



Local Municipality  
**Ndwedwe**  
Umkhandlu Kamasipala



**NDWEDWE LOCAL MUNICIPALITY  
MIDTERM (HALF YEAR) PERFORMANCE  
MANAGEMENT REPORT  
(JULY-DECEMBER 2018)**

**Financial Year 2018-2019**

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# 1. INTRODUCTION

The Municipal Systems Act (MSA) of 2000 mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001 describes the municipality's performance management system as consisting of a framework that articulates and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed and to determine the roles of different stakeholders.

**Section 72 of the Municipal Finance Management Act** requires that the accounting officer of a municipality must by 25<sup>th</sup> January each year:-

- (a) Assess the performance of a municipality during the first half of the financial year, taking into account
  - (i) the monthly statements
  - (ii) the municipality service delivery performance during the first half of the financial year and the indicators and targets as per the service delivery and budget implementation plan
  
- (b) Submit a report on such assessment to
  - (i) the Mayor of the municipality
  - (ii) the National Treasury
  - (iii) the relevant Provincial Treasury

## 1.1 PERFORMANCE MANAGEMENT SYSTEM PROCESSES

According to the Municipal Systems Act (MSA) of 2000, Section 38(a) mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001, describes the municipality's Performance Management System (PMS) as consisting of a framework that articulates and represents how the municipality's cycle and processes of performance planning, monitoring, measurement,

review, reporting and improvement will be conducted, organised and managed as well as to determine the roles of different stakeholders.

The Organisational Performance Framework must be reviewed annually and adopted. The Ndwedwe PMS Framework was reviewed and adopted by Council on 29 August 2018. Organisational Performance forms an integral part of the implementation of the Integrated Development Plan (IDP).

The performance management system is a tool that measures the implementation of an organisation's strategy. It also provides a mechanism to measure whether targets meet the strategic objectives that are set by municipalities and employees. In Ndwedwe municipality the PMS implementation and management process is carried out at phases namely:

- Phase 1: Planning
- Phase 2: Monitoring and managing performance information
- Phase 3: Performance measurement and analysis
- Phase 4: Performance review and improvement
- Phase 5: Performance report

## **1.2 PERFORMANCE AND SUPPORTING INFORMATION**

According to the Municipal systems act PMS implementation ensures responsibility on individual departments and its employees to collect relevant data and information to support the monitoring process. In this respect, a portfolio of evidence (POE's) of performance is gathered and presented to substantiate claims for performance standards. All portfolios are verified against the reported actual, as it confirms the status of targets met and/or not met.

## 2. ORGANISATIONAL PERFORMANCE QUARTER 2

### 2.1 OVERALL SUCCESS RATE FOR QUARTER 2

The Ndwedwe Local Municipality quarter one overall performance was relatively good as 65% reported as achieved and 35% reported as non-achieved. The graph below depicts the performance of Ndwedwe in relation to various business units. A more detailed look into each department is outlined under departmental results.

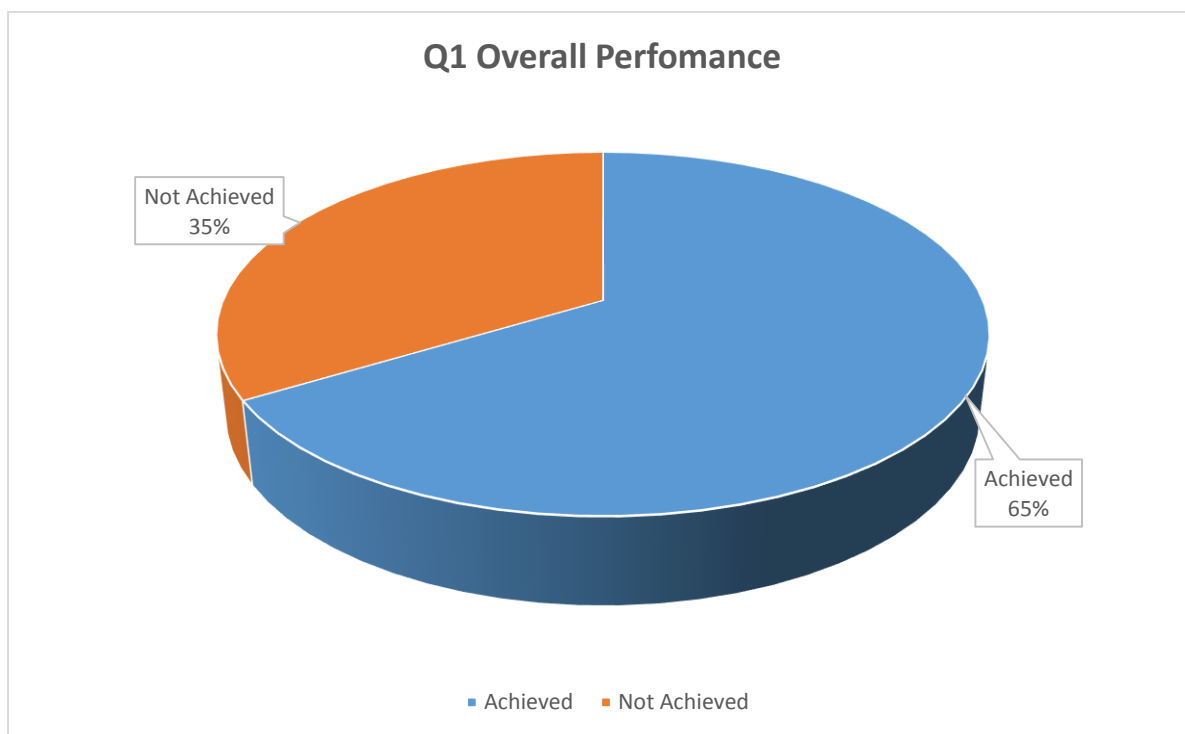


FIGURE 1: Q2 OVERALL PERFORMANCE

Total targeted KPIS for Q2	Target met	Target not met
138	90	48
100%	65%	35%

TABLE 1: Q2 OVERALL PERFORMANCE

BUSINESS UNITS	TARGET MET % FOR Q2 EXCLUDING NON-ACHIEVED
Office of the Municipal Manager department	72%
Corporate Services department	59%
Technical Services department	33%
Economic Development and Planning department	73%
Finance department	100%
Community Services department	82%

TABLE 2: PERFORMANCE PER DEPARTMENT

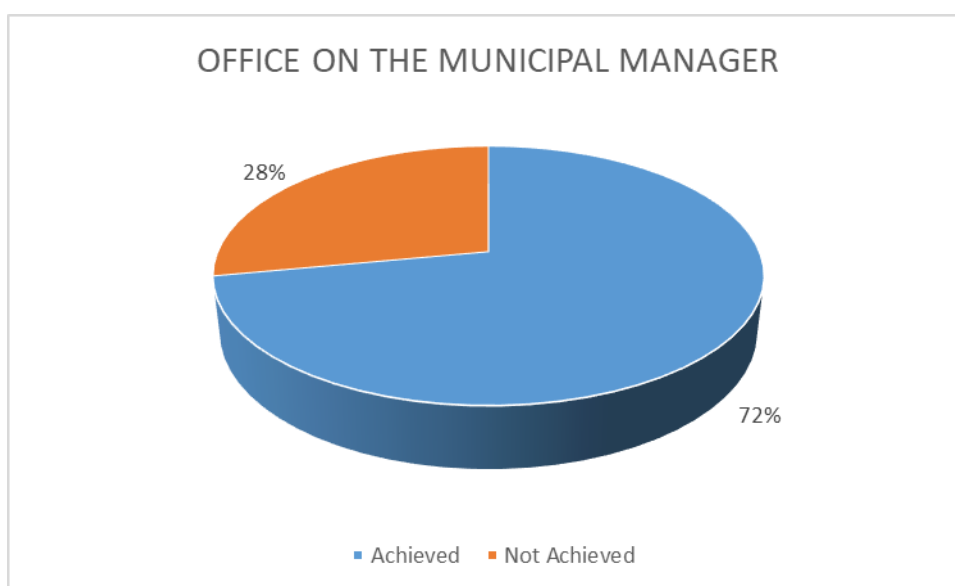
## 2. DEPARTMENTAL RESULTS

### 2.1 OFFICE OF THE MUNICIPAL MANAGER (GOOD GOVERNANCE AND PUBLIC PARTICIPATION)

The table below indicates the total number of targets that have been met or not for quarter 2.

TOTAL KPI's	TARGETS MET	TARGETS NOT MET
40 – 11(N/A) =29	21 (72%)	8 (28%)

TABLE 3: KPA 5: PERFORMANCE OF TARGETS



GRAPH 1: PERFORMANCE IN THE OFFICE OF THE MUNICIPAL MANAGER

## ➤ PERFORMANCE HIGHLIGHTS

### ✓ IDP/PMS UNIT

- IDP/Budget/PMS Process plan for 2019/20 has been adopted on the 29 August 2018. It is aligned with the budget processes. The IDP process has commenced.
- Draft Annual Report submitted to Council on the 29 August 2018

### ✓ COMMUNICATION UNIT – did not count this one

- Media Slots target was achieved.

### ✓ PUBLIC PARTICIPATION UNIT

- Speaker Izimbizo was held on 18 November 2018.
- 4 Mayoral IDP Izimbizo was held on 19/10/2018, 25/10/2018, 06/11/2018 and 13/11/2018.
- 1 Ward committee meeting was held the target has been met.
- 1 Ward committee training of members will be held on 26 November 2018.

### ✓ SPORTS UNIT

- 1 Golden games event were hosted.
- 1 Cricket coaching clinics and mini tournaments were hosted.
- 1 Tennis Long coaching clinics and mini tournaments were hosted.
- 1 Football Coaching clinics (females) were hosted.
- 1 Basketball Coaching were hosted.
- 1 Volleyball coaching clinics and mini tournaments were hosted.
- 1 Karate Coaching clinics and tournaments were hosted.
- 1 Isicathamiya Coaching clinics were hosted.
- 1 Aerobics coaching clinics and marathon were hosted.
- 1 Salga games were hosted.
- 1 ECD's sports day were hosted.
- 1 Isicathamiya Competition were held.
- 1 Hockey Development and tournament event were hosted.
- 1 Chess development and local tournament event were hosted

## ➤ CHALLENGES

- REF-MM-1: The Annual performance report for 2017/18 was audited and verified by the Internal Audit Unit. However, the Performance report for Q1 were not audited and verified by Internal Audit due to no Internal Audit unit present at the Municipality from August 2018 to date. Hence only one report was verified instead of two. Therefore target is not met.
- REF-MM-9: Development of Public Participation Strategy target not achieved. The Strategy was postponed to the Q3.
- REF-MM-10: Development of Communication Strategy the target was not met. The Strategy will take place in the third quarter.
- REF-MM-19: Ruby coaching target not achieved.
- REF-MM-22: Swimming coaching clinics and swimming gala target not achieved due to the facilitators were not available from sport and recreation.
- REF-MM-24: Dancing coaching clinics and competition transport target not achieved due to the unavailability of municipal transport to transport people.
- REF-MM-37: Golf Development target not achieved due to unavailability of venue to host.
- REF-MM-38: The Diwali celebration programme has been moved to the Social Cohesion Unit

## ➤ MEASURES TAKEN TO IMPROVE PERFORMANCE

- REF-MM-1: The post of Manager Internal Audit and a Service provider has been advertised. To be appointed in Q3.
- REF-MM-9: Development of Public Participation Strategy target not achieved. The Strategy was postponed to the 3<sup>rd</sup> quarter.
- REF-MM-10: Development of Communication Strategy SCM processes to be completed in the Q3.
- REF-MM-19: Ruby coaching target not achieved. The sports field was not available due to examinations being held.
- REF-MM-22: Swimming coaching clinics and swimming gala will be done in the Q3.
- REF-MM-24: Dancing coaching clinics and competition will be done in the 2<sup>nd</sup> quarter.
- REF-MM-37: Golf Development will be done in the 3<sup>rd</sup> quarter.
- REF-MM-38: The Diwali celebration programme has been moved to the Social Cohesion Unit and has clashed with the SALGA Games. This will take place in the next financial year.

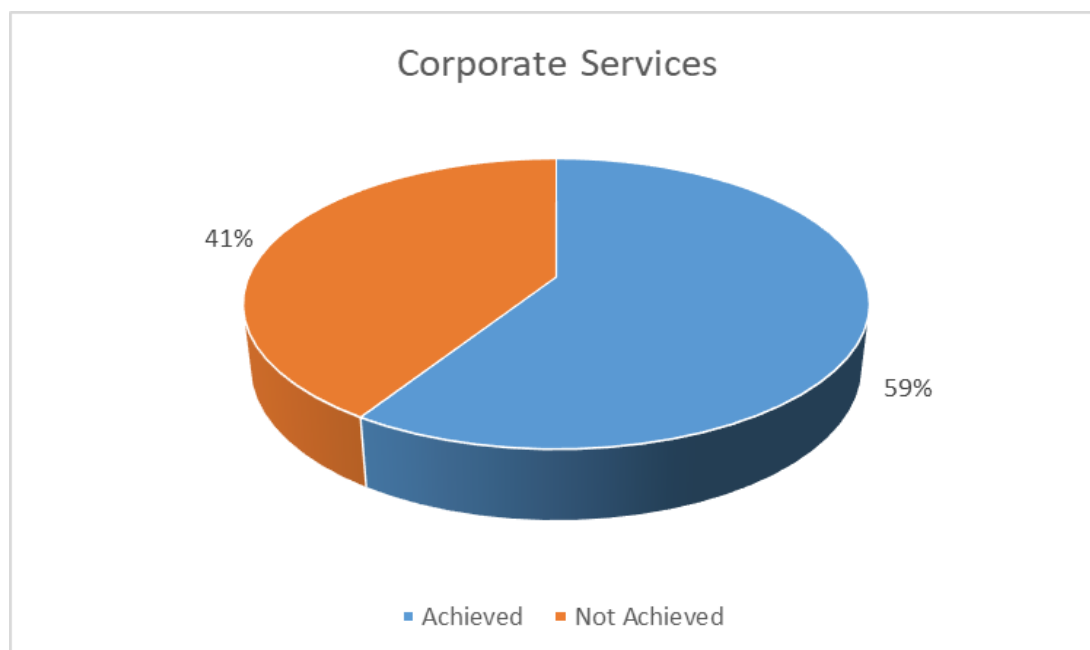


## 3.2 CORPORATE SERVICES DEPARTMENT

The table below indicates the total number of targets that have been met or not for quarter 2.

TOTAL KPI's	TARGETS MET	TARGETS NOT MET
18 – 1 (N/A) =17	10 (59%)	7 (41%)

TABLE 4: PERFORMANCE OF TARGETS



GRAPH 2: PERFORMANCE IN CORPORATE SERVICES

### ➤ HIGHLIGHTS AND PROGRESS ON ACTUAL PERFORMANCE

- The Human Resource (HR) unit conducted 6 WSP training programmes.
- 15 budgeted posts has been filled.
- Cascade individual performance management to 5 employees has been met.
- 2 EWP campaign was conducted.
- A total number of 6 C-track reports were submitted.
- A total number of 2 vehicles were branded.
- 6 Biometric system reports were presented.
- Advertised Bursary Scheme by December 2018.
- Employment Equity Plan was achieved.
- 7 Interns were appointed.

## ➤ CHALLENGES

- Ref-CS-92: Reviews and Development of Policies in Q3.
- Ref-CS-95: Job descriptions 50% of posts were not evaluated therefore, the target was not achieved.
- Ref-CS-98: Implement, test and maintain ICT system backups were not submitted therefore, the target was not achieved.
- Ref-CS-99: Conduct bi-annual municipal data recovery not achieved.
- Ref-CS-100: Investment in ICT infrastructure were not achieved.
- Ref-CS-103: Installation of cameras on 4 municipal plant were not achieved.
- Ref-CS-104: Installation of E fuel 29 municipal vehicles were not achieved.

## ➤ MEASURES TAKEN TO IMPROVE PERFORMANCE

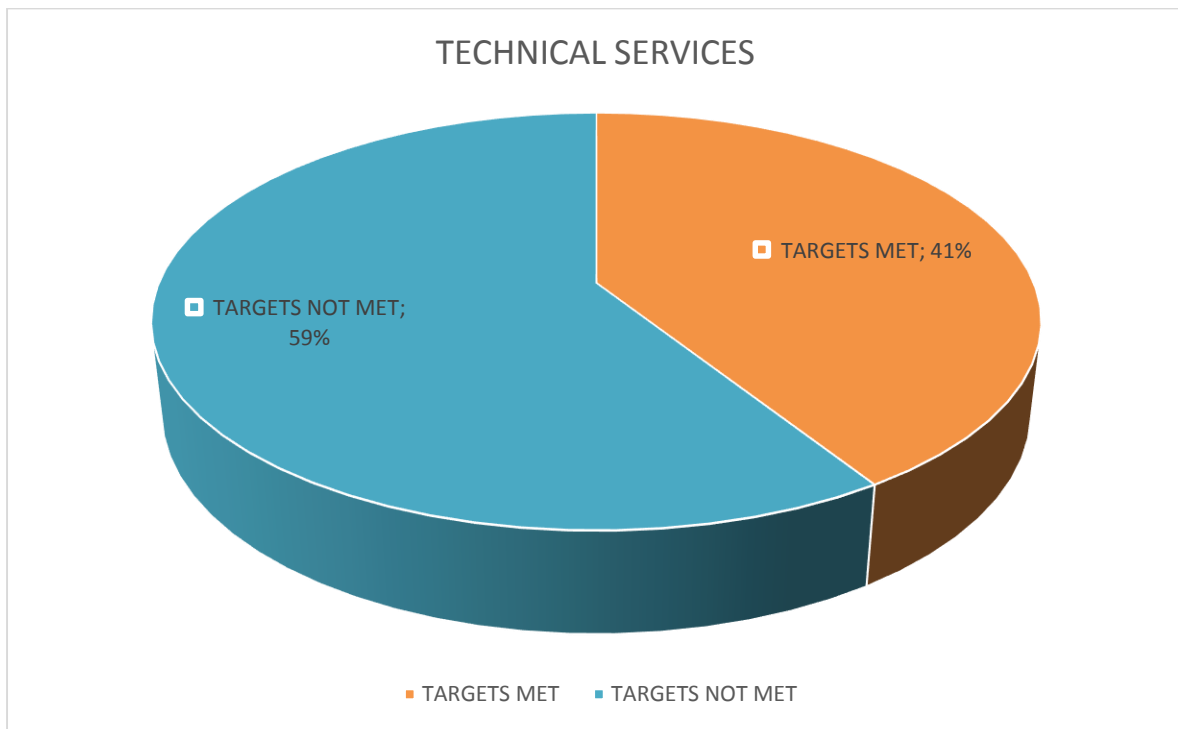
- Ref-CS-92: Reviews and Development of Policies in Q3.
- Ref-CS-95: To speed up the process of signing job descriptions.
- Ref-CS-96: To implement the cascading of PMS as approved policy.
- Ref-CS-98: Tender awaiting adjudication and appointment. Tender will be adjudicated on 15/01/2019.
- Ref-CS-99: Tender awaiting adjudication and appointment. Tender will be adjudicated on 15/01/2019.
- Ref-CS-100: Tender awaiting adjudication and appointment. Tender will be adjudicated on 15/01/2019.
- Ref-CS-103: Bid process and SCM processes.
- Ref-CS-104: Bid process and SCM processes.

### 3.3 TECHNICAL SERVICES DEPARTMENT

The table below indicates the total number of targets that have been met.

TOTAL KPI's	TARGETS MET	TARGETS NOT MET
40 - 1(N/A) = 39	16 (41%)	23 (59%)

TABLE 5: KPA 2: PERFORMANCE OF TARGETS



GRAPH 3: PERFORMANCE IN TECHNICAL SERVICES

#### ➤ HIGHLIGHTS AND PROGRESS ON ACTUAL PERFORMANCE

- Intention to Award-Advert and Service provider appointed for Dabeka Access Road.
- Water Fall Sport field target has been met service provider appointed.
- eMona Community Hall target has been achieved.
- Siyathokoza Hall & Creche target has been met service provider appointed.
- 80%Electrification Mcathu Ward 8 –target met.
- 80% Construction for Electrification Amabutho in Ward 02 target met.
- 80% Construction for electrification for Mary Grey has been achieved.
- 60% Construction for Nhlangwini Sports field target has been achieved.
- 90%Construction of High Mast Lights Glendale in Ward 01 target has been met.
- Hloniphani Hall & Crèche in ward 12 the construction is 100% complete target has been achieved.
- Ntabakhathaza Access Road the construction is 100% complete target has been met.
- Mandlakazi Sport field target is 60% construction complete.
- Nhlabamkhosi Access Road target is 100% completed target has been achieved.
- Noorsburg Access Road target is 100% completed.
- Sonkombo Sport field the construction is 65% completed target has been met.
- Nondabula Hall in Ward 09 target is 100% construction complete.
- Nondwengu Hall & Creche is 60% complete target has been achieved.

- 100% local grass cutting.

## ➤ CHALLENGES

- Ref-TS-53: Nambithane Access Road is not achieved. This was caused by the delay on evaluation stage. The tender will be re-advertised as the validity period is finished/expired.
- Ref-TS-54: Nkalangwe Access Road is not achieved, due to non-performance by the contractor, the appointment has been terminated.
- Ref-TS-55: KwaNovimba Access Road target was not achieved. This was caused by the delay on evaluation stage, the tender will be re-advertised as the validity period is finished/expired.
- Ref-TS-56: Chamani Access Road target was not achieved. The tender will be re-advertised.
- Ref-TS-57: Mwolokohlo to Sthupha Access Road, Delay on the business plan approval by COGTA.
- Ref-TS-59: Ethafeni Access Road. Delay on the business plan approval by COGTA.
- Ref-TS-60: Zesuliwe Access Road. Delay on the business plan approval by COGTA.
- Ref-TS-61: Gudlintaba Access Road. Delay on the business plan approval by COGTA.
- Ref-TS-64: Mangangeni CDC the project was not achieved due to COGTA MBPAC could not give the date for presentation during Quarter 1. The business plan approval will be facilitated in Quarter 3.
- Ref -TS-65: Electrification in ward 2 at Onyazini and Khenana has not been achieved. Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019.
- Ref -TS-66:Electrification in Mcathu Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019.
- Ref -TS-72: Construction of Technical Dept. Offices target has not been met. Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019
- Ref-TS-81: Ndwedwe/Bhamshela Street lights upgrade - project has not been approved. This was caused by the delay by Supply Chain Management to advertise the project, the tender will be advertised in Quarter 3.
- Ref-TS-82: Mary Grey Sport centre completion is not achieved. This was caused by the delay by Supply Chain Management to advertise the project, the tender will be advertised in Quarter 3.

- Ref-TS-83: Buy Back Centre Structure design report is completed target met. Delay on the Bid advertisement. Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019.
- Ref-TS-84: Installation of Back-up Generator for electrification the target has not been achieved. The project was advertised and poor response received from Service Providers. The project was re-advertised and Service Provider will be appointed in Quarter 3.
- Ref-TS-85: Augmentation of Water Supply for Ndwedwe Main Office target not achieved. Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019
- Ref-TS-87: Rehabilitation of Mthebeni and Febe road target has not been achieved. Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019
- Ref-TS-88: Bhamshela Thusong Centre renovations target has not been achieved. Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019.
- Ref-TS-89: Johnny Makhathini hall renovation target not achieved. Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019
- Ref-TS-89: Ndwedwe Public library target not achieved. Delay on the Contractor appointment. Bid Committees monitored to finalise the Contractor appointment in January 2019.

#### ➤ MEASURES TO IMPROVE PERFORMANCE

- Ref-TS-53: The project will be re-prioritised to be advertised in quarter 4.
- Ref-TS-54: Termination recommended to the Acting Municipal Manager than the outstanding scope of works to be advertised
- Ref-TS-55: The project will be re-prioritised to be advertised in quarter 4.
- Ref-TS-56: The project will be re-prioritised to be advertised in quarter 4
- Ref-TS-57: The project will be re-prioritised to be advertised in quarter 4.
- Ref-TS-59: The project will be re-prioritised to be advertised in quarter 4
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- Ref-TS-61: The project will be re-prioritised to be advertised in quarter 4
- Ref-TS-64: The project will be re-prioritised to be advertised in quarter 4
- Ref -TS-65: Bid Committees monitored to finalise the Contractor appointment in January 2019.

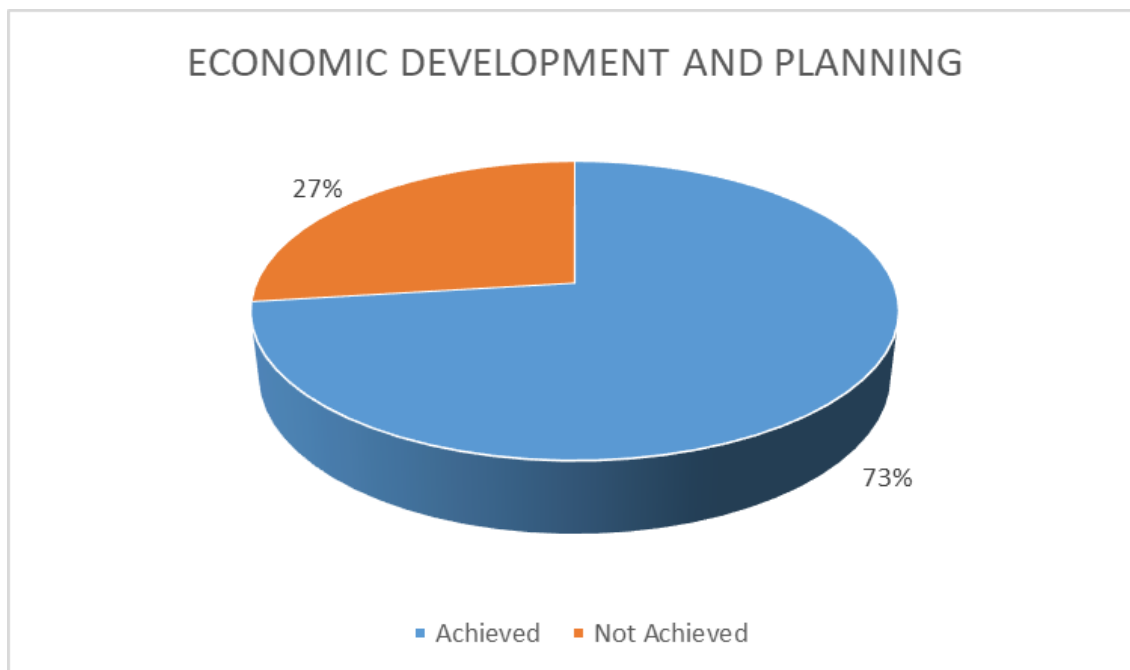
- Ref -TS-66: Bid Committees monitored to finalise the Contractor appointment in January 2019.
- Ref -TS-70: Delay on the project due to terrain challenges in accessing two sites position for high mast light in the area. Site position has been changed for more flat area to complete the two high mast lights, the project will be completed quarter 3
- Ref -TS-72: Bid Committees monitored to finalise the Contractor appointment in January 2019.
- Ref-TS-81: This was caused by the delay by Supply Chain Management to advertise the project, the tender will be advertised in Quarter 3.
- Ref-TS-82: This was caused by the delay by Supply Chain Management to advertise the project, the tender will be advertised in Quarter 3.
- Ref-TS-83: Bid Committees monitored to finalise the Contractor appointment in January 2019.
- Ref-TS-84: The project was re-advertised and Service Provider will be appointed in Quarter 3
- Ref-TS-85: The project to be advertised in Quarter 3 January 2019
- Ref-TS-87: The project to be advertised in Quarter 3 January 2019.
- Ref-TS-88: The project to be advertised in Quarter 3 January 2019
- Ref-TS-89: The project to be advertised in Quarter 3 January 2019
- Ref-TS-89: The project to be advertised in Quarter 3 January 2019.

### 3.4 ECONOMIC DEVELOPMENT AND PLANNING

The table below indicates the total number of targets that have been met or not for quarter 2.

TOTAL KPI's	TARGETS MET	TARGETS NOT MET
11	8(73%)	3(27%)

TABLE 6: PERFORMANCE OF TARGETS



*GRAPH 4: PERFORMANCE IN THE ECONOMIC DEVELOPMENT AND PLANNING*

#### ➤ HIGHLIGHTS AND PROGRESS ON ACTUAL PERFORMANCE

- Appointment of service provider for Feasibility Study on Purchase of Land for Development (Residential and Other uses) has been achieved.
- Ndwedwe town development proclamation draft survey records submitted report end of September 2018, the target has been met.
- Final Integrated transport plan report completed target achieved.
- Training of cooperatives for Block making project target was met.
- Establishment of 4 commercial gardens. Four assessments and feasibility studies completed target has been met.
- 6 SMMEs supported target has been achieved.
- 6 Cooperatives supported target has been met.
- 2 Housing Forum were hosted.

#### ➤ CHALLENGES

- REF-EDP-49: Development of Housing Sector Plan not done.
- REF-EDP-50: Mini factories equipment procurement target was not achieved. There was delay in the procurement processes.

- EDP-151: Tourism Feasibility Study – Service Provider not appointed. Insufficient budget/funding to conduct project.

➤ MEASURES TAKEN TO IMPROVE PERFORMANCE

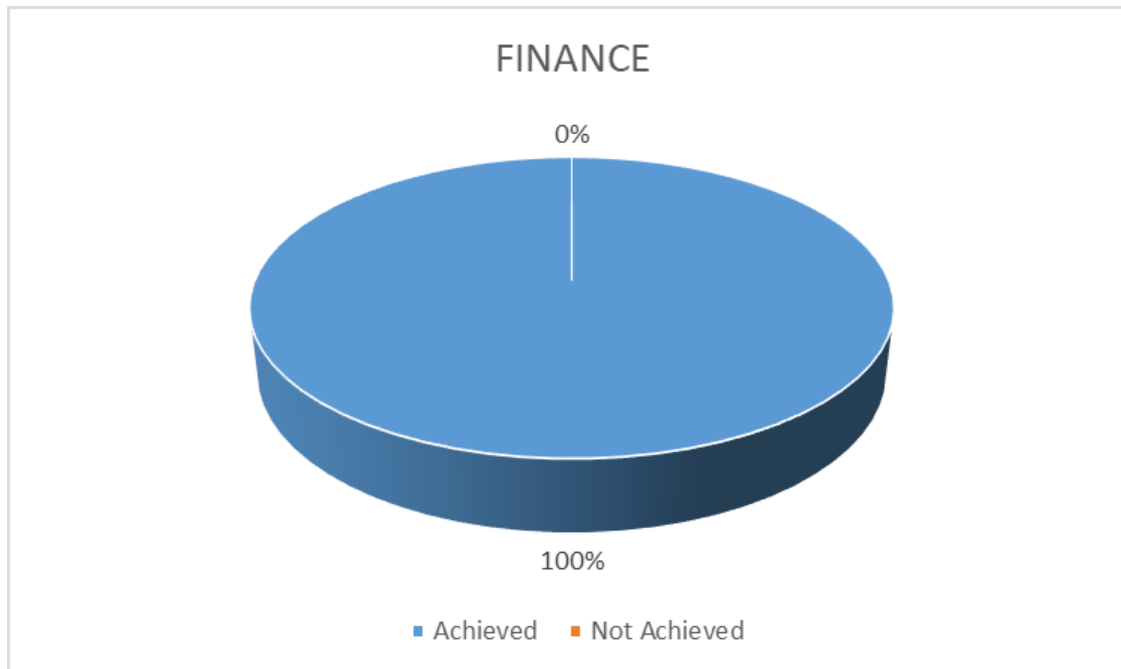
- REF-EDP-49: There was a shortage of funds to conduct the project due to MSCOA.
- REF-EDP-50: The procurement will be done in the Q3.
- EDP-51: Tourism Feasibility Study - Insufficient budget/funding to conduct project.

### 3.5 FINANCE DEPARTMENT

The table below indicates the total number of targets that have been met or not for quarter 2.

TOTAL KPI's	TARGETS MET	TARGETS NOT MET
25 - 5 (N/A) = 20	20 (100%)	0

TABLE 7: PERFORMANCE OF TARGETS



GRAPH 5: PERFORMANCE IN THE FINANCE DEPARTMENT

➤ HIGHLIGHTS AND PROGRESS ON ACTUAL PERFORMANCE

- 6 transactional mSCOA reports were presented target has been met.



- 6 monthly financial reports submitted on time at the end of 1<sup>st</sup> quarter, target has been achieved.
- IDP Consultation meetings were held in December 2018.
- 25% of Collection of revenue has been achieved.
- 2 report for screening of state employees from SCM database has been generated.
- 2 Appointment of Local service providers and 1 report has been submitted to Council portfolio target has been met.
- Appointment of Service provider in December 2018 to update the Indigent register.
- 6 Governance reports (Debtors Reconciliation Book) has been produced, target achieved.
- 6 Property rates reconciliation reports has been produced, target has been met.
- 6 Consumer Deposit Reconciliation reports has been achieved.
- 6 Bank Reconciliation reports has been achieved.
- 5 Investments reports has been produced.
- 6 Grant register target has been achieved.
- 1 Creditors Payment target has been achieved.
- 6 Remuneration report for Staff/ Councillors salaries target achieved.
- 6 Third Party payments three reports produced target met.
- 1 Annual Financial Statements (AFS) 2017/ 2018 approved by Council on the 29 August 2018, the target has been met.
- Revenue Enhancement Strategy has been achieved.
- 6 Monthly reports for Municipal Billing has been achieved.
- 2 SCM reports achieved.

#### ➤ CHALLENGES

- REF-F-126: Creditors payment target has not been achieved.

#### ➤ MEASURES TAKEN TO IMPROVE PERFORMANCE

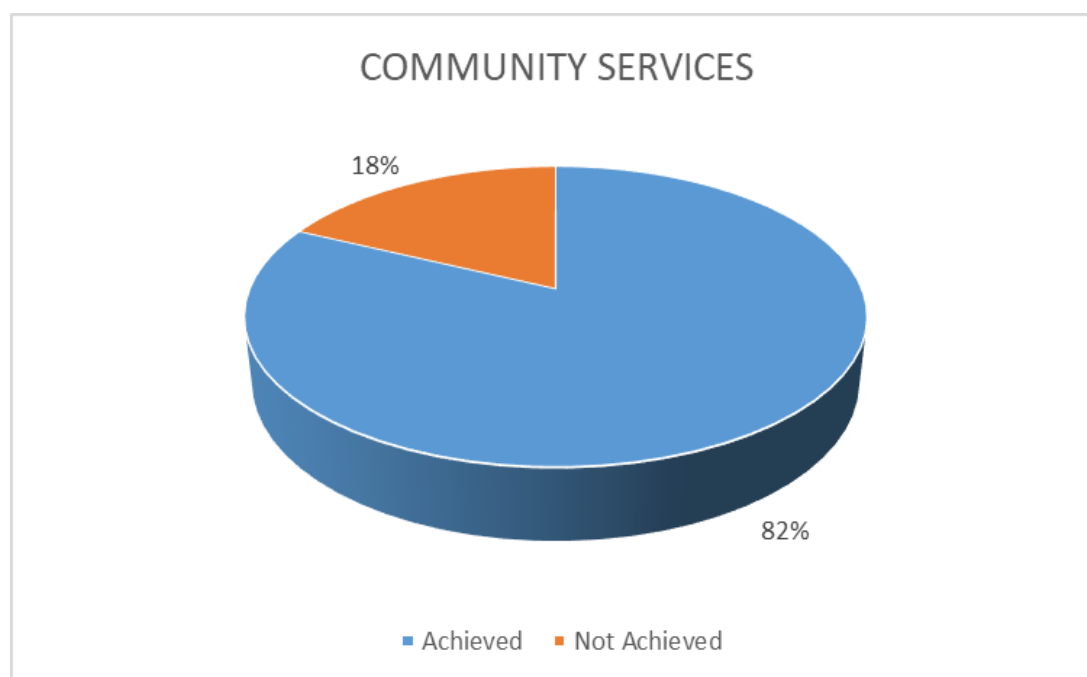
- REF-F-126: Fixing the mix allocation on mSCOA system.

### 3.6 COMMUNITY SERVICES DEPARTMENT

The table below indicates the total number of targets that have been met or not for quarter 2.

TOTAL KPI's	TARGETS MET	TARGETS NOT MET
23 – 1(N/A) =22	18(82%)	4(18%)

TABLE 8: PERFORMANCE OF TARGETS



#### ➤ HIGHLIGHTS AND PROGRESS ON ACTUAL PERFORMANCE

- Completion of Sonkombo and Anchor Departments Occupation in December 2018.
- 32 Municipal waste collections target was met.
- 2 Disaster Awareness campaigns were held.
- 1 Disaster Advisory meeting were held.
- 2 Local Disaster Management Workshops were held.
- Review of Local Disaster Management Sector Plan.
- 2 Safety Assessments were achieved.
- 30 Youth assisted on Welding skills.
- 500 maidens participated on Nongoma Royal Reed Dance.
- 1200 learners assisted in Grade 9 and Grade 10 for Career guidance.
- 1 Youth Arts and culture festival were hosted.

- Examination Prayer Programme 1500 learner participated.
- 40 Youth attended the Youth farming programme.
- 19 Youth has been recruited for Drivers licence programme Code 14.
- 20 Youth were assisted with the Art Work Programme.
- 88 Youth attended the Council Advisory Meeting.
- 1000 Youth attended the Campaign on social ills
- 60 Youth attended the Library Computer training.

#### ➤ CHALLENGES

- REF-CS-137: Establishment of buy back centre. Land disputes not resolved between the Municipality and ITB.
- REF-CS-148: Youth sewing and garment target has not been met.
- REF-CS-150: Right to Learn Campaign target not met.

#### ➤ MEASURES TAKEN TO IMPROVE PERFORMANCE

- REF-CS-137: IGR engagements are on-going to resolve the matter.
- REF-CS-148: Youth sewing and garment target has not been met.
- REF-CS-150: Right to Learn Campaign to be held on the 18th January 2019 in Q3.
- REF-CS-157: Library - computer training at Ward 6 will be done in the 2<sup>nd</sup> quarter.

## 4 CONCLUSION

The performance management system continues to improve and management is gradually getting familiar with the system and where target is not met, meaningful corrective measures are stated to ensure that these tools are really assisting the management and adding value in streamlining their work. Overall good performance for all departments for Quarter 2 of 2018/2019 had been achieved.

The Ndwedwe Local Municipality wishes to reinforce its commitment and dedication in ensuring the service delivery and changing the lives of the people within our local municipality.

# **ANNEXURE A**