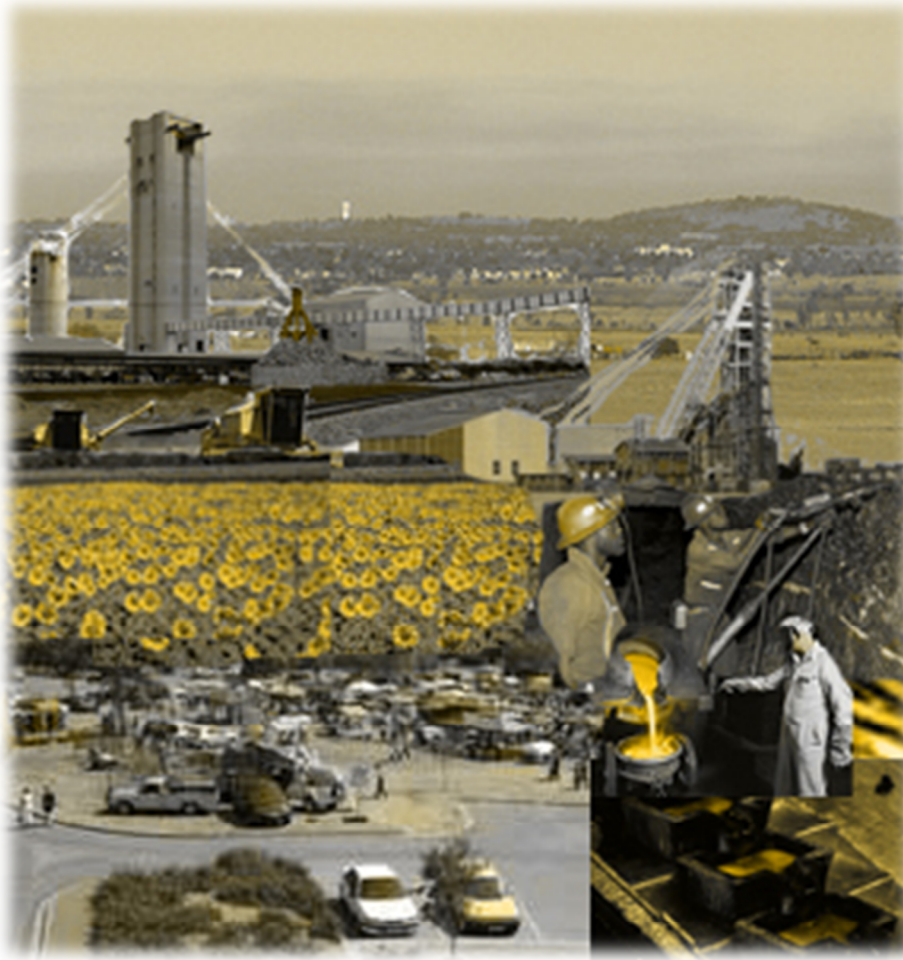




Final
Municipal Quarterly Report
20011/ 12 Financial Year

Index

Chapter 1	Background Information- Basis for conducting performance evaluation	Page	4-7
Chapter 2	Quarterly performance indicators, targets and achievements for the financial year 2011/12		



Chapter 1

**Background Information-
Basic for conducting
performance evaluation**

The Documentation

A Service Delivery Budget Implementation Plan (SDBIP), and Departmental Service Delivery and Budget Implementation Plans for each of the departments of the municipality, in line with appropriate guidelines and legislation, must be developed annually. Section 57 Employees are required to sign a Performance Agreement, as prescribed in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to the Municipal Manager, in line with published regulations and/or amendments

Reviewing Performance

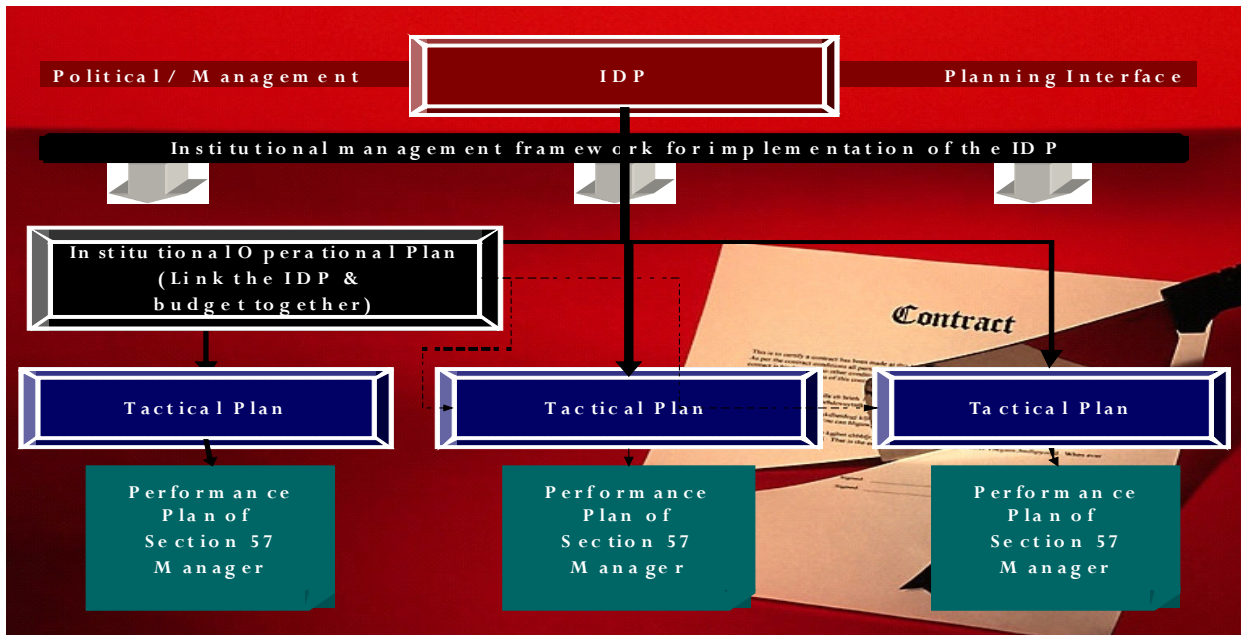
Two review sessions are held as follows:

1. A midyear review is conducted in January to assess the relevance of the objectives as well as the Employee's performance against the objectives. The mid-year performance score is used to determine the link to non-financial rewards.
2. A compulsory formal final review is conducted at the end of the financial year i.e. in June (assessment to be conducted in July). The final performance score is used to determine the link to non-financial rewards. A learning plan for the Employee must be developed at the end of the final review.

A fully functional Performance Management System (PMS) has been introduced in the Lejweleputswa District Municipality, consisting of the following elements (or sub-systems):

- (1) **IDP goals and objectives** represent the long-term (5 year) performance indicators and targets for the municipality over the term of the elected Council.
- (2) The IDP indicators and targets are annually **aligned** to the **municipal budget** on an activity level (programmes and projects) as part of the IDP review process.
- (3) Funded IDP goals, objectives, strategies, programmes and projects are annually cascaded down into the municipal **Service Delivery and Budget Implementation Plan (SDBIP)**, where it is translated into annual municipal key performance indicators and targets.
- (4) IDP activities are also cascaded down **to Departmental SDBIPs** (one for each of the different Departments of the Municipality); a process whereby the responsibility for the implementation of the IDP is aligned with the --
- (5) annual **individual Performance Plans** (which is part of the Performance Agreements of the respective section 57 managers), because the departmental SDBIPs are used as a reference source for the formulation of the key performance indicators and targets against which the different section 57 managers will be evaluated and performance assessed.

Figure 2: *Relationship among individual and institutional performance plans*



Municipal PMS¹

The municipal monitoring and evaluation system, which is one of two main sub-elements within the Performance Management System (the other one being the individual PMS), is directed in terms of the *Organizational Performance Management Policy* of the municipality and has the following features:

- (1) The Municipality derives its inputs, outputs and outcomes indicators from the IDP.
- (2) The required key performance indicators specified in the Municipal Planning and Performance Regulations (Regulation 10) are included in the municipal SDBIP to be measured as part of the quarterly measurement of municipal performance projected in the municipal SDBIP.
- (3) The Municipality annually review its key performance indicators as part of the process of reviewing its IDP, PMS and SDBIPs, as required in Regulation 11 of the Municipal Planning and Performance Management Regulations.
- (4) The Municipality attempts to structure its planning and organising systems and processes in such a manner that it is capable of complying with Regulation 12 of the Municipal Planning and Performance Management Regulations, 2001, as it relate to the setting of **key performance targets**. The Key Performance Targets of the Municipality will therefore be –
 - practical and realistic;
 - measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;
 - commensurate with available resources;
 - commensurate with the municipality's capacity; and
 - consistent with the municipality's development priorities and objectives set out in its integrated development plan.

¹ *Organisational PMS Policy of the Lejweleputswa District Municipality*

- (5) A *multi-year plan (Departmental Service Delivery and Budget Implementation Plan)* is prepared for each of the Departments in the municipality. These Plans are requirements for the structured cascading down of the IDP to implementation levels in the municipality.
- (6) A *Municipal (to-layer) Service Delivery and Budget Implementation Plan (SDBIP)* is then compiled to integrate the individual Departmental SDBIPs and guide the design and development of an organisational scorecard for the Municipality in respect of planned performance for a specific financial year.
- (7) The Municipality align its budget with its Municipal (top-layer) Service Delivery and Budget Implementation Plan as part of the annual planning and budgeting processes as prescribed in the Municipal Systems Act, 2000 and the Municipal Finance Management Act, 2003.
- (8) The Municipality annually reviews its institutional *performance scorecard*. The scorecard reflects a balanced approach to measuring, reviewing and assessing organisational performance. In this regard the word *balanced* implies that the scorecard must reflect the Key Performance Areas and IDP Objectives of the Municipal IDP.
- (9) Performance planning and monitoring in the municipality is done according to the format of the prescribed five Key Performance Areas, which are derived from Government’s strategic agenda for District government, which are:
- Basic Service Delivery and Infrastructure;
 - District Economic Development;
 - Financial Viability and Management;
 - Institutional Transformation and Organizational Development; and
 - Good Governance and Public Participation.

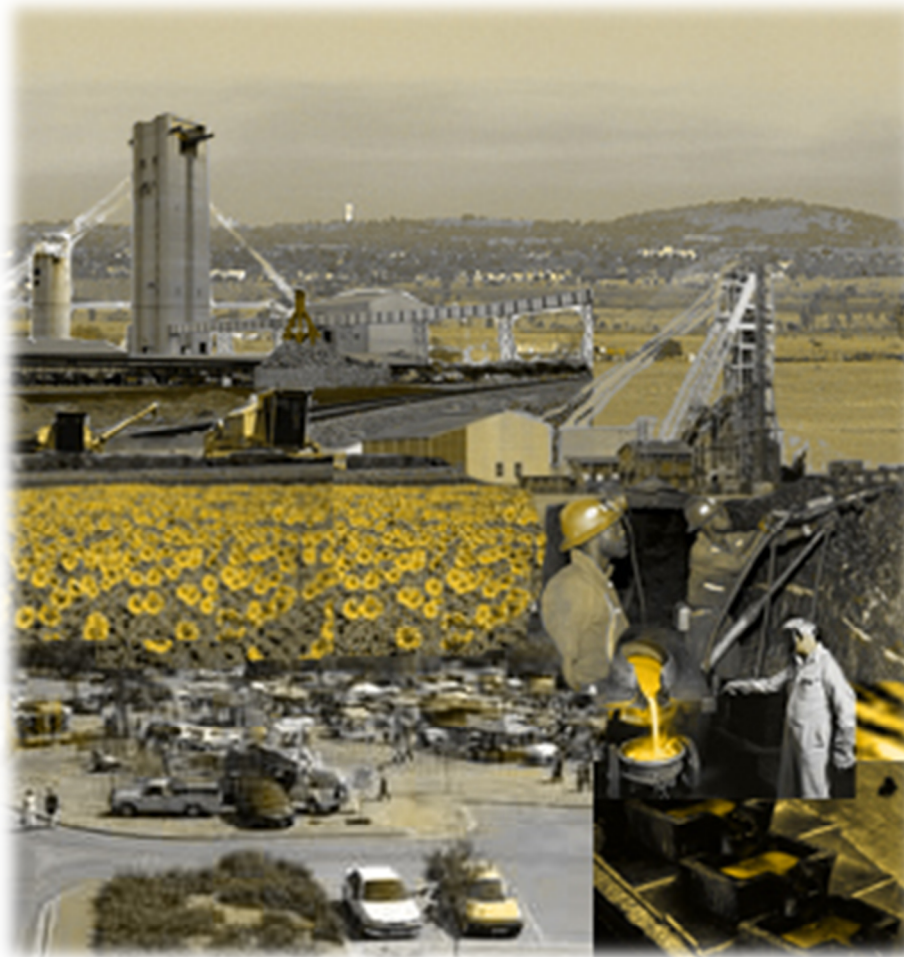
Table 3: Regulatory framework for an organisational PMS (monitoring and evaluation system)

Municipal Monitoring and Evaluation System	<input type="checkbox"/> Chapter 6 of the Municipal Systems Act, 2000 <input type="checkbox"/> Chapter 3 of the Municipal Planning and Performance Management Regulations, 2001
Performance Reporting	<input type="checkbox"/> Mid-year budget and performance report: Section 72 of the Municipal Finance Management Act, 2003 <input type="checkbox"/> Annual Performance Report: Section 46 of the Municipal Systems Act, 2000 <input type="checkbox"/> Annual Report: Sections 121-129 of the Municipal Finance Management Act, 2003 and MFMA Circular No. 11, dated 14 January 2005.

Table 4: GANTT Chart: PMS (Municipal)

	Milestone	2010					2011					2012	
		Mar	May	Jun	July	Oct	Jan	Apr	Jun	Jul	Aug	Jan	Mar
Municipal Monitoring & Evaluation System	1 Draft IDP												
	2 IDP Road shows												
	3 Approved IDP												
	4 Municipal SDBIP												
	5 Departmental SDBIPs												
	6 Performance Scorecard												
	7 Performance review: Q1												
	8 Performance review: Mid-year												
	9 Section 72 Report												
	10 Performance review: Q3												
	11 Closing of the FY												
	12 Performance review: Annual												
	13 Annual Performance Report												
	14 Annual Report												
	15 Oversight Report												





Chapter 2

**Quarterly Key Performance
Indicators, Targets and
achievements for 2011/12
Financial Year**

KPA: Good Governance and Public Participation										
Objective: To improve performance accountability and governance in the District Municipality on an annual basis										
GFS Functions	GFS Sub-function	Strategy	KPI	Budget	M1	M2	M3	Achievements	Annual Target	Challenges regarding implementation and way forward
Finance and Admin	Other Admin	Audit quarterly reports of all senior managers.	Signed Internal Performance Audit Reports	R0,00	0	0	1	Not yet done The IA will only finalize the report after compilation.	4	None
Finance and Admin	Other Admin	Develop a compliance plan	Improved compliance	R0,00	0	0	1		4	
Finance and Admin	Other Admin	Review existing and/or establish new municipal policies in compliance with Auditor General comments	Council resolution	R300,000	-	-	-	Not for the quarter. Office of the AG is currently conducting audits for the last financial year until the end of November 2011 after which policies would have been identified for either review or establishment.	3	None
Finance and Admin	Other Admin	Implement Batho Pele principles	Legislative compliance	R0,00	1	1	1	Done Monthly meetings are convened at provincial level.	12	None
Finance and Admin	Other Admin	Implement PROPAC and other statutory bodies' resolutions	Quarterly updated PROPAC Reports	R0,00	0	0	1	In process Municipalities are required to establish municipal public accounts committees by the end of November 2011	4	None
Finance and Admin	Other Admin	Ensure participation of critical stakeholders in decision making processes of the municipality.	Number of issues raised and addressed	R100,000	-	-	-	Not for the quarter	100%	None
Finance and Admin	Other Admin		Successfully held ward competition	R300,000	-	-	-	Not for the quarter	2	None
Finance and Admin	Other Admin		Council resolution	R0,00	-	-	-	Not for the quarter	1	None

Finance and Admin	Other Admin	Promote corporate image of the municipality	Branding	R600,000	-	-	1	Done Municipal IDP for 2011/12 has been printed and distributed among staff members. Other copies are expected to be distributed to libraries in the district.	3	None
Finance and Admin	Other Admin	To coordinate Inter Governmental Relations amongst Municipalities and Government departments in the district.	Improved service delivery	0,00	-	-	1	Done <ul style="list-style-type: none"> Three technical IGR meetings were held since the start of the financial year. One political IGR meeting was held for the quarter where mayors and executive mayor attended. 	4	None
Finance and Admin	Other Admin	Convene 4 District Aids Council sessions during the 2010/11 financial year.	Improved DAC coordination	R70,000	-	-	1		4	
Finance and Admin	Other Admin	Conduct awareness campaigns on HIV/AIDS	Improved HIV/AIDS coordination	R200,000	-	-	1		4	
Finance and Admin	Other Admin	To conduct anti-crime awareness campaigns	Number of awareness campaigns held.	R76,000	-	-	-	Not for the quarter	2	None
Finance and Admin	Other Admin	To conduct awareness campaigns on moral regeneration programmes	Number of awareness campaigns conducted	R170,000	-	-	1		2	
Community & Social	Other social	Develop a community radio station.	Broadcast service	R300,000	-	-	-		1	

KPA: Municipal Financial viability and management

Objective: To ensure sound financial management

GFS Function	GFS Sub-function	Strategy	KPI	Budget	M1	M2	M3	Achievements	Annual Target	Challenges regarding implementation and way forward
Finance and Admin	Finance	To implement sound financial management and implementation of GRAP	Full compliance with GRAP statements	R300,000	-	-	-	Not for the quarter/In process Control measures as identified in the AG report for 2009/10 were being followed and there are continuous improvements.	-	The challenge has been identified under governance and therefore should be addressed as an emergency measure to address some of the compliance issues.
	Finance		Improved financial accountability	R1,250,000				Done GRAP financial statements were compiled and submitted on the 31 st August 2011. Consolidated financial statements for both LDM and LDA were compiled and submitted to AG as per s126 of MFMA. Monthly opex and Capex reports were developed and submitted to both NT and PT.	1	The development of documents in line with legislative requirements calls for the development of a comprehensive compliance plan that must then be disseminated to all staff members.
Finance and Admin	Other Admin	Update asset register of the municipality on a quarterly basis.	Quarterly balanced asset register	0,00	1	1	1	In process The asset register was compiled as at 30 June 2011. The asset register is updated on a monthly basis with acquisition of new capital materials.	12	None
Finance and Admin	Finance	Approval of budget in terms of budget guidelines and time-lines	Budget submitted according to time-lines approved by Council					Done The budget for the 2011/12 was submitted both to PT and NT in compliance with budget time-lines and accompanying guidelines.	Annual reviewed budget	None

Finance and Admin	Finance	Monthly section 71 reports	Number of section 71 reports submitted		1	1	1	Done Three s71 financial reports (July, August and September) were developed and submitted as required by reporting frameworks.	12	None
Finance and Admin	Finance	Mid-Year Budget and Performance (s 72) report	Number of s 72 reports submitted					Not for the quarter	1	None
GFS Function	GFS Sub-function	Strategy	KPI	Budget	M1	M2	M3	Annual Target		
Finance and Admin	Finance	Implement 100% of the capital budget set for the 2011/2012 financial year.	Quarterly % spending	R0,00	-	-	-		100%	

KPA: LED

To promote tourism support in the district

GFS function	GFS sub-function	Strategy	KPI	Budget	M1	M2	M3	Achievements	Annual Target	Challenges regarding implementation and way forward
Other	Tourism	Review tourism plan	Council resolution	R120,000	-	-	-	Not for the quarter	1	Development/review of the plan will depend on existence of the same plans from local municipalities. An investigation has to be conducted regarding the needs of the municipalities. The municipality assisted Nala Local municipality by revising their plan; Tokologo Local municipality requires assistance which must be provided in the current financial year. The other process should be approval of the Free State Growth and Development Strategy which should then provide a way forward for nature of tourism development that must be followed.

Other	Tourism	Market the district through tourism activities	Pamphlets	R200,000	-	-	1	<p>Done</p> <p>Tour de Free State has been held in Phakisa with the Free State Tourism Authority taking a lead as tourism champions. The event was held in the four districts and the metropolitan municipalities of the province. Our role was to ensure that we market the district through distribution of pamphlets and putting marketing materials in the venue.</p> <p>We have also ferried people to and from the venue to raise awareness and inspire communities to take cycling as another sport of interest in the province.</p> <p>The department has also ensured that we send officials during one of the tour venues which in this case happened in both the Fezile Dabi and Mangaung metropolitan municipalities.</p>	5	We have earmarked the printing of materials to distribute during the event but have realized that we had enough materials for the event and therefore used the money for a different purpose for the benefit of ensuring that the event becomes a success. It was a lesson we have learnt that we could amend a plan to serve the same purpose.
Other	Tourism		Orders	R700,000	-	-	-	Not for the quarter	1	
Other	Tourism		Orders	R40,000	-	-	-	Not for the quarter	5000	None
Other	Tourism		Payment vouchers	R100,000	-	-	-	<p>Not for the quarter/In process</p> <p>We have made enquires with South African Tourism Grading Association with a view of leveraging assistance to provide grading to existing and ready B&Bs in the district. A list has already been developed which has twenty ready B&Bs of whom eight are from black entrepreneurs.</p>	10	<p>We have requested quotations but have realized that it was a specialized business and hence no response was received within the required time frame.</p> <p>We have resolved to source specialist intervention which would be followed in the second quarter of the financial year.</p>
Other	Tourism		Beneficiary house	0,00	-	-	1		4	
Review of Growth and Development Strategy for the District										
Planning & Development	Not required	Convene a district wide economic summit.	Successful summit	R500,000	-	-	-	Not for the quarter	1	None
To alleviate poverty through creation of jobs										

Communit y & Social	Other social	To initiate new, improve existing youth projects and provide needed support to the identified ones.	Successful event	0,00	-	-	-	Not for the quarter	1	None
Communit y & Social	Other social	To organize sports day event for the elderly in conjunction with DSC.	Successful event	0,00	-	-	-	Not for the quarter	1	None
Communit y & Social	Other social	To arrange and host a national youth day celebration in conjunction with selected local municipalities.	Successful event	0,00	-	-	-	Not for the quarter	1	None
Communit y & Social	Other social	Provide job opportunities in the district.	Number of jobs created	0,00	1	1	1	Done The clean and green project as facilitated by Social Services has been the source of temporary employment created by the municipality to ensure that we work towards ensuring that we relieve families of the burden from sourcing income.	12	None
To establish new and mentor existing cooperatives that include youth, women and differently-abled in the district										
Communit y & Social	Other social	Facilitate and support the establishment of cooperatives	Payment vouchers	R500,000	-	-	-	Not for the quarter/In process The department has undertaken an investigation of new and promising cooperatives. We have prioritized assisting existing ones through collaborative means which include involving LDA, Agriculture department and DETEA.	4	There are new entrants in the cooperative business and competition in terms of offering assistance. A way forward is to ensure that we collaborate with all stakeholders who are involved in the same business.
To support the revival of the Development Agency										
Planning & Develop ment	Not required	Source internal and external funding.	Functional entity	R2m	1	-	-	Not done	1	This depended on request for the release of the budgeted amount.
To create temporary jobs through LED initiatives										

Capital projects	Service level agreements	Budget	Number employed	-	-	-	-	In process	80	Departments who employ temporary workers are the Municipal Support; Social Services and Corporate Services.
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KPA: Municipal Transformation and Institutional Development										
To target and improve needed skills of identified stakeholders in the district for improved service delivery within the municipal jurisdiction.										
GFS function	GFS sub-function	Strategy	KPI	Budget	M1	M2	M3	Achievements	Annual Target	Challenges regarding implementation and way forward
Finance & Admin	Human Resources	To identify and allocate bursaries to indigent and deserving pupils to study at tertiary institutions.	List of recommended bursars	R450,000	-	-	-	Not for the quarter	10	None
Finance & Admin	Human Resources	To provide opportunity to students to receive experiential training	Appointment letters	R25,200	2	-	-	Not for the quarter	2	None
Community & Social	Other social	To encourage wards for improved service delivery.	Advert	R300,000	-	-	1		1	
To develop and sustain a conducive working environment for all staff members in the municipality										

Community & Social	Human Resources	To provide financial assistance to internal staff for further training purposes.	Proof of registration	R100,000	-	-	-	<p>Done</p> <p>The following officials have been assisted during the financial year to further their training in line with their job requirements:</p> <ul style="list-style-type: none"> • Sinah Tikoane-Web design • Mpumelelo Masawa- Quantity Surveying • Victiria Njobe-BML • Malesia Ramatsebe- ND:HR • Mapaseka Tloome- HRM • Tshidiso- Computer Technician • Linda Vanga- Internal Auditing • Cecilia Damoyi- Communication Sciences 	18	Tuition fees are small compared to needs.
Community & Social	Human Resources	To provide an opportunity to all staff members to upgrade their skills by registering for courses	Proof of registration	R1,544,550	-	-	-	<p>Done</p> <p>Same as above</p>	10	None
To implement the municipality's Workplace Skills Plan										
Community & Social	Human Resources	Number of employees reached through the programme	Attendance register	R80,000	-	-	-		2	
To implement the municipality's employment equity targets by the end of the financial year.										
Community & Social	Human Resources	Number of women employed in senior positions	Employment contracts/Appointment letters	R0,00	-	-	-	<p>Done</p> <p>A number of positions have been filled on acting capacity. Until September the current financial year, a woman employee was confirmed in her position as Chief Accountant.</p>	1	The challenge can only be rectified when there are vacant positions. In the absence of senior critical positions to be filled there would unlikely be positions to be filled.

KPA: Basic Services and Infrastructure Investment

To provide technical and related support to local municipalities for improved service delivery.

GFS function	GFS sub-function	Strategy	KPI	Budget	M1	M2	M3	Achievements	Annual Target	Challenges regarding implementation and way forward
Community & Social	Cemetery & Crematoriums	To provide funding for the construction and completion of Makeleketa Cemetery Project	Proof of purchase of materials	R1m	-	-	-		Project Completed	
Community & Social	Cemetery & Crematoriums	To provide financial assistance for the fencing of Phahameng cemetery.	Proof purchase of materials	R1m	-	-	-		Project Completed	
Community & Social	Cemetery & Crematoriums	To construct the Kutlwanong cemetery road with a paved top		R3,2m				In process The project is 15% complete.	Project Completed	
Community & Social	Cemetery & Crematoriums	To provide assistance for the paving of Kutlwanong road	Proof purchase of materials	R1,9m	-	-	-		1	

Communi-ty & Social	Other communi-ty halls and facilities	Grade and upgrade rural roads in the district	Improved road	0,00	-	-	1		4	
		To improve logical security	Improved security	R300,000	-	-	-		1	
		Replace office software	Upgraded software	R80,000	-	-	-		1	
To monitor incidences of non-compliance with environmental health policies and regulations										
Communi-ty & Social	Other social	To take samples and issue certification in all identified food selling outlets	Service level agreement	R250,000	1	1	1		12	
water	Water distribution	To take random samples of potable water sources in the district.	Service level agreement	R200,000	1	1	1		12	
Public Safety	Other	Conduct awareness campaigns on environmental health issues.	Advertisements	R60,000	-	-	1		4	
To ensure maintenance of a clean environment throughout the district.										
Environ-mental Protection	Other	Identify and develop all parks in the district	Clean parks	R500,000	1	1	1		12	
To provide emergency relief for distressed and indigent families during disaster.										
Public Safety	Other	Avail funding for: <ul style="list-style-type: none"> • Food relief. • Blankets and clothing • Repairs of structural damage. 	Proof of purchase	R400,000	-	-	-		-	

Public Safety	Other	To develop and maintain a comprehensive disaster awareness campaign	Pamphlets	R127,500	-	-	1		2	
To promote participation of youth in different sporting activities in the district.										
Sports and Recreation	Not required	Coordinate successful implementation of the OR Tambo Games.	Successful event	R500,000	-	-	-		1	
	Not required	Organize sports seminars to identify talent within the district.	Talent identified	R200,000	-	-	1		4	
To establish a District Arts Council										
Community & Social	Social Other	Convene monthly contact sessions with all stakeholders	Functional Arts Council	R200,000	-	-	1		4	
To establish a District Sports council and conduct awareness campaigns										
Community & Social	Social Other	Convene monthly contact sessions with all stakeholders	Functional Municipal Sports council	R150,000	-	-	1		4	
To integrate ex-offenders in the district										
Finance & Admin	Human Resources	Facilitate the provision of relevant training	Attendance register	R20,000	-	1	-		2	