pride ourselves as one of the best municipalities who are serving with integrity, efficiency, and transparency. With the limited resources we received from National Treasury Office were able to ensure that each Ward benefited from the MIG allocation of 2018/19 financial year.

Mr NC Vezi
Municipal Manager

3. SUMMARY

This is a very high level (strategic) summary of the performance achievements per key performance area, challenges and corrective measures taken to improve performance during the 2018/19 financial year:

- The results are assessed using graphs and tables, according to their performance against improvement targets. A graphical report summarises performance for the municipality's scorecard is also illustrated in the graphs and tables below using a traffic light system used to report performance is as follow:
 - Blue – Number of targets
 - Green – Targets achieved
 - Amber – Performance in %
 - Red – Targets not achieved.

At the end of quarter 4 (April to June 2018/2019) 78% of priority performance measures have been achieved this year-end target. Areas for improvement are shown in the graphs and tables below. Accountable officers have provided commentary to put performance into context and identified actions that they are taking to address performance.

In 2018/2019 performance has declined by 3.% when compared with 2017/2018 which was 81%. It is worth noting the impact of factors such as delays in filling the positions of two Senior Managers for service delivery departments i.e. Public Works and Basic Services and Community and Social Services Department and the SCM Manager had a negative bearing on the municipality's performance. However, it is again worth noting that the municipality had a surplus of R50 955 015 as savings during the financial year and it was able to maintain good levels of service delivery as demonstrated through comparative information.

GRAPH COMPARING ACHIEVEMENT OF TARGETS FROM 2016/17-2018/19

2016/17				2017/18				2018/19			
No. of targets	Targets Achieved	Targets not achieved	%	No. of targets	Targets Achieved	Targets not achieved	%	No. of targets	Targets Achieved	Targets not achieved	%
216	148	68	68 %	232	188	44	81%	97	76	21	78%

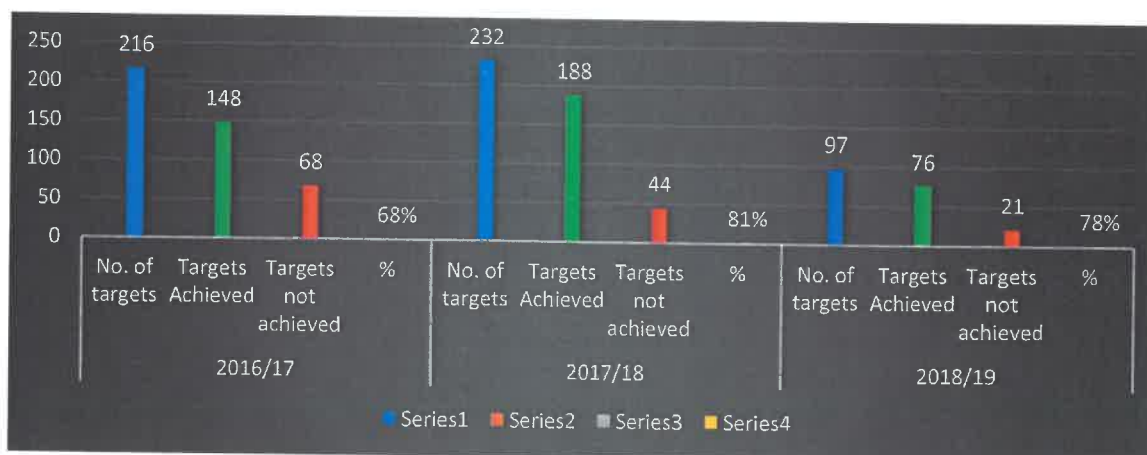


Table 1: Comparative Target Achievement Information

Traffic Light Status	2016/2017 Performance	2017/2018 Performance	2018/2019 Performance
Blue – Exceeded target	0%	1%	19%
Green – Met target	69%	80%	59%
Red – Missed Target	31%	19%	22%

4. PERFORMANCE MANAGEMENT PROCESSES

The first performance management framework /policy was adopted by the Council of the Dr Nkosazana Dlamini Zuma Local Municipality on the 12th December 2017. The framework was again reviewed and amended to align with the best practice guidelines suggested by the Department of Cooperative Governance and Traditional Affairs of Kwazulu-Natal. The framework/policy will again be reviewed in the 2019/20 financial year to address the Internal Audit findings that the policy is not fully compliant with the Municipal Systems Act. With the assistance of the Provincial Cogta the municipality would present a fully complaint policy to Council in the next financial year for adoption. The newly developed Standard Operating Procedures/ Technical Indicator Descriptions to clarify the processes to collect, collate, verify and store of performance information will assist the municipality to improve on the Auditor General's opinion on performance information. The Organisational Performance Management function of Dr NDZ Municipality is delivered by an internal Performance Management Unit within the Office of the Municipal Manager under the direct supervision of the Strategic Support Services Manager. The Performance Management unit consists of one permanent employees, i.e. one post of Officer: Performance Management Systems and one Intern.

5. ORGANISATIONAL PERFORMANCE MANAGEMENT PROCESS

The process of managing performance at organisational level in Dr NDZ Municipality involves the stages:

1. Performance Planning
2. Performance Monitoring
3. Performance Measurement
4. Performance Analysis
5. Performance Reporting
6. Performance Review
7. Oversight by (APAC, MPAC, Exco and Council)

Key performance indicators have been refined in support of the municipality's development priorities and objectives as set out in the revised IDP framework (aligned with the organizational structure and Council's priorities) for the five year IDP period to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the 2018/2019 OPMS Scorecard. A process to ensure regular reporting is in place and gets reported quarterly to the Council via the Performance Audit Committee.

Individual performance agreements and performance plans were prepared in line with provisions prescribed in the Performance Regulations. These agreements are fully implemented and aligned with

the Service Delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act (No 56 of 2003)

Audit and Performance Audit Committee

The Performance Audit Committee has been established since 2016 in terms of Section 14(2) (a) of the Local Government: Municipal Planning and Performance Management Regulations of 2001 and membership would change over time. The contract of members of the Audit and Performance Audit Committee for the 2018/2019 financial year was extended in June 2019, by Council thus membership of the following is within the statutory requirements:

Ms SD Ncube -Dlamini Chairperson (external member)

Mr B van der Merwe (external member)

Mr P Mntambo (external member)

Mr VIV Made (external member)

Performance Evaluation Panels

Performance Evaluation Panels have initially been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager per the policy. Performance Assessment Panels for the assessment of Section 57 employees were established as follows:

For purposes of evaluating the annual performance of the Municipal Manager (section 54A), an Evaluation Panel constituting of the following persons was established -

- (i) Mayor;
- (ii) Chairperson of the Performance Audit Committee;
- (iii) Mayor and/or Municipal Manager from another Municipality;
- (iv) Member of a Ward Committee as nominated by the Mayor

For purposes of evaluating the annual performance of Managers directly accountable to the Municipal Manager, an Evaluation Panel constituted of the following persons was established:

- (i) Municipal Manager;
- (ii) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- (iii) Member of the Executive Committee
- (iv) Municipal Manager from another Municipality.

Performance Evaluation sessions are conducted quarterly and were held as follows:

2017/18 Annual performance assessment: 29 July 2018

Q1 of 2018/19 (Informal): 26 October 2018

Mid-year/ Q2 of 2018/19: 29 January 2019

Q3 of 2018/19 (informal): 20 May 2019

Q4 of 2018/19 annual performance assessment are scheduled for 03 September 2019 to allow sufficient time for validation and auditing of information reported on for the completed financial year. The minutes of all meetings are available in our Registry Unit in the Orbit electronic document management system. The final performance evaluation results and scores are reported via the

Performance Audit Committee, the Executive Committee up to the Council. Payment of Performance bonuses for Senior Managers are presented to Council for consideration/approval in accordance with Performance Regulations.

Auditing of Performance Information

In reviewing the municipality's performance management system, the Performance Audit Committee focus on economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by the municipality are concerned. The Internal Audit Manager within the office of the Municipal Manager coordinates and manages the Internal Audit function within the municipality. As part of his scope, auditing of the Performance Management System and Predetermined Objectives are performed and reported on for each quarter in terms of the internal audit plan.

Performance Monitoring underpins the Municipality's IDP in terms of reviewing progress regularly in achieving our priorities and delivering value for money services. Early investigation into variances enables remedial action taken where appropriate.

Background to municipal scorecard/SDBIP

The municipality's scorecard/SDBIP was drafted in line with Circular 13 of the Municipal Finance Management Act which states the following:

"The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management."

In the prior years this was not the case with our municipality hence our SDBIP/Scorecard was more of an operational plan thus having a number of indicators. The 2018/19 SDBIP/ Municipal Scorecard had about 97 indicators and the 2017/18 had about 232 indicators. This then reveals that there is a huge improvement in terms of performance for the year 2018/19.

The Municipal Scorecard Appendix 1 approach reflects the 6 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on measures/targets included within the Municipal Scorecard/SDBIP per department. These targets and performance indicators were presented to Council in June 2018 and were again reviewed/ revised and thereafter tabled at Council meeting on 21 February 2019 for approval.

The tables and graphs below are used to report performance according to number of targets achieved and targets not achieved in comparison to the previous financial year 2017/18.

The annual performance reporting on the 2018/2019 financial year has been completed and reflected in the Organisational Performance Scorecard in a table format (as prescribed by KZN CoGTA). The Organisational Performance report is herewith presented to the Auditor General for auditing together with the Annual Financial Statements (based on the interim results) on 31 August 2019.

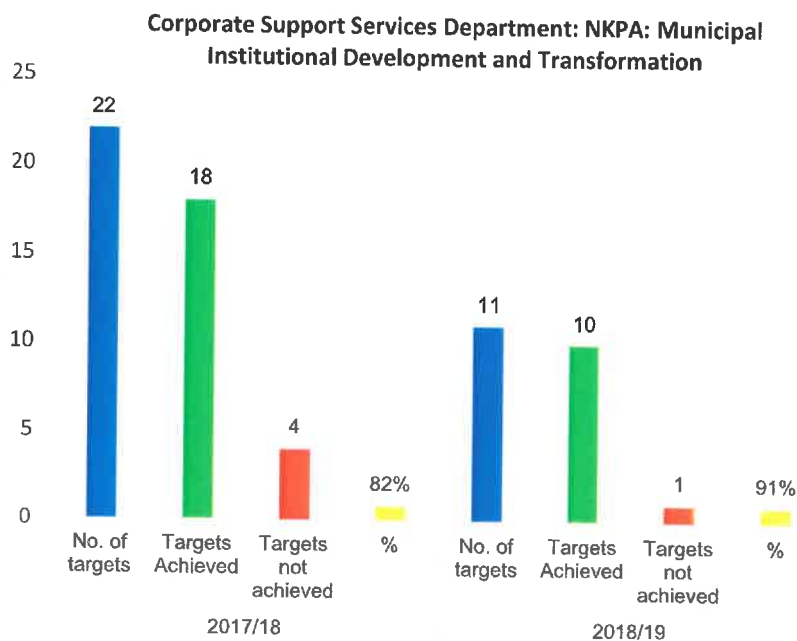
This Annual Performance Report (Tables) once finalized and approved should be read in conjunction with the Dr NDZ Annual Report, including the Annual Financial Statements as well as Auditor General Report on the Annual Financial Statements and Performance on Predetermined Objectives Information for 2018/2019.

An average percentage achievement of 78% against the annual key performance targets set has been recorded, reflecting a decline from 2017/2018 financial year where 80% was recorded. Accountable managers have provided commentary to put performance into context and identified actions that they are taking to address instances where under performance is reported.

5.1. CORPORATE SUPPORT SERVICES DEPARTMENT: NKPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

The overall score for the KPA is 91% for 2018/2019 and is up by 9% from 2017/2018.

2017/18				2018/19			
No. of targets	Targets Achieved	Targets not achieved	%	No. of targets	Targets Achieved	Targets not achieved	%
22	18	04	82%	11	10	1	91%



Highlights on the department's performance in 2018/19 financial year.

The department is comprising of the following units/directorates:

- Human Resources: Recruitment and Selection
- Skills Development
- Administration and Council Support
- Information, Communication and Technology (ICT)
- Registry/ Records Management

During this financial year the department was able to facilitate and finalise the appointment of the two Senior Managers i.e. Senior Manager Public Works and Basic Services and Senior Manager: Community and Social Services. 57 Employees were trained in different skills programmes to ensure that the Council's mandate is implemented efficiently. The department was able to review 25 HR related policies during the financial year and some of these policies have been workshopped to all Staff members. 03 Wellness Programmes were conducted successfully during the year, this was made possible by the appointment of an OHS Clerk and the establishment of the EAP Committee.

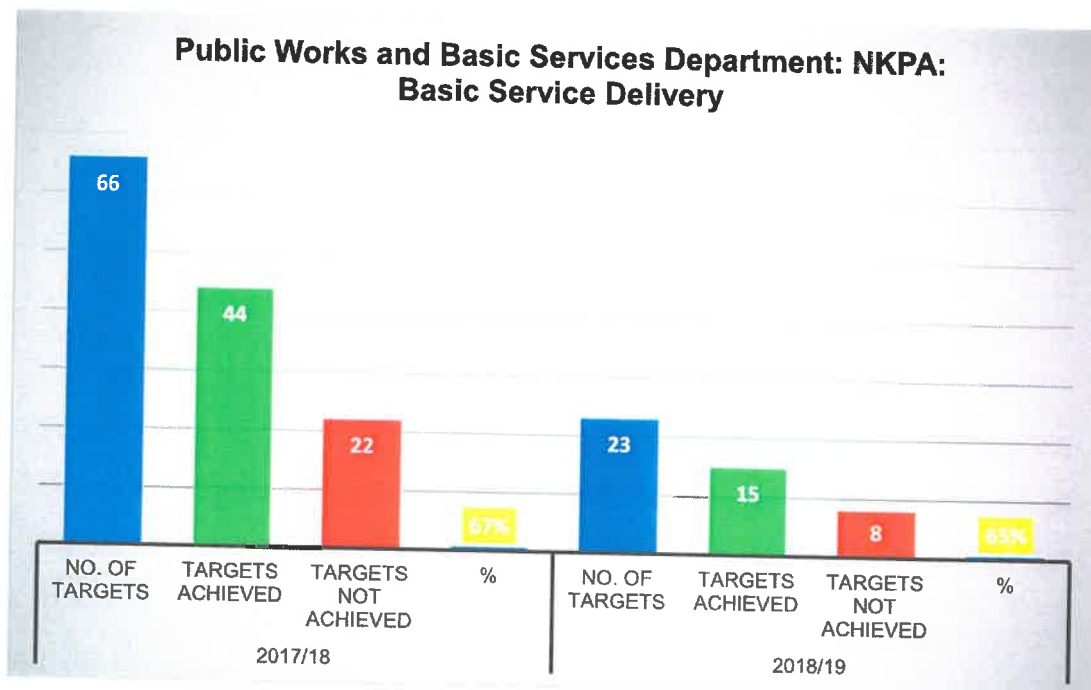
Challenges and Remedial Actions.

Office space remained a major challenge within the department and the organisation as a whole. The department had submitted a needs analysis report to the Public Works and Basic Services department to propose for a construction of new offices in Bulwer. This matter has been discussed at a Management Committee level for submissions to be made to Council to endorse the decision to construct new offices. The sitting of Local Labour Forum remained a challenge for the better part of the year, however two bilateral meetings were held with both IMATU and SAMWU Labour Unions to try and strengthen relations with the Employee Component.

5.2 PUBLIC WORKS AND BASIC SERVICES DEPARTMENT: NKPA: BASIC SERVICE DELIVERY

The overall score for the KPA is 65% for 2018/19, down by 2% from 2017/2018.

2017/18				2018/19			
No. of targets	Targets Achieved	Targets not achieved	%	No. of targets	Targets Achieved	Targets not achieved	%
66	44	22	67%	23	15	8	65%



Performance Highlights for 2018/2019

The municipality was able to construct and complete 12.986 km of new gravel access roads in the following wards 1, 2, 4, 8,11,12,13,14&15. Underberg Asphalt surfacing was also completed during this financial year this project was funded by MIG allocation of R12.5m however the municipality had to use internal funding to complete this project. 34km of gravel access roads were maintained through-out the year this includes blading and re-gravelling some of these roads. 839 households in all wards (with an exception of ward 7&8) were connected to Eskom National Grid using the R13.5m grant which was received from INEP. The municipality was able to develop the Housing Sector Plan and Housing Policy which are strategic documents in regulating housing development within the municipality. The Housing Sector plan also indicates backlogs, future plans and funding requirements for the implementation of housing projects. KwaBhidla Housing project is a three-year project with 500 units to be constructed, to date 76 housing units have been completed. Through this project about 19 Participants received training as part of the EPWP Skills Development Programme whereby they receive training on bricklaying, carpentry and plumbing skills. One sport-field in Ward 7 was completed during the financial year and two out of three community halls were also completed during the year (Ward 6&9). The following six community amenities were maintained during the year:

1. KwaThunzi Community Hall (Ward1)
2. KwaPitela Community Hall (Ward 2)
3. Sidangeni Community Hall (Ward 4)
4. Khukhulela Community Hall (Ward 5)
5. Ndumakude Community Hall (Ward 6)
6. KwaBhidla Community Hall (Ward 11)

The municipality has identified a site for new cemetery development in Bulwer. Detailed studies have been budgeted for and will be conducted in the upcoming financial year i.e. 2019/20 financial year. The overall short work opportunities that were created through EPWP was 442 that included the granted and internal funded capital projects. The Environmental Officer joined the municipality in March 2019 and she is currently developing the Integrated Waste Management Plan while she is also dealing with challenges on waste management. The Integrated Waste Management Plan is a strategic document that deals with waste management which includes collection, recycling, educational programmes on waste management and disposal of waste and management of waste disposal facilities. The municipality started the Sub-Contracting Initiative Programme to develop local SMMEs. 10 SMMEs were sub-contracted in 10 capital projects. The municipality was also able to spend the whole MIG allocation which was R26,6m during the financial year.

Challenges

Financial constraints/funding remain the most challenging aspect in providing service delivery to our communities and as a result the municipality has been subjected to a number of service delivery protests during the year. The geographical location of the municipality makes it is costly for the municipality to provide services. Provision of bulk services by the district still remains a challenge in the development of housing projects. Processes, procedures and requirements by the Department of Human Settlement on Housing Projects makes it difficult and prolong the housing development. The other major challenge with accelerating service delivery is the over-commitment of the appointed service providers/ Contractors. These Contractors get appointed by other government institutions and this affects our projects and as a result some projects were not completed during the financial year as planned.

Measures Taken to improve Performance

The municipality has taken a stance of lobbying for additional funding from well- established companies from the private sector to fund infrastructural projects. To address the above-mentioned challenges the municipality developed the following action plan:

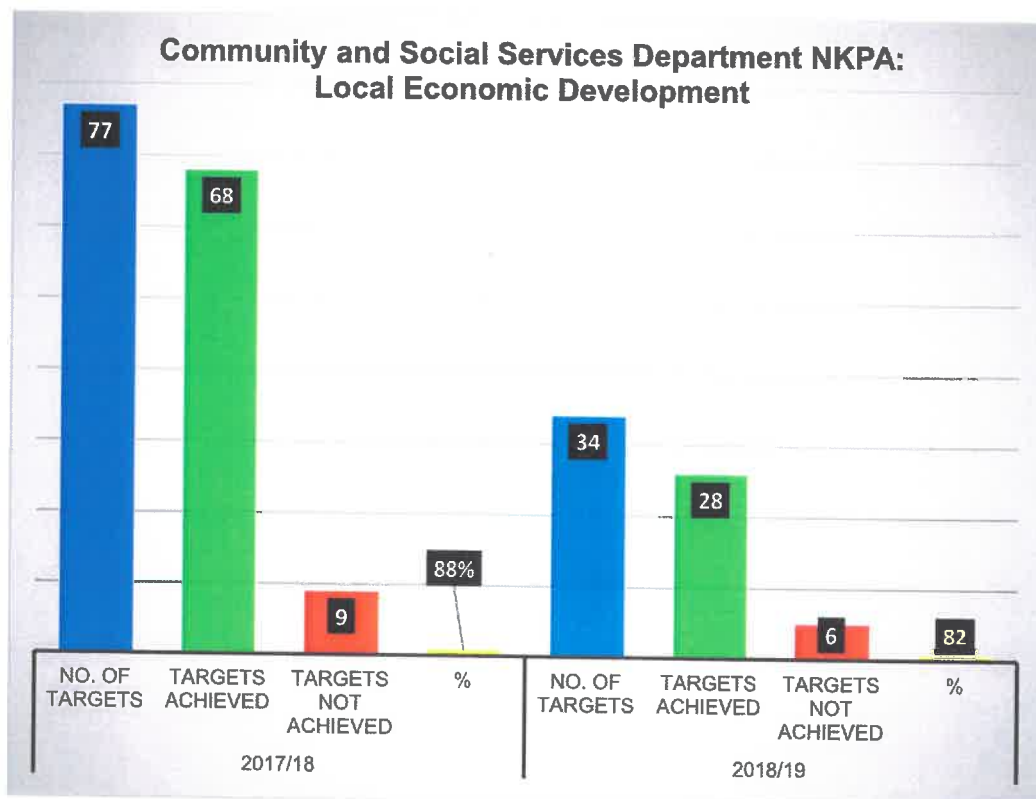
ITEM	PROPOSED RESOLUTION	RESPONSIBLE PERSON	TIME-FRAME
1. STRENGTHENING OF IGR	The Executive Committee should lead processes of strengthening relations with sector departments, parastatals, CBO, FBO, NGO & Private Sector in order to ensure that community requests are implemented timeously.	Mayor	As from 01 June 2019
2. UTILISATION OF MUNICIPAL LAND	(a)Subdivide vacant Municipal Land to attract development including Shopping Malls (b) Identify suitable sites for rental stock.	Manager: Town Planning and Development	On-going

	(c)Allocate appropriate zones for new sub-divisions.		
3.EMPOWERMENT OF LOCAL BUSINESS OWNERS	(a)30% of Infrastructure Budget should be allocated to local Youth, People with Disabilities, Veterans and Women. (b)Budget for Repairs and Maintenance should be allocated for local Youth, people living with disabilities, Veterans and Women.	MM& Bid Adjudication Committee	As from 01 July 2019
4.HOUSING	(a)Establishment of the Municipal Housing Forum to ensure the implementation of the Housing Sector Plan (b)Annual review of Housing Sector plan.	Senior Manager: PWBS	30 September 2019
5.STREET LIGHTING	(a)Conduct investigation and Installation of High Mast Light and Street lights in strategic Areas within Dr NDZ. (b)Development of Electrification Master plan by 30 June 2020.	Senior Manager: PWBS	30 June 2020
6.MAINTENANCE OF ACCESS ROADS AND STORM WATER DRAINAGE	Development of Monthly maintenance schedule, and Quarterly reports to Portfolio on progress.	Senior Manager: PWBS	Starting from 01 July 2019
7.MAINTENANCE & UPGRADE OF COMMUNITY AMENITIES INCLUDING COMMUNITY HALLS AND SPORT FACILITIES	Development of Monthly maintenance schedule, and Quarterly reports to Portfolio on progress.	Senior Manager: PWBS	Starting from 01 July 2019
8.FUNCTIONALITY OF PROJECT STEERING COMMITTEES	Conduct inductions and Training of project steering Committees prior to project commencement.	Senior Manager: PWBS	Starting from 01 July 2019

5.3 COMMUNITY AND SOCIAL SERVICES DEPARTMENT NKPA: LOCAL ECONOMIC DEVELOPMENT

The overall score for the KPA is 82% for 2018/2019, down by 6% from 2017/2018.

2017/18				2018/19			
No. of targets	Targets Achieved	Targets not achieved	%	No. of targets	Targets Achieved	Targets not achieved	%
77	68	09	88%	34	28	06	82%



Highlights on The Department's Performance In 2018/19

The Community and Social Services Department with its units namely; Community Safety, Community Programs, LED, Tourism, and Sports, Arts and Culture units.

Out of 34 Performance Targets under this department 28 were achieved within time frames within the allocated budget and 06 were not achieved. The most critical target with high impact on disaster management issues was not achieved by the department i.e.

- Procurement of a Fire truck

This special vehicle could not be delivered on time due to SCM processes and delays in the service providers side. The fire truck was budgeted for R2,5 million but this amount had to be revised to R3,2 million due to essential add-on parts like the special pump and other items.

Below is a summary of targets that were achieved by the department during the year

- Appointment of a Disaster management Officer
- Procurement of GPS gadgets to assist in taking coordinates to map incidents

- Development of a disaster Management Sector Plan
- Eight (8) Multi Sector Road blocks were conducted instead of a set target of four
- A target of 8 Computer Trainings was exceeded as 10 computer trainings were conducted
- Twenty-three (23) Library Outreach programs were conducted – this target was exceeded as 16 was the set target for this `performance area.
- Nineteen (19) Lightning Conductors were procured and installed in wards 6 and 7
- 700 `litres of Skid unit was procured to fight `fires within the municipal area.
- procurement of an Automated Number plate Recognition trailer which was later launched on 28 June 2019.
- Opening of the Creighton Driver's License Testing Centre by MEC for Transport on 18 Dec 2018 was one of the highlights. The centre offers the following services- Learners Driver's Licences, Renewal of License cards and PrDP.
- Opening of Nkwezela Modular Library by MEC For Arts & Culture on 02 April 2018
- All- important Forums were properly coordinated except the OSS Local Task Team. This was due to poor attendance by some stakeholders on the stipulated date
- 12 Campaigns were held to commemorate special days
- A significant number which is more than the set target of Jockeys/ Artists, Sports coaches and crafters were trained within a stipulated time
- Opening and resourcing of the Bulwer Community Services Centre
- Five emerging farmers attained NQF3 level training on Poultry Farming by Poultry training Institute
- Sixteen (16) participants attained NQF 5 level qualification through a training on Animal Husbandry
- Umfolozi TVET trained some participants on furniture making, and `garment making
- Registration of businesses was done in collaboration with Dept of Economic Development and Environmental Affairs
- Partnership with EDTEA, SEDA and other TVET colleges
- Sale of the seven rail coaches

CHALLENGES

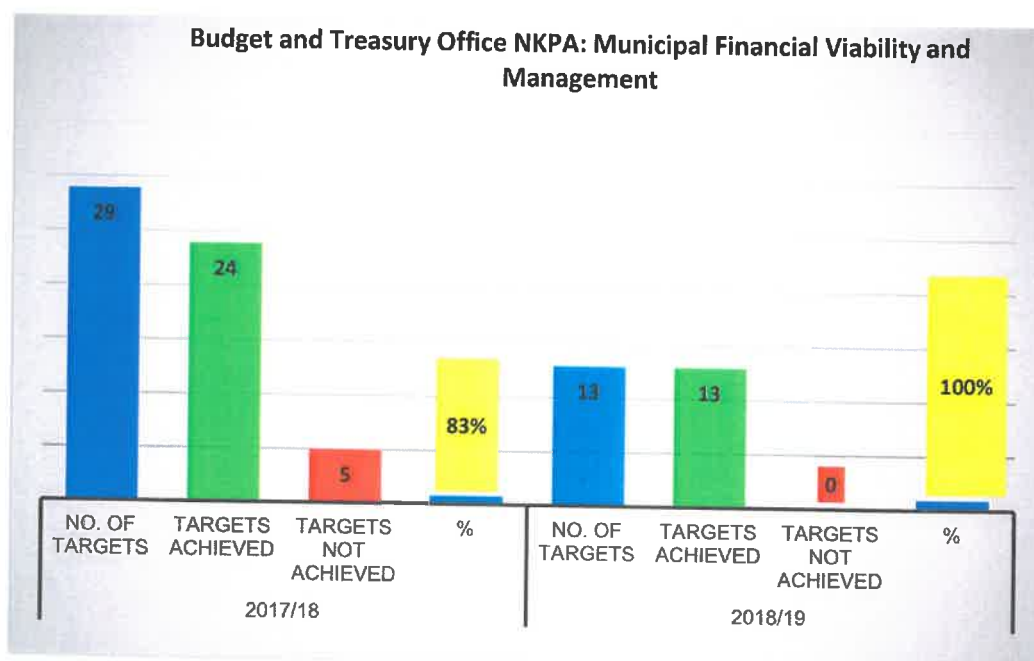
Challenge	Possible Solutions
Shortage of Human Resources	• Fast-tracking of filling of Vacant Traffic officer, OSS Officer, Tourism Office positions by HR Unit • Request of RTI to extend their area of jurisdiction to our areas
Alleged Fraud & Corruption within the Traffic unit	• Installation of CCTV cameras within the centre
Delays by Human Settlements to attend to Housing needs caused by Disasters	• The municipality will work closely with other government entities to strengthen IGR
SCM processes have hindered the implementation of some KPIs	An additional member of Bid Evaluation Committee was appointed to speed-up the evaluation of bids. A Quotation Committee was also established during the financial year to deal with bids from R30 000.00 -R200 000.00.

5.4 BUDGET AND TREASURY OFFICE NKPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The overall score for the KPA is 100 % for 2018/19 and it is up by 17 % from 2017/2018.

BUDGET AND TREASURY OFFICE

2017/18				2018/19			
No. of targets	Targets Achieved	Targets not achieved	%	No. of targets	Targets Achieved	Targets not achieved	%
29	24	5	83%	13	13	0	100%



Performance Highlights for 2018/2019

The function of the Finance Department is to secure sound and sustainable management of the financial affairs of municipality, which includes Revenue collection, Expenditure Management, Supply Chain Management and Asset and Fleet Management. The Budget and Treasury office consists of five units namely:

- Supply Chain Management
- Expenditure Management
- Revenue Management
- Fleet Management
- Asset Management

Finance department had many successes in 2018/19 financial year. The collection of property rates improved from 75% to 83%. The cost containment measures were partially implemented as the policy is in place and it will be updated on a yearly basis. Creditors were strictly paid within the legislated timeframe of 30 Days. The cash and cash equivalent as at the end of June 2019 was R122m which is an indication of good financial health in the municipality. The annual performance report indicates that the Finance Department achieved 100% on the planned performance targets for 2018/19 financial year. The current ratio was sitting at 3:1 against the norm of 2:1.

At 30 June 2019, consumer debtors of R 51 269 830 were impaired and provided for. The municipality used the "Accounts Receivable Aging Method" to estimate the allowance for doubtful accounts. The municipality has estimated the amount of bad debt by guesstimating which specific debt aging will not be paid. The total provision amounted to R 25 634 492.

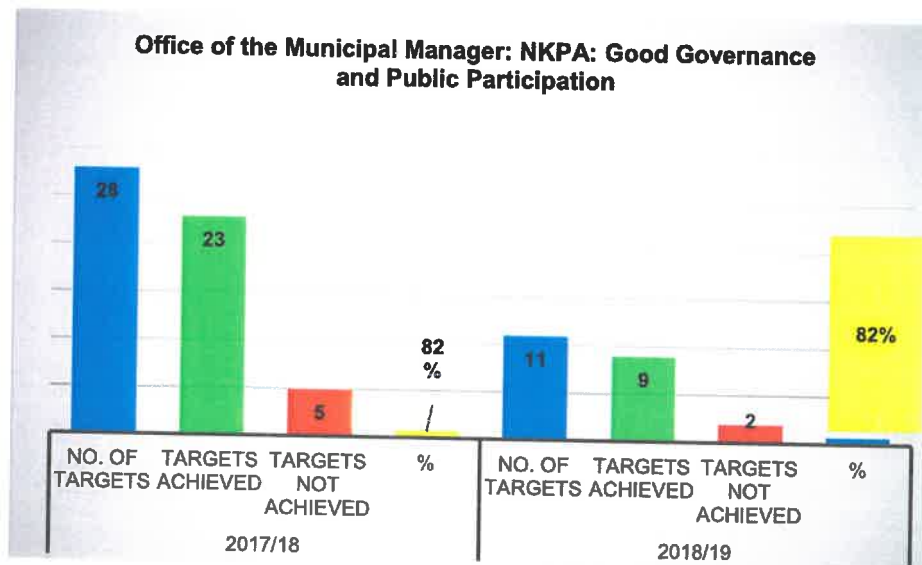
Challenges

One significant challenge was a delay in the appointment of municipal attorney's which affected the full implementation of debt collection policy and bylaws.

5.5 OFFICE OF THE MUNICIPAL MANAGER: NKPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The overall score for the KPA is 82 % for 2018/2019 which is the same from the previous financial year 2017/2018 which was 82%.

2017/18				2018/19			
No. of targets	Targets Achieved	Targets not achieved	%	No. of targets	Targets Achieved	Targets not achieved	%
28	23	05	82%	11	09	02	82%



Performance Highlights for 2018/2019

- The department was able to successfully co-ordinate and conduct 2019/20 IDP/Budget Roadshows in all 15 wards.
- Four Performance Assessments/ Reviews were conducted for all Senior Managers.
- To improve on AG's Audit opinion the department was able to facilitate the appointment of a PMS Officer and Internal Audit Clerk (1-year contract)
- One TV Mayoral Slot on 1KZN TV and 1 Mayoral Radio Slot (Ukhozi FM) were broadcasted during the year.
- Two newsletters and 1 service delivery hand-book were published

- Four Combined Quarterly Ward Committee meetings were convened during the financial year.

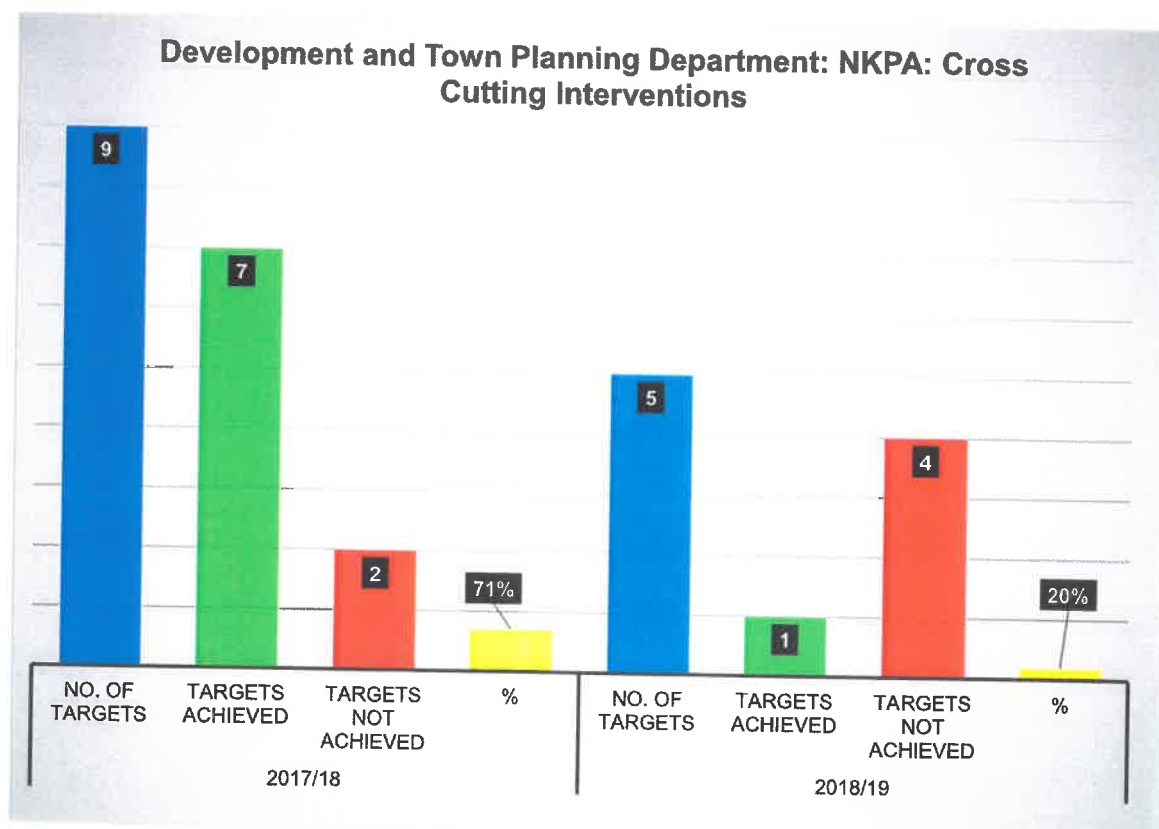
Challenges and Measures Taken to Improve Performance

- Late submission of information by internal departments for compilation of performance management system still remains a challenge. A schedule of submission dates will be prepared and submitted to all HODs to sign.
- Lack of support by other organs of state to submit information when reviewing the Integrated Development Plan (IDP). A resolution was taken at a Strategic Planning session that the municipal leadership must hold meetings with Sector Departments to discuss all service delivery issues to be incorporated to the IDP.

5.6 DEVELOPMENT AND TOWN PLANNING DEPARTMENT: NKPA: CROSS CUTTING INTERVENTIONS

The overall score for the KPA is 20 % for 2018/2019 down by 51% from 2017/2018.

2017/18				2018/19			
No. of targets	Targets Achieved	Targets not achieved	%	No. of targets	Targets Achieved	Targets not achieved	%
09	07	02	71%	05	01	04	20%



Performance Highlights for 2018/2019

The following table summarises the department's achievements in 2018/19 financial year:

NO	APPLICATIONS CATEGORY	STATUS
1.	Building Plans	➤ 33 Approved ➤ 19 Deferred
2.	Land Development Management	➤ 11 Approved ➤ 1 Deferred
3.	Building Inspections	➤ 187 Routine Inspections ➤ 15 Site Visit
4.	Business Licenses	➤ 39 Processed ➤ 11 Approved

Challenges

- Delays by Supply Chain Management Processes to appoint service providers to execute planned projects
- Reliance on Consultants
- Shortage of staff to manage projects within the Department
- Delay in response from government Departments
- Poor performance by Service Providers

Measures Taken to improve Performance

The department intends on appointing a Town Planner who will assist in running some of these projects in house.

6. COMPARISON OF ORGANISATIONAL PERFORMANCE BETWEEN 2017/18 AND 2018/19 FINANCIAL YEARS

2017/2018 FINANCIAL YEAR

Department	Overall 2017/18 Performance Rate
Corporate Support Services	81%
Public Works & Basic Services	68%
Community and Social Services	87%
Office of the Municipal Manager	82%
Development & Town Planning	78%
Budget & Treasury Office	83 %
Dr NDZ Local Municipality	80%

2018/19 FINANCIAL YEAR

Department	Overall 2017/18 Performance Rate
Corporate Support Services	91%
Public Works & Basic Services	65%
Community & Social Services	82%
Office of the Municipal Manager	82%
Development & Town Planning	20%
Budget & Treasury Office	100%
Aggregate Score	73%

7. KEY AREAS TO NOTE

Improving Performance

As indicated in the preface of the report it is worth noting that even though it seems as if the current year's percentage of performance (78%) has declined by 2%, when compared to the previous year's which was 80% it must be noted that the municipality has adhered to Circular 13 of the Municipal Finance Management Act which guides the drafting of the Service Delivery and Budget Implementation Plan/ Municipal Scorecard that there must be top and a bottom layer SDBIP/Scorecard.

Deteriorating Performance

This section highlights key areas for deterioration of performance, in the cases where the targets have been missed.

The Development and Town Planning department's performance has deteriorated as only one target was achieved through-out the year. The department resolved to facilitate the appointment of a Town Planner who will implement some of these projects in house rather than relying on Consultants.

On construction projects/service delivery projects a number of targets were not met due to the delays in SCM processes. The municipality tried to accelerate the appointment of the two Senior Managers and the SCM Manager in order for them to serve in the Bid Adjudication Committee. The Adjudication Committee now sits on a weekly basis (Mondays) in order to ensure that all bids are processed timeously.

8. LESSONS LEARNT AND WAY FORWARD

Close monitoring of all infrastructural projects by all stakeholders is key to improve performance. The Municipal Public Accounts Committee (MPAC), Portfolio Committees must play a meaningful oversight role by ensuring that all projects are visited through-out the year. More public participation Programmes to educate members of the public about government services must be conducted as this will help to minimise violent service delivery protests.

9. REPORT ON THE PERFORMANCE OF SERVICE PROVIDERS.

Report on the assessment of the performance of External Service Provider in 2018/19 financial year.

The monitoring of the service provider performance is ensured through the signing of the Service Level Agreement. The Contracts Management Officer is responsible for contracts management. The end user department reports to the SCM i.e. Contracts Management Officer in the case whereby the service provider's performance is not satisfactory and the necessary action is taken including the termination of the contract or cancellation of an order.

The overall supplier performance for 2018/19 financial year was rated as follows, with 74% of them being rated good, 16% satisfactory and 10% poor. We are however unable to compare performance with the previous year due to the municipality not procuring the same services.

Assessment Key	
Good (G)	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract
Satisfactory (S)	The service has been provided at acceptable standards and outside of the timeframes stipulated in the SLA/Contract
Poor (P)	The service has been provided below acceptable standards

Bid Number	Date Contract Awarded	Service provided in terms of the SLA	Value of project	2018/19 Financial Year		Assessment of Service Providers Performance		
				Target	Actual			
PD-06/18/19	15/03/2019	Review of spatial Development Framework	R292500	To have a reviewed Spatial Development Framework	Reviewed SDF	G	S	P
CORP - 056/18/19	25/03/2019	Training on Local Government practices for councillors'	R70 000	To train 29 councillors.	16 councillors were trained as the remainder were absent	X		
MM-049/18/19	07/01/2019	Provision of media coordination services	R100 200	To co-ordinate media in 4	Two events have already been	X		

Bid Number	Date Contract Awarded	Service provided in terms of the SLA	Value of project	2018/19 Financial Year		Assessment of Service Providers Performance		
				municipal events	covered. The contract expires in January 2020			
CORP-045/18/19	18/01/2019	Training on Public Participation	R94 300	Training of 10 delegates	10 delegates were trained	X		
MM-041/18/19	16/02/2019	Training of 165 Ward Committee Members	R200 000	To provide training on roles and Responsibilities of Ward Committees	1 Training was provided and only Ward Committee members attended	X		
PWBS-001/18/19	25-Oct-18	ELECTRIFICATION of GREATER STEPMORE: (fare way, Ntwasahlobo, mqutshana), x 55 connections GREATER NHLANHLINI/GOXHILL x 55 connections GREATER UNDERBURG; (khubeni, st frances) x 55 connections GREATER BULWER: (khenana, xosheyakhe, dingeka, ngonyama, ntokozeni), x 55 connections GREATER NKUMBA (ntabamakhaba, mazizini, sharp)] x 55 connections. Total connections 275	R 4 512 550.84	To complete the project by 30 June 2019 275 Connections	The project was practical complete by 30 June 2019 275 Connections		X	
PWBS-002/18/19	25-Oct-18	Electrification of Greater Amakhuze/ Cabazi (Zidweni, Madwaleni, Phaydali, Sdangeni) Khukhulela/Somagaga (Dazini, scaford) Gqumeni/Mqundekweni	R 4 512 550.84	To complete the project by 30 June 2019 275 Connections	The project was practical complete by 30 June 2019 275 Connections		X	

Bid Number	Date Contract Awarded	Service provided in terms of the SLA	Value of project	2018/19 Financial Year		Assessment of Service Providers Performance		
		(Tarsvalley) Greater Ngwangwane (Sonyongwane, Mkhazeni, Mwaneni) 275 connections						
PWBS-003/18/19	25/10/2018	Electrification of Greater Nkwenzela (Bhambatha, Tafuleni, Sopholile) Bhidla/Sizanjana (Mqulela, Iubovana, Mphithini) Greater Donnybrook Dumabezwe, Seaford) Mjila/Creighton (Ndebeni, Nomgidi) Sandanezwe/Masamini (Khetokuhle, Sawoti, Jani) 275 Connections	R4 537 500	To complete the project by 30 June 2019 275 Connections	The project was completed by 30 June 2019 275 Connections	X		
PWBS-004/18/19		Construction of Mqundekweni Sports Field in Ward 07	R5 583 242.12	To complete the project by 30 June 2019	The project was completed by 30 June 2019	X		
PWBS-006/18/19	25/10/2018	Construction of scedeni community hall.	R3 499 559.83	To complete the project by 30 June 2019	The project was completed by 30 June 2019	X		
PWBS-007/18/19	25/10/2018	Construction of sporini community hall	R3 155 128.9	To complete the project by 30 June 2019	The project was completed by 30 June 2019		X	
PWBS-008/18/19	25/10/2018	Construction of gobhogobho.	R 2 928 166.30	To complete the project by 30 June 2019	Failed to complete project by 30 June 2019			X
PWBS-014/18/19	25/10/2018	Construction of Sonyongwane to Mashayunina Access Road	R 1 959 522.95	To complete the project by 30 June 2019 2.3km	The project was completed by 30 June 2019 2.3km	X		

Bid Number	Date Contract Awarded	Service provided in terms of the SLA	Value of project	2018/19 Financial Year		Assessment of Service Providers Performance		
PWBS-015/18/19	25/10/2018	Construction of Florance and Dladla Access Road	R 2 052 600.00	To complete the project by 30 June 2019 0.75km	The project was completed by 30 June 2019 0.75km	X		
PWBS-016/18/19	08/01/2019	Construction of Khuphuka Access Road	R 1 103 459.50	To complete the project by 30 June 2019 0.7km	The project was completed by 30 June 2019 0.7km	X		
PWBS-017/18/19	08/01/2019	Construction of Goqweni Access Road	R 1 249 280.13	To complete the project by 30 June 2019 1.0km	The project was completed by 30 June 2019 1.0km	X		
PWBS-018/18/19	25/01/2019	Construction of Hadebe to Langa Access Road	R 1 273 652.60	To complete the project by 30 June 2019 1.4km	Failed to complete by 30 June 2019 1.4km			X
PWBS-019/18/19	16/11/2018	Construction of Dphini Access Road	R 981 083.40	To complete the project by 30 June 2019 1.1km	Completed the project in time but had delays in completing the snag list. 1.1km		X	
PWBS-020/18/19	16/11/2018	Construction of Nkelabantwana Access Road	R 1 155 166.37	To complete the project by 30 June 2019 0.8km	The project was completed by 30 June 2019 0.8km	X		
PWBS-023/18/19	16/11/2018	Zwelisha Access Road	R 1 281 695.47	To complete the project by 30 June 2019 1.1km	The project was completed by 30 June 2019 1.1km	X		
MM-021/18/19	05/03/2019	Training for Emotional Intelligence	R 115 000			X		
PWBS-	08/01/2019	Mahwaqa Access Road	R 1 769 050.61	To complete the	The project was	X		

Bid Number	Date Contract Awarded	Service provided in terms of the SLA	Value of project	2018/19 Financial Year		Assessment of Service Providers Performance		
				project by 30 June 2019	completed by 30 June 2019			
24/18/19				0.8km	0.8km			
PWBS-025/18/19	08/01/2019	Ngcobo Access Road	R 1 454 252.81	To complete the project by 30 June 2019	Completed the project on time but delays in the snag list.		X	
COMM-026/18/19	12/11/2018	Supply,Delivery and Installation of Lightning Conductor	R35 822,50		0.9km	X		
PWBS-029/18/19	15/08/2018	Maintenance of Diphini Access Road	R48 949.75	To maintain the road in one week	Completed the maintenance of Diphini Access Road within one week	X		
PWBS-030/18/19	26/11/2018	Supply,Delivery and Installation of Fencing at Donnybrook	R98 274.00	To complete the project by 30 March 2019	Project completed in time but delays in the payment of local labour.		X	
PWBS-031/18/19	06/02/2019	Supply,Delivery and Installation of Fencing at Himeville	R552 475	To complete the project by 15 May 2019	Completed the project before 15 May 2019	X		
COMM-032/18/19	17/9/2018	Supply and Delivery of Fire Beaters and Knapsack	R 67 500	Delivery Q 2 December 2018	Goods delivered on time	X		
COMM-033/18/19	26/11/2018	Supply and Delivery of Water Trough	R 39 800	To deliver Q1 September 2018	Goods were delivered on time	X		
COMM-034/18/19	18/01/2019	Supply and Delivery of Disaster Management banners	R 10 235	To be delivered in Q2 december 31 st	Delivered on time	X		
COMM-036/18/19	03/11/2018	Specialised Scan Solution	R 119 993.56			X		
COMM-039/18/19	26/11/2018	Human Scale Printers cc	R 18 860	Q 2 delivery	Delivered on time	X		

Bid Number	Date Contract Awarded	Service provided in terms of the SLA	Value of project	2018/19 Financial Year		Assessment of Service Providers Performance		
PWBS-050/18/19	11/10/2018	Skhwebu Trading and Projects Pty Ltd	R 289 835.70	To complete the renovation in 3 months	Project completed within allocated time	X		
PWBS-051/18/19	11/10/2018	Mpalabeyiphika construction and trading	R351 813.71	To complete the renovation in 3 months	Project completed within allocated time	X		
PWBS-052/18/19	11/10/2018	BG Mazongolo construction JV Champion Civils	R272 292.36	To complete the renovation in 3 months	Project completed within allocated time	X		
PWBS-053/18/19	11/10/2018	2quire trading and projects cc	R137 560.50	To complete the renovation in 3 months	Project completed within allocated time	X		
PWBS-054/18/19	11/10/2018	Mphosho Trading	R299 541.00	To complete the renovation in 3 months	Project completed within allocated time	X		
PWBS-055/18/19	08/01/2019	ATS civils and Trading	R284 735.00	To complete the renovation in 3 months	Failed to complete the renovation in 3 months			X
COMM-063/18/19	18/04/2019	Clean spot solution	R41 525.47		Failed to deliver on time		X	
COMM-064/18/19	10/04/2019	Clean spot solution	R32 900.47		Delivered accordingly no time frame was set on SDBIP		X	
COMM-067/18/19	06/03/2019		R55 500.00		Delivered accordingly no time frame was set on SDBIP	X		
COMM-068/18/19	04/07/2019	Wild Ginger Creative PTY LTD	R178 250.00	Delivery Q2 and Delivered on time	Delivered on time	X		

Bid Number	Date Contract Awarded	Service provided in terms of the SLA	Value of project	2018/19 Financial Year		Assessment of Service Providers Performance		
PWBS-069/18/19	01/02/2019	Inkotha Agencies	R159 288.00	To supply the protective clothing as requested by PWBS department	Supplied the protective clothing on time	X		
MM-070/18/19	15/02/2019	Mentiserve PTY LTD	R175 000.00			X		
PWBS-072/18/19	25/04/2019	Singela trading and enterprise	R20 536,08	To supply the protective clothing as requested by PWBS department	Supplied the protective clothing on time	X		
PD-075/18/19	01/03/2019	H.S.K Simpson and Partners	R101 602.50			X		
PWBS-077/18/19		• Midmar Plant Hire		To supply the plant as requested by the PWBS department	Failed supply the requested plant			X
		• Mahlubi Plant Hire		To supply the plant as requested by the PWBS department	Supplied the requested plant in time	X		
		• Sobuza Plant Hire		To supply the plant as requested by the PWBS department	Supplied the requested plant in time	X		
		• Fynn		To supply the plant as requested by the PWBS department	Supplied the requested plant in time	X		
		• Aqua		To supply the plant as requested by the PWBS department	Supplied the requested plant in time	X		
				To supply the	Supplied the			

Bid Number	Date Contract Awarded	Service provided in terms of the SLA	Value of project	2018/19 Financial Year		Assessment of Service Providers Performance		
				plant as requested by the PWBS department	requested plant but failed to provide diesel in time			X
COMM-081/18/19	13/05/2019	Total computer services	R 198 375			X		
CORP-070/17/18		SKY Solution t/a Nashua Maritzburg	R950 000			X		
		Refuse collection	Based on orders	To collect refuse from municipal landfill sites upon request.	Refuse is collected timeously upon request	X		

10. ANNUAL PERFORMANCE REPORTING TEMPLATE PER DEPARTMENT

ED KROSAZAMA DLAMU ZUMA LOCAL MUNICIPALITY 2018/19 ANNUAL PERFORMANCE REPORT: CORPORATE SUPPORT SERVICES DEPARTMENT

NATIONAL KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION: OUTCOME 1: IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY

IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
CORP 1	To develop one HR strategy, 1 HR Plan 2 policies and review 23 existing HR policies to improve effectiveness and efficiency in service delivery by June 2022.	Development of 1 HR plan, 2 new HR policies (Talent Management and Change Management Policies) and review 23 existing HR policies	Number of policies and strategies developed and approved by Council.	Number of HR and ICT Policies reviewed	Achieved, 24 HR and 7 ICT Policies were reviewed on the 31/05/2018	Develop 1 HR Strategy, 1 HR plan, 2 policies (Talent Management and Change Management Policies) and review 23 existing HR policies by 30 June 2019.	Target Achieved 1 HR Strategy, 1 HR Plan and 30 policies adopted by Council on 30 May 2019.	NA	N/A	Operational	1.Minutes of Portfolio Committee 2. Attendance register 3.Final HR strategy 2. 4.Final HR plan signed by the MM, 5. Council resolution listing 25 policies reviewed by Council
CORP 2	1 HR strategy, 1 HR Plan 2 policies and review 23 existing HR policies to improve effectiveness and efficiency in service delivery by June 2022.	Workshop of HR Policies	Number of Workshops conducted on HR policies	2 Employee Workshops on Collective agreements and internal policies conducted by 30/08/2018	Not achieved, 1 Employee workshop was conducted on the 25/04/2018	Conduct 1 workshop on HR Policies	Target Achieved One workshop was conducted on 28 June 2019.	NA	N/A	Operational	1.Attendance Register, Signed 2.Workshop Report
CORP 3	To achieve a diverse workforce that represents the demographics of the country by June 2022.	Submission of EEP	Number of EEP Reports Submitted	2017/2018 Approved EEP by 15/01/2018	Achieved, Employment Equity Report submitted to DOL on 12/01/2018	2 Employment Equity reports submitted to DOL by 31 March 2019	Target Achieved, 2 Employment Equity reports (EEA2&EEA4) were submitted to DOL by 31 March 2019	NA	N/A	Operational	1.Acknowledgement letter from DOL
CORP 4	To enhance wellbeing of municipal employees for effective service delivery by 2022	Wellness Programme	Number of Wellness Programmes conducted	3 wellness programs conducted by 30/05/2018	Achieved, 3 Wellness programmes were conducted by 28/09/2017, 5/10/2017 and 14/12/2017,	Conduct 3 Wellness Programmes and conduct 3 EAP meetings by 30 June 2019	Target Achieved, 3 EAP meeting held, 20 September 2018, 11 December 2018 15 February	NA	N/A	R150 000	1.Attendance register 2.EAP Meeting Minutes

OH MPOZAZANA OLAMINZIWA LOCAL MUNICIPALITY 2018/19 ANNUAL PERFORMANCE REPORT - CORPORATE SUPPORT SERVICES DEPARTMENT

NATIONAL KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION- OUTCOME 9: IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY

IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
							2019 & 3 Wellness Programmes conducted on 11 December 2018, 30 May & 14 June 2019				
CORP 5	To maintain a healthy & safe work environment within the municipality for efficient and effective service delivery by June 2022	Occupational Health and Safety Programme	Number of OHS programmes implemented	4 Reports on Occupational Health and Safety submitted to MANCO by 30/06/2018	Achieved, 4 Reports on Occupational Health & Safety submitted to MANCO on the 15/06/2017, 21/11/2017, 26/02/2018 and 11/06/2018	2 OHS Programmes implemented by 30 June 2019	Target not Achieved, 1 OHS awareness programme implemented on the 14th of June 2019.	The Committee was not trained and therefore OHS Programmes could not be implemented.	A plan was devised to ensure that all eleven OHS Committee members are trained to ensure implementation of OHS Awareness.	R80 000	1.Attendance register 2. Agenda/Programme
CORP 6	To capacitate municipal employees & Councilors to improve performance of the set objectives by June 2022	Submission of WSP to LGSETA	Date by which the WSP is submitted to LGSETA	2018/2019 Approved WSP submitted to LGSETA by 30/04/2018	Achieved, WSP submitted to LGSETA on the 26th April 2018	Develop and submit WSP to LGSETA by 30 June 2019	Target Achieved, WSP submitted to LGSETA on the 29 April 2019.	NA	N/A	Operational	1.Signed WSP 2.Acknowledgment letter from LGSETA

UP BUKAZARA DLAMINI ZUMA LOCAL MUNICIPALITY 2018/19 ANNUAL PERFORMANCE REPORT: CORPORATE SUPPORT SERVICES DEPARTMENT

NATIONAL KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION: OUTCOME 3: IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY

IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
CORP 7	To capacitate all municipal employees & Councillors to improve performance of the set objectives by June 2022	Employee Training	Number of employees trained	60 staff trained on programs identified on WSP by 30/06/2018	Achieved, 119 staff members trained as follows in Q1 55 Staff members were trained on the 19/02/2018 and 12/03/2018, 29/01/2018- 2/02/2018 30 staff members were trained on programmes as identified on the WSP (First AID, ODEPT & SCM) in Q4. 17 staff members were trained, 13 on Performance Management and 4 on A+ an N+	Train 40 Employees by 30 June 2019	Target Achieved, 57 Employees trained on PMS, Public Participation & Customer Care by 30 June 2019.	NA	N/A	R400 000	1.Attendance Register 2.Signed close-out report
CORP 8	To capacitate all municipal employees & Councillors to improve performance of the set objectives by June 2022	Councillor Training	Number of Councillors training programmes conducted	3 Councillor training sessions implemented by 30/06/2018	Achieved, 2 Training sessions for Councillors were held on 18-22/09/2017 on Basic Computer training and on 9/11/2017 on SPLUMA training	Train 29 Councillors on 2 programmes by 30 June 2019	Target Achieved, 2 Councillors training programmes conducted on 27 July 2018 & 03-07 June 2019.	NA	N/A	R70 000	1.Attendance Register 2.Signed Close-out report
CORP 9	To maintain a secure an accessible records storage system to support the effective operations of the municipality by June 2022	Develop Records Management Policy	Number of Records management policy developed	NA	NA	Approved records management Policy by 30 June 2019	Target Achieved, 1 Records Management policy was adopted by Council on 30 May 2019.	NA	N/A	Operational	1.Attendance Register 2.Workshop Report 3.Council Resolution

OR KHASAZANA CLAWN ZUMA LOCAL MUNICIPALITY 2018/19 ANNUAL PERFORMANCE REPORT- CORPORATE SUPPORT SERVICES DEPARTMENT

NATIONAL KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION: OUTCOME 2: IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY

				COMPARISON WITH 2017/18 FINANCIAL YEAR							
IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	2017/18 ANNUAL TARGET	2017/18 ACTUAL	ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
CORP 10	To provide responsive information and communication technology processes for effective operations in the municipality by June 2022	ICT Governance Framework and 7 ICT Policies	Number of ICT policies & Frameworks approved & workshopped	2 ICT awareness workshops conducted by 30/06/2018	Achieved, 2 ICT awareness Workshop was conducted on 29/08/2017 and 20/03/2018	7 ICT policies and 1 ICT governance framework approved and workshopped by Council by 30 June 2019	Target Achieved, 7 ICT policies and 1 ICT Governance Framework approved by Council for on the 31 May 2018 and staff workshop conducted on 11 June 2019	NA	N/A	Operational	1.Council Resolution 2. Attendance register 3.Workshop Report
CORP 11	To achieve a diverse workforce that represents the demographics of the country by June 2022.	Number of people from employment equity target group employed in the three highest levels of management in compliance with approved Equity plan	Number of people from employment equity target groups appointed in the three highest levels of management	2 people from employment equity target groups employed in the three highest levels of management in compliance with approved equity plan by 30/06/2018	Achieved, 2 Senior Managers i.e. CFO and Corporate Services Manager were appointed on 02/10/2017 and 2 Middle Managers (Protection Services Manager & Strategic Support Managers) were employed on the 23/11/2017	2 people employed in the highest levels of management from the employment equity target groups by 30 June 2019	Target Achieved, 04 people were appointed in the three highest levels of Management i.e. Deputy CFO, Senior Administration Officer, Senior Foreman & Bulwer CSC Administrator by 30 June 2019	NA	N/A	Operational	1.Invitation for interview

DR NKOSAZANA DLAMINI ZUMA LOCAL MUNICIPALITY: 2018/19 ANNUAL PERFORMANCE REPORT: PUBLIC WORKS AND BASIC SERVICES DEPARTMENT

NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY: OUTCOME 9: IMPROVED ACCESS TO BASIC SERVICES

IDP / SDBI P NO.	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18 FINANCIAL YEAR		2018/19 ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE	
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
PWBS 1	To Improve access to roads infrastructure by 2022	Gravel Roads Construction	Kilometres of gravel roads constructed	21.1km of gravel access roads constructed by 30 June 2018	Not Achieved, 19.6km of gravel access roads constructed by 30 June 2018	11,3km of Gravel access road constructed by 30 June 2019	Target Achieved 12.98km of gravel access roads were completed by 30 June 2018	N/A	N/A	R 15 666 026	1.Progress Report 2.Signed Practical Completion Certificate	
PWBS 2	To Improve access to roads infrastructure by 2022	Construction of Asphalt roads	Kilometres of roads surfaced with asphalt	1.2 km of Bulwer Asphalt Phase 5: completed by 30 June 2018	Target Achieved, 1.2km of Bulwer Asphalt surfacing was completed by 28 February 2018	4km of Base, prime and pavement layer completed by 30 June 2019	Target not Achieved 4km of base pavement layer was not completed by 30 June 2019.	The Bidders failed to meet functionality requirements of the bids on two occasions and the bids had to be re-advertised for the third time.	The department will constantly be in liaison with Bid Committees to fast-track the appointment of suitable service providers.	R4 700 000.00	1.Appointment Letter 2.Progress Report	
PWBS 3	To ensure provision of access roads by 30/06/2018	Constructed Underberg Road Phase 1 (Asphalt surfacing)	Number of kilometres Underberg roads phase 1 (asphalt surfacing)	1,9 km Underberg Road Asphalt surfacing completed by 30/06/18	Not achieved. The Contractor was appointed on the 28/05/18 and the project is not complete however progress to date is as follows: tipping and processing of 1,9 km of gravel layer works of Underberg Road had been completed by 30/06/18	1.9 km Practically complete by 30 June 2019	Target Achieved. 1,9km project was practical complete by 30 June 2019	NA	N/A	R6 188 581.00	2.Practical Completion Certificate	

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NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY: OUTCOME 3: IMPROVED ACCESS TO BASIC SERVICES

IDP / SUB P NO	STRATEGIC OBJECTIVE S	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18 FINANCIAL YEAR				REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE	
				2017/18 ANNUAL TARGET	2017/18 ACTUAL	2018/19 ANNUAL TARGET	2018/19 ACTUAL					
PWBS 4	To improve access to roads infrastructure by 2022	Roads maintenance	Kilometres of gravel roads maintained	7.5km of access roads maintained by 30/06/2018	Achieved, 7.5 km of Access Roads were maintained by 29/06/18	15km of Gravel Access roads Maintained by 30 June 2019	Target Achieved. 34km of Gravel Access Road Maintained by 30 June 2019	NA	N/A	R 1 400 000	1.Quarterly Progress Reports	
PWBS 5	To improve access to buildings and recreational facilities by 2022	Construction of Community halls	Number of community halls constructed	02 community halls constructed by 30/06/2018	0 Community halls constructed by 30 June 2018	3 Community Halls completed by June 2019	Target not Achieved. Only 2 Community halls were completed (Sporini and Soedani halls) by 30 June 2019 and Gobhogobho Community hall would be completed by 31 July 2019.	The Gobhogobho project had challenges where one of the partners in the joint Venture pulled out and there were also financial challenges with the remaining partner.	The department will monitor the project closely to make sure that the project is practically complete by 31 July 2019.	R 10 355 533	1.Progress Report 2. Signed Practical Completion Certificate	
PWBS 6	To improve access to buildings and recreational facilities by 2022	Construction of Sports Fields	Number of sport fields constructed	3 Sport-fields constructed by 30 June 2018 (Sawoti, Voyizana and Buyani Madlala Sportfields)	Target not achieved, 02 sport-fields were constructed by 30 June 2018	1 Sport Field constructed by 30 June 2019	Target Achieved 1 Sport-field was completed by 30 June 2019	NA	N/A	R5 835 669.00	1.Progress Report 2.Signed Practical Completion Certificate	

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NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY: OUTCOME 9: IMPROVED ACCESS TO BASIC SERVICES

IDP / SDB / P NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18 FINANCIAL YEAR		2018/19 ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE	
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
PWBS 7	To improve access to buildings and recreational facilities by 2022	Upgrading of Creighton Municipal Library	Number of municipal libraries upgraded	NA	NA	Submission of designs and establishment of site by 30 June 2019	Target Achieved, the service provider was appointed, designs were submitted and Establishment on site was done by 30 June 2019	NA	NA	R1 000 000.00	1. Progress Report 2. Signed Practical Completion Certificate	
PWBS 8	To improve access to buildings and recreational facilities by 2022	Maintenance of Community Assets	Number of community assets maintained	14 Amenities maintained by 30 June 2018 (Hlafuna hall, Sandanezwe hall, Seaford sport field, Bulwer Community Library, Creighton Old Building, Creighton Community Hall, Creighton Municipal Offices in Creighton, Old Municipal Building in Creighton, Creighton Public Toilets, Bulwer Public Toilets, Bulwer Arts Centre & Bulwer Taxi Rank	Target not achieved, 07 Amenities (Bulwer Community Library, Creighton Old Building, Creighton Community Hall, Creighton Public Toilets, Bulwer Public Toilets, & Bulwer Taxi Rank) were not maintained by 30 June 2018	6 Community assets maintained by 30 June 2019	Target Achieved, all 6 community assets, (KwaThunzi, Sdangeni, Bhidia Khukhulela/Mpumalwana, KwaPitela & Ndumskude Community Halls) were maintained by 30 June 2019	NA	N/A	R 3 500 000	1. Progress Reports, 2. Practical Completion certificates	
PWBS 9	To improve access to buildings and recreational facilities by 2022	Maintenance of Libraries	Number of libraries maintained	Appointment of service provider by 30 June 2018	Target not achieved, no service provider was appointed by 30 June 2018.	Appointment of service provider, 1 library completed by 30 June 2019	Target Not Achieved Appointment of Service Provider and Site Establishment of 1 Library to be maintained was not completed by 30 June 2019	There were delays in the preparation of specification and Terms of reference for the appointment of service provider.	This project has been rolled over to the next financial year and included in the Procurement plan.	R550 000.00	1. Progress Reports, 2. Practical Completion certificate	

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IDP / SDSI P NO.	STRATEGIC OBJECTIVE S	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18 FINANCIAL YEAR		2018/19 ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE	
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
PWBS 10	To improve access to buildings and recreational facilities by 2022	Construction of taxi ranks	Number of taxi ranks constructed	NA	NA	Appointment of the Contractor and site establishment of 1 taxi rank by 30 June 2019	Target Not Achieved, Appointment of the Contractor and site establishment were not done by 30 June 2019	The municipality did not find a suitable service provider and the bid had to be re-advertised on 24 June 2019.	The department will ensure that the process of appointing a suitable service provider is fast- tracked and effected by 30 August 2019	R3 858 022.00	Advertisement Appointment letter Progress Report	
PWBS 11	To improve access to buildings and recreational facilities by 2022	Construction of Municipal Offices	Date by which detailed designs are approved for construction of municipal offices	NA	NA	Appointment of the Consultant and submission of preliminary designs by 30 June 2019	Target Not Achieved, Appointment of the Consultant and submission of preliminary designs were not completed by 30 June 2019	There were delays on the appointment by Bid Adjudication Committee since it had no full complement and relied on Officials from other municipalities.	The municipality will accelerate and closely monitor the process of appointing a suitable service provider by 30 August 2019	R 350 000	1. Advertisement 2. Appointment letter 3. Preliminary designs	
PWBS 12	To improve access to buildings and recreational facilities by 2022	Maintenance of Office Buildings	Number of municipal buildings maintained	03 Office buildings maintained by 30 June 2018	Achieved, 3 Offices were maintained (Mayor's Office and Deputy Mayor's office and EXCO Member's Office by	Appointment of Service Providers and Site Establishment by 30 June 2019	Target Achieved, Appointment of Service Provider and Establishment of site was completed by the 30 June 2019	NA	N/A	R 2 500 000	1. Advert 2. Appointment Letter 3. Progress Reports	
PWBS 13	To improve access to buildings and recreational facilities by 2022	Construction of industrial hubs	percentage of primary designs submitted for the construction of industrial hubs	NA	NA	100% of primary designs submitted and Appointment of the Consultant by 30 June 2019	Target Achieved, 100% of preliminary designs were submitted and the Consultant was appointed by 30 June 2019	NA	N/A	R 500 000	1. Advertisement 2. Appointment letter 3. Preliminary designs	

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NATIONAL KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY: OUTCOME 9: IMPROVED ACCESS TO BASIC SERVICES

IDP / SDB / P NO.	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18 FINANCIAL YEAR		2018/19 ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
PWBS 14	To improve access to buildings and recreational facilities by 2022	Construction of a Disaster Management Centre	Percentage of detailed designs approved for the construction of a disaster management centre	NA	NA	100% of preliminary designs submitted by 30 June 2019	Target not Achieved, Preliminary designs were not submitted by the 30 June 2019	After following all SCM processes a suitable service provider could not be found and therefore the bid had to be re-advertised on 24 June 2019	The municipality would closely monitor the process of appointing a suitable service by 30 August 2019	R 500 000	1.Preliminary design Report, 2.Final Design Report
PWBS 15	To improve access to electricity by 2022	Household Electrification	Number of households connected to grid electricity	1305 Households Connected to Electricity by 30 June 2018.	960 households were connected to electricity by 30 June 2018	770 Households connected to grid electricity by 30 June 2019	Target Achieved, 839 Households were connected to grid electricity by 30 June 2019	NA	N/A	R17 935 901.00	1.Approved final design Report, 2. Practical Completion Certificates
PWBS 16	To improve access to electricity by 2022	Development of Electricity Master Plan	Number of electricity master plans developed	NA	NA	1 Electricity Master plan developed by 30 June 2019	Target Not Achieved, Appointment of a Service Provider and Draft Master plan were not completed by 30 June 2019	The municipality did not find a suitable service provider and the bid was re-advertised on 24 June 2019.	The municipality will closely monitor this project by ensuring that the process of appointing a suitable service provider is effected by 30 August 2019	R 350 000	1.Advert 2.Appointment Letter 3. Draft Master Plan.
PWBS 17	To improve access to solid waste management services by 2022	Solid Waste Management	Number of Households serviced with solid waste removal	1686 Households serviced with solid waste removal by 30 June 2018	1686 households were serviced with solid waste removal by 30 June 2018	1686 Households serviced with solid waste collection by 30 June 2019	Target Achieved 1686 households were serviced with solid waste collection by 30 June 2019	NA	N/A	R 1 360 000	1.Refuse billing list for all 4 quarters 2.Waste Collection Quarterly Reports to PWBS Committee

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				2017/18 ANNUAL TARGET	2017/18 ACTUAL	2018/19 ANNUAL TARGET	2018/19 ACTUAL					
PWBS 18	To improve access to solid waste management services by 2022	Solid Waste Management	Number of indigent households with access to free waste collection	303 indigent households with access to free waste collection	303 indigent households with access to free waste collection by 30 June 2018	303 indigent Households with access to free waste collection by 30 June 2019	Target Achieved, 303 indigent Households had access to free waste collection by 30 June 2019	NA	N/A	Operational	1. Refuse billing list for all four quarters, 2. Refuse transaction statistics	
PWBS 19	To improve access to solid waste management services by 2022	Landfill Site Development	percentage of primary designs developed for 1 landfill site	NA	NA	100% of Preliminary Designs for 1 landfill site developed by 30 June 2019	Target Not Achieved, Preliminary designs were not submitted by 30 June 2019	There were delays within the SCM in appointing a suitable service provider for this bid.	The municipality will liaise with bid committees to fast-track the appointment of a professional service provider by 31 August 2019	R400 000.00	1. Advert 2. Preliminary Design Report	
PWBS 20	To improve access to housing infrastructure by 2022	Progress Report on Human Settlement Projects	Number of housing units constructed (KwaBhidla Housing Project)	4 Reports submitted to PWBS Committee and MANCO on Housing Projects Implementation by 30/06/2018	Achieved, 4 Reports was submitted to PWBS Committee and MANCO on Housing Projects Implementation on 10/08/2017, 08/17, 18/01/2018 and 21/06/18	58 Housing Units constructed (KwaBhidla Housing Project) by 30 June 2019	Target Achieved, 76 Housing Units were constructed by 30 June 2019	NA	N/A	R7 000 000.00	1. Progress Report 2. Progress Report Practical Completion Certificates	
PWBS 21	To protect municipal assets by erecting proper fencing by 2022	Fencing	Number of municipal sites fenced	Appointment of service provider by 30 June 2018	Not achieved, No service provider was appointed. However, the intention to award was published on 22/06/18 in Isolazwe newspaper	4 municipal sites fenced (730m) by 30 June 2019	Target Achieved, 4 municipal sites fenced (730m) by 30 June 2019	NA	N/A	R1 000 000.00	1. Practical Completion certificates 2. Completion Certificate	

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IDP / SDBI P NO.	STRATEGIC OBJECTIVE S	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18 FINANCIAL YEAR		2018/19 ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE	
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
PWBS 22	To report job opportunities created through Infrastructure development projects and EPWP grant funding by 2022	Extended Public Works Programme (EPWP)	Number of Work Opportunities created through EPWP	4 progress reports on EPWP submitted to PWBS Committee and MANCO by 30/06/2018	Achieved, 4 Progress reports on EPWP submitted to PWBS Committee and MANCO by 10/06/17; 25/10/2017; 18/01/2018 and 21/06/2018	127 Work opportunities created and maintained throughout the year 2018/19	Target Achieved, 127 Work opportunities were created through EPWP and maintained throughout the year	NA	N/A	R1 530 213.00	1. Payroll report, 2. EPWP Quarterly Report	
PWB 23	To improve access to buildings and recreational facilities by 2022	Maintenance of cemeteries	Number of cemeteries maintained	3 Reports submitted to PWBS Committee and MANCO on cemetery management by 30/06/2018	Achieved, 3 Reports submitted to PWBS Committee and MANCO on cemetery management on 25/10/2017; 18/01/2018 and 21/06/2018	4 Cemetery sites maintained by 30 June 2019	Target Achieved, 4 Cemetery sites were maintained by 30 June 2019	NA	N/A	Operational	1. Progress report on Maintenance of cemeteries	

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BACK TO BASICS PILLAR 2: CROSS CUTTING INTERVENTIONS& LOCAL ECONOMIC DEVELOPMENT

IDP / SOBIP NO.	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18		ANNUAL TARGET	ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURE	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 1	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by 30 June 2019	Procurement of Transport Assets	Number of fire trucks procured	NA	NA	1 x Equipped fire truck procured by 30 June 2019	Target Not Achieved, no truck was delivered	There were delays in the appointment of the service provider due to SCM processes and since this is a special truck almost all parts are from overseas and therefore it took more time to assemble this truck.	The revised plan has been submitted and communicated with the HoD and the MM, the fire truck will be delivered on 03 September 2019.	CSS	R 3 220 000	1. Appointment letter, 2.Delivery Note
CSS 2	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by 30 June 2019	Disaster Forum	Number of Disaster Management Advisory and Community Safety Forum Meetings Conducted	2 Disaster Management Advisory Forum meetings held by 30/06/18	Achieved, 2 Disaster Management Advisory Forum meetings were held by 30/06/18	4 DMACSF Meetings Conducted by 30 June 2019	Target Achieved 4 Meetings were conducted on 30/09/18, 05/12/18, 28/03/19&27 June 2019	NA	NA	CSS	R5 933,00	1.Attendance Registers, 2.Minutes of Meetings
CSS 3	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by June 2019	Procurement of Disaster Relief Material	Number of disaster relief material procured	NA	NA	Procurement of 100 Blankets, 50 Plastics Rolls and 50 Sponges by 31 December 2018	Target Achieved, disaster material was delivered on 6 December 2018	NA	NA	CSS	R 143 044	1.Approved Specification 2. Copy of Advertisement 3. Delivery Note
CSS 4	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by June 30 2019	Integrated Community Safety Awareness Campaigns	Number of Integrated Community Safety Awareness Campaigns held	12 School Road Safety Awareness Campaigns conducted by 30/06/2018	Achieved, 15 School Road Safety Awareness Campaigns conducted by 30/06/2018	4 ICSAC by 30 June 2019	Target Achieved 5 Awareness Campaigns took place were conducted as follows:(27/09/18, 5/12/18, 28/03/19&27/06/19)	NA	NA	CSS	R 0	1.Dated Photos 2.Signed Reports

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				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 5	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by June 30 2019	Fire Safety Inspections	Number of fire safety inspections Conducted	NA	NA	60 fire safety inspections conducted by 30 June 2019	Target Achieved, 64 Fire Safety Inspections conducted by 30 June 2019	NA	NA	CSS	R 0	1.Compliance Letter/ Certificate; 2.Compliance Report
CSS 6	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by June 30 2019	Procurement of Disaster Management Promotional Material	Number of Disaster Management Banners Brochures procured	NA	NA	7 disaster management, fire banners and 20 000 brochures procured by 31 December 2018	Target achieved, 20 000 fire brochures were delivered on 19 December 2018 and 07 fire banners were delivered on 08 February 2019	NA	None	CSS	R50 000.00	1.Approved Specification 2.Copy of Advertisement 3. Appointment letter, 4.Goods delivery note
CSS 7	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by June 30 2019	Procurement of Fire Beaters and Knapsacks	Number of fire-break kits procured	NAN	NA	Procurement of 1 fire break kit by 31 March 2019	Target achieved, 1 fire kit (60 fire-beaters and 4 knapsack tanks) were procured by 31 March 2019	NA	NA	CSS	R 70 000	1.Approved Specification 2. Copy of Advertisement 3.Delivery Note 4. Distribution Register
CSS 8	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by June 30 2019	Procurement and Installation of Lightning Conductors	Number of lightning conductors procured and installed	NA	NA	5 lightning conductors procured and installed by 30 June 2019	Target Achieved 19 lightning conductors were procured and installed in ward 6 & 7.	NA	NA	CSS	R36 000,00	1.Approved Specification 2.Copy of Advertisement 3.Delivery Note 4.Dated Photos of installed lightning cond
CSS 9	To Ensure Improved Institutional Capacity and Response to Disaster Incidents Or Disasters by June 30 2019	Review of Disaster Management Sector Plan	Date by which the Disaster Management Sector Plan is reviewed	NA	NA	Disaster Management Sector Plan reviewed by 30 June 2019	Target Achieved (Disaster Management Sector Plan signed by MM, submitted to Cogta) together with the IDP on 10 June 2019	NA	NA	CSS	R 0	1.Report on proposed amendments 2.Reviewed draft Disaster Management S Plan signed by Municipal Manager 3.Final Disaster Management Sector Plan signed by Municipal Manager
CSS 10	To ensure improved community safety, road safety and reduce crime through integrated	Conducting Multi stakeholder Integrated road blocks	Number of multi-stakeholder integrated road blocks conducted	2 multi-disciplinary road blocks conducted by 30/06/2018	Achieved, 5 multi-disciplinary road blocks conducted by 30/06/2018	4 Multi-Stakeholder road blocks conducted by 30 June 2019	Target Achieved 08 Multi stakeholder Road blocks were conducted on	NA	NA	CSS	R 0	1.Register 2.Vehicle Checklist Form

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				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
	stakeholder coordination and awareness by 30 June 2019						6/7/18,31/08/18, 04/12/18,30/01/19,15/02/19,01/03/19, 10 June and 18 June 2019					
CSS 11	To ensure improved community safety, road safety and reduce crime through integrated stakeholder coordination and awareness by 30 June 2019	Attending Firearm Refresher Course by Traffic Officers	Number of fire-arms refresher courses facilitated	1 fire arm refresher training sessions for traffic officers attended	Achieved,1 fire arm refresher training session for traffic officers attended by 30/06/2018	1 Refresher fire-arm course facilitated by 30 March 2019	Target achieved, 1 refresher fire-arm course was facilitated and attended on 07 February 2019	NA	NA	CSS	R 15 000	1.Appointment letter/Official Order 2.Attendance Register, 3.Certificates
CSS 12	To ensure improved community safety, road safety and reduce crime through integrated stakeholder coordination and awareness by 30 June 2019	Procurement of 5 water troughs for Himeville and Creighton pounds	Number of water troughs procured	NA	NA	Procurement of 5 water troughs for Himeville and Creighton pounds by 30 September 2018	Target achieved, five water troughs for Himeville and Creighton pounds were delivered on 21 December 2018.	NA	NA	CSS	R40 000.00	1.Official Order 2.Delivery Note
CSS 13	To ensure improvement of literacy levels and encourage culture of reading by 30 June 2022	Conducting of Library Outreach Programmes	Number of community outreach programmes conducted	12 Library Community outreach programmes conducted by 30/06/2018	Achieved,16Libr ary Community outreach programme conducted by 30/06/2018	16 library community outreach programmes conducted by 30 June 2019	Target Achieved, 23 outreach programmes were conducted by 30 June 2019	NA	NA	CSS	R 250 000	1.Attendance Registers 2.Dated Photos 3.Signed Reports
CSS 14	To ensure improvement of literacy levels and encourage culture of reading by 30 June 2022	Conducting of Basic Computer Trainings	Number of computer trainings conducted	8 Basic Computer Training Sessions Conducted by 30/06/2018	Achieved,8 Basic Computer training sessions conducted by 30/06/2018	08 computer trainings conducted by 30 June 2019	Target Achieved,10 computer trainings were conducted by 30 June 2019	NA	NA	CSS	R 140 000	1.Attendance Registers, 2.Dated Photos, 3.Signed Reports

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				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 15	To ensure improvement of literacy levels and encourage the culture of reading by 30 June 2022	Promoting education and encouraging culture of learning	Number of programmes conducted on promoting education and encouraging culture of learning	Matric Award event coordinated by 31/01/2018	Achieved, 1 Matric Awards Event was coordinated on 26/01/18	Top 10 performing students awarded bursaries, 14 Back-to-School Campaigns Conducted with distribution of stationery and equipment and 3 top performing schools awarded with equipment by 30 June 2018	Target achieved top 10 performing students were awarded with bursaries in January 2019 (Matric Awards Ceremony) 14 Back to School campaigns were conducted with distribution of stationery and equipment and 3 top performing schools were awarded with equipment by 30 June 2019	N/A	N/A	CSS	R500 000.00	1.Approved Specification, 2. Appointment Letter/Official Order Delivery Note 3.Attendance Registers, 4.Signed Reports, Procurement Orders, Attendance Registers 5.Signed Reports
CSS 16	To promote youth development through SMME development, Arts, Culture, Sports and Recreation by 30 June 2022	Training of 15 co-operatives	Number of youth Co-operatives trained in farming	NA	NA	15 co-operatives trained in farming by 30 June 2019	Target achieved, 15 co-operatives were trained on farming from 22-26 October 2018.	NA	N/A	CSS	R 500 000	1.Approved Specification, 2.Advertisement 3.Appointment Letter 4.Attendance Registers and Report

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				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 17	To promote youth development through SMME development, Arts, Culture, Sports and Recreation by 30 June 2022	Training in Sports, Arts and Culture	Number of Crafters, Artists, Sport Coaches and Jockeys Trained	3 Trainings for coaches, referees conducted by 30/06/2018	Achieved,3 Training of coaches and referees were conducted as follows: 09 - 11/17 and 2 other Trainings were held on 05-9/03/18	1.Training of 30 Crafters 2. Training of 6 Artists 3. Training of 10 Sport Coaches 4.Training of 10 Jockeys by 30 June 2019	Target Achieved, 53 Crafters 30 Artists 21 Sport Coaches 21 Jockeys were trained by 30 June 2019.	NA	NA	CSS	R279 000.00	1.Approved Specification, 2. Appointment Letter/ Purchase Order 3.Attendance Register 4.Reports
CSS 18	To promote youth development through SMME development, Arts, Culture, Sports and Recreation by 30 June 2022	Provision of Material and Equipment to Support Sports, Arts and Culture	Number of Crafters and Artists Supported with Equipment and Material	15 Crafters trained by 31/03/2018 on bead work	Achieved,43 Crafters were trained by 31/03/2018	11 Crafters supported with Materials and 4 Teams Supported with Equipment by 30 June 2019	Target not achieved, due to the delays in the procurement processes.	The department was able to procure the material however it could not be officially handed over to the beneficiaries due Leadership having other commitments.	The department will constantly be in liaison with the Office of the Mayor to get a suitable date in August 2019 where this material will be delivered to the rightful beneficiaries.	CSS	R500 000.00	1.Approved Specification, 2.Appointment Letter/Official Order Quarter 4: 3.Handover report

2018/19 ANNUAL PERFORMANCE REPORT FOR COMMUNITY & SOCIAL SERVICES DEPARTMENT

BACK TO BASICS PILLAR 2: CROSS CUTTING INTERVENTIONS& LOCAL ECONOMIC DEVELOPMENT

IDP / SDBIP NO.	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18		ANNUAL TARGET	ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURE	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 19	To promote a healthy lifestyle and self-sustainability for the Senior Citizens and Disabled Persons through events, awareness campaigns and competitions by June 2022	To Ensure Proper Coordination of Vulnerable Groups	Number of Special groups forums coordinated	5 Forum meetings to be coordinated BY 20 June 2018	Target Achieved, 05 Forum meetings coordinated by 30 June 2018	7 forums coordinated by 30 June 2019	Target achieved 12 forums were coordinated by 30 June 2019.	NA	NA	CSS	R370 000.00	1.Attendance Registers, 2.Signed Reports

2018/19 ANNUAL PERFORMANCE REPORT FOR COMMUNITY & SOCIAL SERVICES DEPARTMENT

BACK TO BASICS PILLAR 2: CROSS CUTTING INTERVENTIONS& LOCAL ECONOMIC DEVELOPMENT

IDP / SDBIP NO.	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18		ANNUAL TARGET	ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURE	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 20	To promote youth development through SMME development, Arts, Culture, Sports and Recreation by 30 June 2022	Co-ordination of Sports, Arts and Culture Competitions and Events	Number of Sports, Arts and Culture Events and Competitions Coordinated	06 Sports, Arts and Culture Events/competitions coordinated	Achieved, 06 sport, arts and culture events coordinated	1. Mayoral Cup Competition held 2. Cultural Competition held 3 Youth Games Event hosted 4. SALGA Games coordinated 5. 1 Golden Games Event coordinated 6. Harry Gwala Summer Cup 7. Sani Stagger Marathon supported 8. Bongumusa Mthembu Marathon by 30 June 2019	Target Achieved, 8 sports, arts and culture events and competitions were coordinated by 30 June 2019	N/A	N/A	CSS	R1 536 000.00	1.Approved Specification 2.Advertising 3.Appointment Letter/Official Order 4.Signed Registers 5. Reports
CSS 21	To promote a healthy lifestyle and self sustainability for the Senior Citizens and Disabled Persons through events, awareness campaigns and competitions by June 2022	Coordination of Campaigns, events and competitions	Number of Campaigns, events and competitions held	12 Awareness campaigns/events conducted by 30/06/2018	Achieved, 12 awareness campaigns were conducted by 30 June 2018.	Coordination of 11 campaigns/ events by 30 June 2019	Target Achieved- 12 campaigns, events and competitions were held by 30 June 2019	NA	NA	CSS	R320 000.00	1.Attendance Registers, 2.Signed Reports
CSS 22	To develop and promote tourism through engagement of stakeholders and attracting visitors to the DR NDZ municipality by 30 June 2022	Community Tourism & Hospitality skills development	Number of Community Tourism & Hospitality skills trainings conducted.	40 Individuals trained on skills empowerment by 30/06/2018	Achieved,41 individuals trained on skills empowerment by 30/06/2018	1 Community Tourism & Hospitality Skills training conducted by 30 June 2019	Target Not Achieved as no community tourism and hospitality training was conducted by 30 June 2019	There were delays by SCM processes to appoint a service provider who was going to train community members in tourism industry.	The department facilitated the re-advertisement of this bid/project and its closing date was 12 July 2019	CSS	R 110 435	1.Public Notice 2.Approved Specification Document, 3.Copy of Advert 4.Attendance Register, 5.Signed Training Report

2018/19 ANNUAL PERFORMANCE REPORT FOR COMMUNITY & SOCIAL SERVICES DEPARTMENT

BACK TO BASICS PILLAR 2: CROSS CUTTING INTERVENTIONS& LOCAL ECONOMIC DEVELOPMENT

IDP / SDBIP NO.	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18		ANNUAL TARGET	ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURE	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 23	To develop and promote tourism through engagement of stakeholders and attracting visitors to the DR NDZ municipality by 30 June 2022	External tourism shows and exhibitions	Number of external tourism shows and exhibitions attended to market Southern Drakensberg	Participation on Royal Show Ground by 30/06/2018	Achieved, Participated in the Royal Show Ground from 25/05/03-03/06/18	2 external tourism shows and exhibitions attended to market Southern Drakensberg by 30 June 2019	Target Achieved- Tourism Shows & exhibitions attended at ICC Durban; Tourism Indaba and at the Royal Show in Pietermaritzburg	N/A	N/A	CSS	R288 626	1.Attendance Register 2. Report with photos
CSS 24	To develop and promote tourism through engagement of stakeholders and attracting visitors to the DR NDZ municipality by 30 June 2022	Culture food tasting expo and Duzi to Sani Expeditions	Number of Southern Drakensberg intercultural food tasting expo and Duzi to Sani 4x4 expeditions coordinated	NA	NA	1 Culture food tasting expo and Duzi to Sani 4x4 expeditions coordinated by 30 September 2018	Target achieved, 1 Culture food and tasting expo and Duzi to Sani 4x4 expeditions were coordinated in September 2018	N/A	N/A	CSS	R200 939.00	1.Attendance Register, 2.Advert, 3.Invitations, 4Signed Report with photos
CSS 25	To develop and promote tourism through engagement of stakeholders and attracting visitors to the DR NDZ municipality by 30 June 2022	Community Tourism Development Committee	Number of Community Tourism Development Structures formed and trained	NA	NA	1 Community Tourism Development Structure formed and trained by 30 March 2019	Target Achieved Bulwer Tourism Structure workshoped on 15 May 2019	N/A	N/A	CSS	R50 000.00	1.Signed report on the establishment of the Committee 2.Terms of Reference 3.Attendance Register, 4.Report with photos 5.Photos
CSS 26	To develop and promote tourism through engagement of stakeholders and attracting visitors to the DR NDZ municipality by 30 June 2022	Promotion/ Marketing of Rail Tourism	Number of rail tourism events coordinated	NA	NA	1 Aloe Festival coordinated by 30 September 2018	Target achieved, 1 Aloe Festival was coordinated by 30 September 2018	N/A	N/A	CSS	R 20 000	1.Aloe Festival Attendance register, 2.Festival Report

2018/19 ANNUAL PERFORMANCE REPORT FOR COMMUNITY & SOCIAL SERVICES DEPARTMENT

BACK TO BASICS PILLAR 2: CROSS CUTTING INTERVENTIONS& LOCAL ECONOMIC DEVELOPMENT

IDP / SDBIP NO.	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18		ANNUAL TARGET	ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURE	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 27	To develop and promote tourism through engagement of stakeholders and attracting visitors to the DR NDZ municipality by 30 June 2022	Destination marketing / Promotional Material	Number of developed and printed Destination marketing/ Promotional Material.	NA	NA	7500 developed and printed Destination marketing/ Promotional Material by 30 June 2019	Target Not achieved no marketing material was printed by 30 June 2019	There were delays by the SCM unit to appoint a suitable service provider.	The department had facilitated the appointment of a suitable Service Provider and the service provider has been appointed on 05 July 2019	CSS	R 150 000	1.Approved Specification Document, 2. Advert, 3.Copy of Brochure 4. Distribution register
CSS 28	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives and financial support by 30 June 2022	Training and Skills Empowerment of Emerging Farmers	Number of Emerging Farmers trained and empowered with skills	60 emerging Farmers Trained and empowered with skills by 30/06/2018 on Stock Farming	Achieved,63 Emerging farmers trained by 30/06/18	60 Emerging Farmers trained and empowered with skills by 30 June 2019	Target not achieved, 39 Emerging Farmers were trained and empowered with skills by 30 June 2019	There were delays due to SCM processes in appointing a suitable service provider to train the remaining Emerging Farmers.	The bid had to be re-advertised and the remaining Emerging Farmers will be trained before the end of Q1 in 2019/20 financial year.	CSS	R 100 000	1.Training Attendance Register 2.Certificates Training report
CSS 29	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives and financial support by 30 June 2022	Training and Skills Empowerment of SMMEs and Cooperatives members	Number of SMMEs and Cooperatives members trained	60 SMMEs trained and empowered with skills by 30/06/2018	Achieved,60 SMMEs Trained and empowered with skills by 30/06/2018	60 SMMEs & Cooperatives members Trained by 30 June 2019	Target Achieved a total of 76 SMMEs were Trained by 30 June 2019.	N/A	N/A	CSS	R537 267.00	1.Skills Audit Report, 2.Approved Specification Document, 3.Advert 4.Attendance Register, 5.Training Report,
CSS 30	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives and financial support by 30 June 2022	Fashion and Exhibition Show	Number of Fashion Talent Show coordinated	Fashion Design Talent Search coordinated by 31/12/2017	Achieved, A consolidated database was created with exceptional Fashion Designers by 31/12/17	1 Fashion Design Talent Show coordinated by 30 June 2019	Target Achieved- 1 Talent show was coordinated on 24 May to 2 June 2019	N/A	N/A	CSS	R268 633.00	1.Invitation to fashion designers for exhibi 2. Consolidated Designers Database 3.Attendance Register, 4.Fashion Design Assessment Report 5.Development of Fashion Design Interv Report 6.Handover Report

2018/19 ANNUAL PERFORMANCE REPORT FOR COMMUNITY & SOCIAL SERVICES DEPARTMENT

BACK TO BASICS PILLAR 2: CROSS CUTTING INTERVENTIONS& LOCAL ECONOMIC DEVELOPMENT

IDP / SDBIP NO.	STRATEGIC OBJECTIVES	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATOR	COMPARISON WITH 2017/18		ANNUAL TARGET	ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURE	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL							
CSS 31	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives and financial support by 30 June 2022	Co-op and SMME Non-Agricultural Material Support	Number of SMME & Co-op supported with non-agricultural material	4 SMME & Co-op Projects supported with non-agricultural material by 30/06/2018	Achieved, 8 Projects were supported with non-agricultural material by 30/06/2018	4 SMME & Co-op Projects supported with non-agricultural material by 30 June 2019	Target Achieved- 4 SMMEs were supported with non-agricultural material by 30 June 2019	NA	NA	CSS	R200 000.00	1.Copy of public notice, 2.Lists of received proposals, 3.Evaluation of Proposals and Consolidat Report with required support, 4.Approved Specification Document, Copy of Advert 5.Delivery Note, Confirmation of Receipt Letter with Benef Signature
CSS 32	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives and financial support by 30 June 2022	Co-op and SMME supported with material and equipment	Number of SMME & Co-op supported with material and equipment	15 Crafters Supported with materials by 30/06/2018	Not Achieved, No Crafters were supported with materials	15 SMME & Co-op supported with material and equipment by 30 June 2019	Target Not achieved, no cooperatives were supported with material by 30 June 2019	There were delays in SCM processes hence this project was not achieved.	The material will be handed over to various coops and SMMEs once a date is confirmed with the Office of the Mayor.	CSS	R750 000.00	1.Delivery Note, 2.Confirmation of receipt with Beneficiary Signatures
CSS 33	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives and financial support by 30 June 2022	LED Forum meetings	Number of LED forum meetings coordinated	NA	NA	2 LED / Sector forum meetings coordinated by 30 June 2019	Target Achieved- 2 LED Forum were coordinated on 30 November 2018 and 29 April 2019.	NA	NA	CSS	R 5 000	1.Minutes, 2.Attendance Register
CSS 34	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives and financial support by 30 June 2022	Marketing and Promotion of SMME products	Number of shows participated on to promote, market and expose SMME products.	NA	NA	3x Shows attended to promote and market SMME's products by 30 June 2019	Target Achieved 4 Shows were attended (Duzi to Sanli, Arts & Culture Competitions, Harry Gwala Summer Cup and Royal Show) to promote and market SMME products 24 May - 2 June 2019	NA	NA	CSS	R180 000 00	1.Attendance Register, 2.Report with photos

DM NKOSAZANA OLAMINI ZUMA LOCAL MUNICIPALITY 2018/19 ANNUAL PERFORMANCE REPORT, BUDGET AND TREASURY OFFICE											
NATIONAL KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT OUTCOME 9: IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY											
IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
BTO 1	To manage financial resources effectively and efficiently for improved service delivery by June 2022	Budget and Budget policies	Number of budget reports presented to Council for approval	Finance Policies and by-laws reviewed and adopted by Council by 30/06/2018	Achieved, Finance policies were reviewed and adopted by Council on the 31st of May 2018. By nature, the policy document is a thick document therefore, kindly refer to the Municipal Website for POE no 1.	2 Budget Reports submitted to Council for approval by 30 June 2019	Target Achieved, 2 Budget Reports submitted to Council for approval by 30 June 2019	NA	NA	Operational	1.1 Draft 2020/2021 budget Report submitted to Council 2.Council resolution 3.Attendance registers for the 4.IDP/Budget roadshows 2019/20 final budget report 4. Council Resolution
BTO 2		Budget and Treasury reports	Number of reports developed	12 Section 71 reports submitted to Finance Portfolio Committee within 10 working days after month end	Not Achieved, 11 Section 71 reports were submitted to Finance Committee within 10 days after month end	12 Section 71 and 12 Section 66 reports submitted to Finance Committee and treasury office within 10 working days after the end of each month	Target achieved, 12 section 71 and 12 Section 66 reports were submitted to Finance Committee and treasury by the end of each month	NA	NA	Operational	1.Section 71 and Section 66 reports: 1. Revenue Report 2. Expenditure Report 3. Creditors Report 4. Cash Coverage Ratio Report 5. Procurement 6. Implementation Report 7. Proof of submission to Committee Officer
BTO 3	To improve revenue management for effective service delivery and financial viability by June 2022.	Asset Register	Number of GRAP compliant asset register developed	Conduct Asset Verification by 30/06/2018	Achieved, 1 asset verification was conducted up to 30/06/18	1 GRAP Compliant Asset Register developed by 30th June 2019	Target Achieved, 1 GRAP compliant Asset Register was developed and updated with asset additions by 30 June 2019	NA	NA	Operational	1.Updated asset register

BTO 4	To improve revenue management for effective service delivery and financial viability by June 2022.	Stock taking	Number of stock-taking conducted	NA	NA	2 stock taking conducted by 30th June 2019	Target Achieved, 2 stock takings were conducted on the 21 st of December 2018 and on the 28 th of June 2019	NA	NA	Operational	1. Stock taking register
BTO 5	To procure goods and services in a manner that is fair, competitive for effective service delivery by June 2022	Procurement plan	Number of procurement plans approved	Submit the 2018/2019 Procurement Plan to Finance Committee for noting by 30/06/2018	Achieved, Procurement Plan was submitted to Finance Committee with S71 report on the 08/06/2018	Consolidate and approve 1 procurement plan for all departments by 30 June 2019.	Target Achieved, 2019/2020 procurement plan was approved on the 28 th of June 2019	NA	NA	Operational	1. 2019/2020 Signed procurement plan, 2. Proof of submission to Finance Committee
BTO 6		SCM Reports	Number of SCM reports developed	10 Days within the Procurement plan implementation report is submitted and presented to Finance Committee after the end of each quarter,	Not Achieved, the procurement plan implementation report was developed however, it has not been presented to the Finance committee due to the fact that there has been no sitting of the Finance committee meeting for the month of June.	4 Quarterly SCM reports submitted to Council by 30 June 2019	Target Achieved, 4 Quarterly SCM Reports were submitted to council by 30 June 2019	NA	NA	Operational	1. SCM Quarterly Report 2. Council Resolution 3. Attendance Register 4. Finance Committee Minutes 5. Proof of submission to Committee Office
BTO 7	To manage municipal expenditure to maximise financial viability by June 2022	Payment of creditors	Percentage of creditors paid within 30 days of submission of a valid invoice	30 Days within which invoices are paid upon receipt	Achieved, all invoices are paid upon receipt on the 15 th and 30 th of every month	96% of creditors paid within 30 days of receiving invoice	Target Achieved, 98% of creditors were paid within 30 days of receiving the invoice	NA	NA	Operational	1. Creditors report, 2. Proof of submission to Committee Officer

BTO 8	To manage financial resources effectively and efficiently for improved service delivery by June 2022	Financial Statements	Number of financial statements prepared and submitted to Internal Audit and Auditor General for audit	Achieved, 8 Revenue enhancement reports were submitted to Finance committee through section 71 report on the following dates: 08/11/17, 13/12/17, 09/01/18, 08/02/18, 12/03/18, 10/04/18 10/05/2018 and	Achieved, Annual Financial Statements were submitted to Auditor General on 31/08/17	2 sets of financial statements prepared and submitted to Internal Audit and Auditor General by 30 June 2019	Target Achieved, 2 sets of financial statements prepared.	NA	NA	Operational	1.Signed Interim Financial Statements 2.Develop 2018/2019 AFS 3. Proof of submission to AG.
BTO 9	To improve revenue management for effective service delivery and financial viability by June 2022.	Revenue enhancement strategy	Number of revenue enhancement strategies reviewed	4 reports on the revenue enhancement strategy implementation submitted to Finance Committee by 30/06/2018	Achieved, 8 Revenue enhancement reports were submitted to Finance committee through section 71 report on the following dates: 08/11/17, 13/12/17, 09/01/18, 08/02/18, 12/03/18, 10/04/18 10/05/2018 and	Review and Implement Revenue Enhancement Strategy and 1 report by June 2019	Target Achieved, Final reviewed revenue enhancement strategy to Council for adoption on the 31 st of May 2019	NA	NA	R300 000	1.Draft revenue enhancement strategy 3.Council resolution 4.Final revenue enhancement strategy, 5.Council resolution 6.close out report
BTO 10		75% of revenue collected	% of revenue collected	NA	NA	75% of revenue collected by 30 June 2019	Target Achieved, 83 % of revenue was collected by 30 June 2019	NA	NA	Operational	Quarter 1: 1. Billing report 2.report on
BTO 11		Supplemental Valuation roll	Number of Valuation roll submitted	Supplementary valuation roll implemented by 30/06/2018	Supplementary valuation roll was implemented	1 Valuation roll submitted by the valuer by 30 June 2019	Target Achieved, the supplementary valuation roll was submitted to NDZ municipality on the 11 th of April and was implemented by the 28 th of June 2019.	NA	NA	R400 000	1.Supplementary valuation roll

BTO 12	To improve revenue management for effective service delivery and financial viability by June 2022.	Indigent register	Number of indigent registers updated	Indigent Register updated and adopted by Council by 30/06/2018	Not Achieved, the Indigent register was not submitted to Council by the 30th of June 2018.	1 indigent register updated by 30 June 2019	Target Achieved, 1 Final Updated indigent register	NA	NA	Operational	1.Draft register 2.Final approved Indigent Register
BTO 13		Indigent support	Number of Households supported with FBE	Provision of FBE support to (90%) of existing households in terms of the indigent register	Achieved, 90.5% (8611) of existing households were supported with FBE in terms of the indigent register.	2700 households supported with FBE by 30 June 2019	Target Achieved, 2747 households were supported with FBE by 30 June 2019	NA	NA	R1 810 515	1.Approved FBE Report

2018/19 DRAFT ANNUAL PERFORMANCE REPORT: OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION- OUTCOME 3: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM

				COMPARISON WITH 2017/18 FINANCIAL YEAR							PORTFOLIO OF EVIDENCE
IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	2017/18 ANNUAL TARGET	2017/18 ACTUAL	ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	
OMM 1	To review and develop a multi-year strategic plan that responds to the needs of the community by June 2022	Reviewed 2018/2019 IDP	Number of IDP reviews	Dr. NDZ 2018/2019 IDP adopted by 30/06/2018	Achieved, the 2018/19 IDP was adopted by Council on 31/05/18	Review 2018/2019 IDP by 30 June 2019	Target Achieved, the 2018/19 IDP was reviewed by Council on 30 May 2019	NA	NA	R697 040.00	1.Draft IDP 2.Council Resolution 3.Proof of Submission and Advert 4.Final IDP 5.Advert 6. Council Resolution and 7. Proof of Submission
OMM 2	Conduct Performance assessments for Section 54/56 managers	Performance Assessments for S54/56 Managers	Number of Performance Reviews conducted	4 2017/2018 Performance Assessments held by 30/06/2018	Achieved, 3 Performance Assessments were held as follows: Q1 and Mid-year formal Performance Assessment were held jointly on 04/04/18 and Informal Performance Assessments for Q3 was held on 25/05/17. The Fourth Performance (Annual) Performance Assessment is scheduled for 30/07/18	Conduct 4 Performance Reviews for S54A and S56 Managers by 30 June 2019	Target Achieved, 4 Performance reviews (2017/18 Annual Performance Assessments, 2018/19 Q1 & Mid-year were held jointly and Q3: Informal assessments were conducted by 30 June 2109	NA	NA	Operational	1.Report for the 2017/18 Annual PMS Reviews 2. Attendance Register 3. Q1 of 2018/19 Report for the PMS Reviews 4.Attendance Register 5.Mid-Year Report for the PMS Reviews 6.Attendance Register 7.Council Resolution 8.Q3 Report PMS Reviews 9.Attendance Register
OMM 3	Consolidate periodic reports and submit to council structures	SDBIP, Quarterly Performance Reports, Mid-Year Reports and Annual Performance Report	Number of Performance reports developed	4 PMS Reports submitted to APAC by 30/06/17	Achieved, 4 quarterly performance reports were submitted to APAC as follows: 01/03/18, 08/04/18 & 27/06/18 and to MPAC on 06/06/18	4 performance reports submitted to APAC/ MPAC & Council (quarterly, mid-year and Annual performance Report) by 30 June 2019	Target Achieved, 4 Performance reports were submitted to Council, Cogta and AG by 30 June 2019	NA	NA	Operational	1.2017/2018 4th Quarter/Annual Performance Report 2. Council resolution 3.Proof of Submission to COGTA, AG, Treasury 4.2018/2019 First Quarter Performance Report 5.2018/2019 Second Quarter Performance Report /Mid-Term Performance Report 7.Council Resolution 7.Third Quarter Performance Report

2018/19 DRAFT ANNUAL PERFORMANCE REPORT: OFFICE OF THE MUNICIPAL MANAGER											
NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION: OUTCOME 3: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM											
IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
											8. Council Resolution
OMM 4	To inculcate a culture of good governance compliance and effective internal controls by June 2022	Risk Assessment workshop	Number of Risk Management workshops & follow-ups conducted	Conduct a Risk Assessment workshop by 30/06/18	Not achieved, the workshop was not conducted. However, the Audit Committee approved the roll-over.	Conduct a Risk Assessment workshop & follow up by June 2019	Target Achieved. Each department met on the 6th of May to discuss risks within their departments and to populate the template for risk assessment and each department presented their risks to extended Manco on the following day.	NA	NA	Operational	1. Signed attendance register 2. Risk register.
OMM 5	To inculcate a culture of good governance compliance and effective internal controls by June 2022	Approval of the 2019/20 risk-based internal audit plan by the audit committee	Number of risk-based internal audit plan approved by the audit committee	Submit the risk-based internal audit plan to APAC by 30/6/18	Not achieved, the 2018/19 Internal Audit Plan was approved by the APAC on 21 August 2018.	Approval of the 2019/20 internal audit plan by the audit committee by 30/6/19	Target not achieved, the 2019/20 Internal audit plan was not approved by the Audit Committee by 30 June 2019.	The 2019/20 internal audit plan was tabled in the audit committee on 16/5/19. In terms of Cogta: Finance Circular 2 of 2019 it was then immediately forwarded to Cogta: Finance for approval. Due to internal processes in that department receipt of written approval was delayed until 6/8/19*	Having received informal notice of approval from Cogta the audit committee adopted the 2019/20 plan on 30/7/19. It should be noted that the cycle of the audit plan at this municipality runs from 1 September to 31 August of each year and therefore the plan was fully adopted prior to its implementation date of 1/9/19.	Operational	1. Signed APAC minutes 2. 2019/20 Internal audit plan

2018/19 CRAFT ANNUAL PERFORMANCE REPORT: OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION OUTCOME 3: DEEPEN DEMOCRACY THROUGH A RETINED WARD COMMITTEE SYSTEM

IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
OMM 6		Operationalised anti-fraud and corruption strategy	Number of Anti-Fraud and Anti-Corruption strategy developed	NA	NA	Adoption of the Anti-Fraud and Corruption strategy document by 30/6/19	Target Achieved. The anti-fraud and corruption strategy was adopted in a council meeting on the 13th of Dec 2018 and the workshop for employees was done on 18 June 2019.	NA	NA	Operational	1.Attendance Register 2.Agenda for the Workshop 3.Final Anti-Fraud and Corruption Strategy 4.Signed Council Resolution
OMM 7	To inculcate a culture of good governance compliance and effective internal controls by June 2022	Audit outcomes	Number of Audit Findings reduced from 2017/2018 Auditor General's Report	NA	NA	Achievement of an Unqualified audit opinion for 2018/19 financial year	Not applicable, the municipality is still awaiting the report from the AG	NA	NA	Operational	1.2017/18 Audit Action Plan 2. APAC Minutes 3.Progress Report on the Implementation of the 2017/18 Audit Action Plan 4. APAC Minutes
OMM 8	To encourage participation of the local community in the affairs of the municipality by June 2022	Development of Public Participation Policy	Date by which Public Participation Policy is adopted by Council	NA	NA	Public Participation Policy adopted by Council by 30 June 2019	Target achieved; the public participation policy was adopted by Council on the 30th May 2019	NA	NA	R200 000	1.Draft Public Participation Policy 2.Council Resolution 3. Final Public Participation Policy 4.Council Resolution
OMM 9		Quarterly Ward Committee Meeting	Number of public participation meetings	4 Quarterly Ward Committee meetings held by 30/06/2018	Not Achieved, 3 Quarterly Ward Committee meetings were held as follows: 30/10/17, 28/03/18 & 25/06/18 for Secretariat	Four quarterly Ward Committee meetings held by 30 June 2019	Target Achieved, 4 Quarterly ward committee meetings were held by 30 June 2019	NA	NA	R40 000	1.Agenda, 2.Minutes of the meeting 3.Attendance Register

2018/19 DRAFT ANNUAL PERFORMANCE REPORT: OFFICE OF THE MUNICIPAL MANAGER											
NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION: OUTCOME 1: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM											
IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
OMM 10	To provide feedback process between the municipality and its stakeholders to improve service delivery by June 2022	Development of Communication Strategy	Date by which the Communication Strategy is adopted by Council	NA	NA	Submission of 1 Communication strategy and implementation of the events calendar by 30 June 2019	Target Achieved, The Communications Strategy had been developed and presented to Council on the 31st of October 2018 together with the Events Calendar	NA	NA	Operational	1.Report of the Events Calendar
OMM 11	To improve organisational performance for effective service delivery by June 2022	Submission of Back to Basics Reports to Cogta (Provincial/National)	Date by which Back to Basics Reports submitted to Cogta (Provincial/National)	12 monthly and 4 quarterly back to basics reports produced by the office of the MM and submitted to Cogta by 30/06/2018	Not achieved, 8 monthly B2B reports and 2 quarterly B2B reports were submitted to Cogta	12 Monthly and 4 quarterly back to Basics Reports submitted to Cogta by every 15th Day by 30 June 2019	Target Achieved, 12 Monthly and 4 quarterly back to Basics Reports submitted to Cogta by 30 June 2019	NA	NA	Operational	1.Progress Reports on Back to Basics 2.Proof of Submission to COGTA
OMM 12	To improve service delivery by 2022	Capital budget expenditure	percentage of a municipality's annual capital budget actually spent on capital projects	NA	NA	100% of a municipality's annual capital budget actually spent on capital projects by 30 June 2019	Target not Achieved 85% of municipality's annual capital budget actually spent on capital projects	The municipality did not have a full complement of Senior Managers to serve in the Bid Adjudication Committee and had to wait for the approval from Treasury to utilise the services of external Senior Managers. There was a huge backlog of bids that needed to be adjudicated hence the capital expenditure was not fully utilised during the financial year.	The municipality had appointed two Senior Managers and SCM Manager who are now serving in the Bid Adjudication this will accelerate the adjudication of capital projects and improve percentage on capital expenditure	Operational	Expenditure Report

2018/19 DRAFT ANNUAL PERFORMANCE REPORT: OFFICE OF THE MUNICIPAL MANAGER

NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION OUTCOME 3: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM

IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
DTPS 01	To reduce the degradation of natural environment including high potential agricultural land by June 2022	Environmental Management Plan	Adoption of the Environmental Management Plan	NA	NA	Appointment of a service provider to develop an Environmental Management Plan	Target not achieved, SCM is under process of appointing the service provider.	Project had to be re-advertised because a suitable service provider could not be found	The Department will make a follow up with SCM on the appointing of the service provider. The project has been advertised	R250 000	(1) Terms of Reference (2) Appointment Letter
DTPS 02		Developing a Single Land Use Scheme	Date by which a Land Use Scheme is adopted by Council	Adoption of a Wall to Wall Land Use Scheme by 30/06/18	Not achieved, the service provider is busy with the Final Draft Land Use Scheme	Adopted Land Use Scheme by 30 June 2018	Target not achieved, No Land use scheme adopted by 30 June 2019	The Department is still waiting for comments from the National Department of Agriculture on the final draft Land Use Scheme.	Target will be achieved in Q2 of the 2018/2020 financial year after comments have been obtained from the National department of Agriculture	R200 000	(1) Public Participation Report (2) Council Resolution

2018/19 DRAFT ANNUAL PERFORMANCE REPORT - OFFICE OF THE MUNICIPAL MANAGER											
NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION: OUTCOME 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM											
IDP NO.	STRATEGIC OBJECTIVE	MEASURABLE OUTPUT (PROJECT)	KEY PERFORMANCE INDICATORS	COMPARISON WITH 2017/18 FINANCIAL YEAR		ANNUAL TARGET	2018/19 ACTUAL	REASONS FOR NOT ACHIEVING CUMULATIVE TARGETS	CORRECTIVE MEASURES	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
				2017/18 ANNUAL TARGET	2017/18 ACTUAL						
DTPS 03	To Improve and optimise land usage by 30 June 2022	Review of Spatial Development Framework	Date by which the Reviewed Spatial Development Framework is approved	Adoption of Spatial development Framework by 30/06/18	Achieved, Spatial Development Framework was developed and adopted by council on 31/05/18	Reviewed Spatial Development Framework by 30 June 2018	Target achieved, Final SDF was adopted by council on the 30th of May 2018.	NA	NA	R250 000	(1) Draft SDF (2) Council Resolution for noting of Draft SDF (3) Final SDF (4) Council resolution for Adoption of Final SDF
DTPS 04	To reduce the degradation of natural environment including high potential agricultural land by June 2022	Bulwer Township Establishment	Date by which the Sub-division lay-out is approved by the MPT	Approval of the Township Establishment Application by 30/06/2018	Not achieved, the intention to appoint a service provider has been advertised	Submission of SPLUMA Application to MPT for the approval of the Sub-Division Layout by 30/06/19	Target not achieved, SPLUMA application has not been submitted to MPT for approval of the Sub-division Layout.	Project delayed due to required further consultation with some of the Government Departments including the District Municipality for the provision of Bulk Services.	Target will be achieved in Q1 of the 2019/2020 Financial year	R700 000	1.Minutes of Stakeholder Engagement Sessions 2.Attendance Registers 3.Record of decision from the MPT
DTPS 05	To Improve and optimise land usage by 30 June 2022	Project Management (Hierarchy of Plans to foster Economic Growth in Traditional Areas)	Date by which a Hierarchy of Plans (draft Nodal Plan/ Local Area Plan/ Precinct Plan) are noted by Council	Procurement processes and development of inception report	Achieved, Service provider has been appointed and an inception report has been done	Draft Nodal Plan/Local Area Plan/ Precinct Plan are noted by Council by 30 June 2018	Target not achieved, Draft Nodal Plan/Local Area Plan/ Precinct Plan has not been noted by council	The service provider did not deliver the Draft Local Area Plan in time.	Target will be achieved in Q1 of the 2019/2020	R500 000	1.Minutes & Attendance Register for Stakeholder Engagement Sessions 2.Council Resolution noting the 3Draft Nodal/ Local Area Plan/ Precinct Plan

Prepared by: Strategic Support Services

Confirmation by

Mr NC Vezi
Municipal Manager

Date