



ANNUAL PERFORMANCE REPORT 2014-15

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1. INTRODUCTION







The Annual Performance Report is hereby submitted to the Lesedi Municipal Council in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 on annual reporting. This report covers the performance information from 01 July 2014 to 30 June 2015 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Municipality's Integrated Development and Plan (IDP).

This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for 2014/15.

The format of the report will reflect the Municipality's Key Performance Indicators (KPI) per Municipal Key Performance Area. Each National Key Performance Area has been aligned to outcome 9 and the key focus areas of the Municipality.

This report will also endeavor to report to Council the Municipality's performance in terms of the Five

6 National Government's Strategic key Performance Areas for local government, which are

-  NKPA 1: Municipal Transformation and Institutional Development;
-  NKPA 2: Basic Service Delivery;
-  NKPA 3: Local Economic Development;
-  NKPA 4: Municipal Financial Viability and Management;
-  NKPA5: Good Governance and Public Participation and
-  NKPA6: Cross Cutting Issues.

2. LEGISLATIVE REQUIREMENTS

This Annual Performance Report has been compiled in compliance with the requirements of section 46 (1) of the Local Government: Municipal Systems Act, 2000; which stipulates as follows:

- (1) *A municipality must prepare for each financial year a performance report reflecting —*
- (a) *the performance of the Municipality and each external service provider during that financial year;*
 - (b) *a comparison of the performance referred to in paragraph (a) with targets set for performance in the previous financial year; and*
 - (c) *measures taken to improve performance.*

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states 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." Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organisation as well as the external service providers and the Municipal Entities. This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

3. MUNICIPAL OVERVIEW






Lesedi Local Municipality is a local municipality situated in the Sedibeng District Municipality of Gauteng, South Africa. Heidelberg is the seat of the municipality and during the first war of independence, Heidelberg served as capital of the Zuid Afrikaansche Republiek, from 1880 to 1883.

Lesedi Local Municipality can be described as a primarily rural area, the major urban concentration located in Heidelberg/Ratanda, which is situated along the N3 freeway at its intersection with Provincial Route R42, east of the Suikerbosrand Nature Reserve. Devon/Impumelelo, which is situated on the eastern edge of the Municipal area, abutting the N17 freeway on the north is a significant rural settlement, while Vischkuil/ Endicott east of Springs abutting Provincial Route R29 is a smaller rural centre.

Lesedi spans an area of $\pm 1430\text{km}^2$, which is largely rural, with two towns situated within it, namely Heidelberg/Ratanda in the western part, and Devon Impumelelo on its eastern edge. The area can be described as mostly agricultural, with Heidelberg and Devon being the primary service centers for the surrounding agricultural areas. As far as its sub-regional context is concerned, Lesedi is situated approximately 56km southeast of Johannesburg and is traversed by two national roads, namely the N17 and the N3, which create future economic development potential.

According to Census (2011), the current population of Lesedi is estimated at 99 520, which reflects a population increase of about 27 652 since 2001. The racial composition of Lesedi geographically indicates that most of the African population is concentrated in areas such as Impumelelo and Ratanda. This illustrates the entrenched racial divisions within the municipality. These tend also to reflect the socioeconomic geography of the municipality and the pattern of access to services. The largest population group is Blacks. This group makes up 77.29% of the municipality's population. The second largest population group is Whites which accounts for 19.66% of the population while the Asian and Coloured population groups account for 1% each of the total population.

Decades of distorted development in the area has manifested in highly skewed distribution of income and wealth. The unemployment rate among the economically active sector of the community is approximately 25,9% and this is according to the Census 2011. This shows an improvement of about 10% as compared to 2001 unemployment statistical reports. The Gross Geographic Product (GGP) of Lesedi Local Municipality is largely dependent on manufacturing (38.8%), community services (29.4%) and financial services (18.6%), and collectively these three sectors constitute 86.8% of GGP of Lesedi Local Municipality.

-  *British American Tobacco (BAT), is the largest cigarette manufacturing facility in the Southern Hemisphere, occupying 35ha, with 125 000m under cover.*
-  *Eskort Beacon, a large pork abattoir and distributor of fresh pork countrywide.*
-  *Karan Beef, is the largest feedlot in the Southern Hemisphere, holding some 100 000 heads of beef.*
-  *PK Farming and Manjoh Ranch are second largest feedlots supplying beef to the country.*
-  *Van Driel's Steel Construction, are structural engineers and fabricators with undertaking countrywide. The Company occupies approximately 3000 m2.*

- ✚ Global Wheels, Manufacturers of heavy duty steel wheels for agricultural, commercial, mining, and military and off road industries. Exports bulk of production.
- ✚ Highveld Tissue Converters.
- ✚ Coca Cola Valpre Plant
- ✚ Transnet Bulk Liquid Terminal

3.1. VISION

During the Re-engineering exercise Lesedi Municipality needed to refine its Vision and align it to its strategic destination below is our newly refined Vision

"A smart, innovative, efficient, people centered and performance driven Municipality providing a safe and healthy living environment and high quality municipal services for its communities"

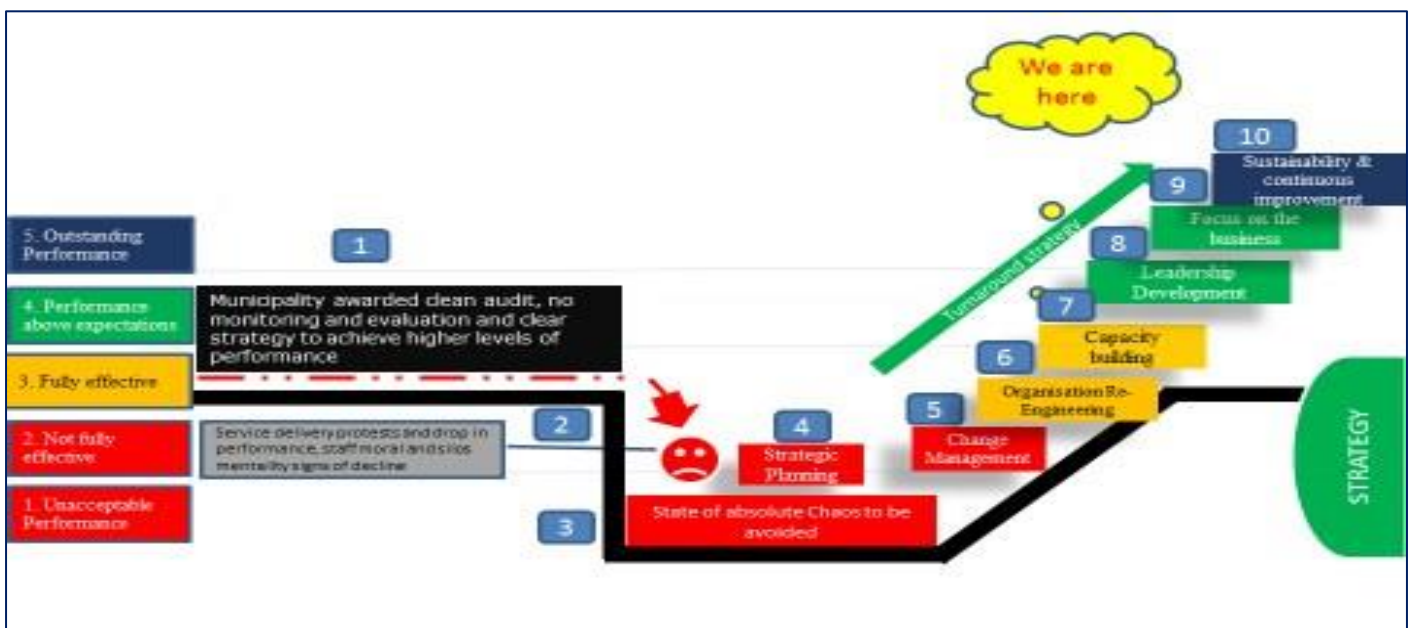
Having refined our vision it became important to also refine our mission as well, our refined Mission Statement.

"Lesedi Municipality will improve the quality of life of its people by providing sustainable high quality service delivery mandates through innovation, good governance, continuous capacity building, integrated planning and applying Batho Pele Principles".

4. PERFORMANCE MANAGEMENT OVERVIEW AND PROCESS

The financial year starting 1 July 2013 and ending 30 June 2014 proved to be a very challenging year for the Municipality and one which drove both the political and administrative leadership to think out of the box and enter into partnership with critical stakeholders like Gauteng COGTA to reengineer the entire organisation.

Having realized the need to boost performance and close the gaps which were creating vacuums of non-performance caused by the lack of systems, processes and the capacity of driving towards efficiency the Municipality embarked on a vigorous organisation stabilization and re-engineering process is defined in the below attached diagram.



In order to improve on performance planning, implementation, reporting and measurement, the institution implemented the following actions;

- ✚ The Performance Management framework and policy was refined to allow for the introduction of the integrated balanced scorecard;
- ✚ The introduction of the integrated balanced scorecard led to the revision of the objectives and the refinement of the key performance areas to meet the SMART principles. An alignment framework was developed and every KPI was mapped to show the audit trail of all amendments made.

It was further deemed necessary as part of the re-engineering process to refine the cascading into three tiers being the following:

TIER	DESCRIPTION	LEVEL OF OPERATION	DRIVERS	Oversight
1	IDP, Organisational scorecard	Strategic	Executive Mayor and Municipal Manager	Council
2	SDBIP, Departmental scorecards	Tactical	Heads of Departments	MAYCO
3	Individual Scorecards and work plans	Operational	Corporate Services	Municipal Managers

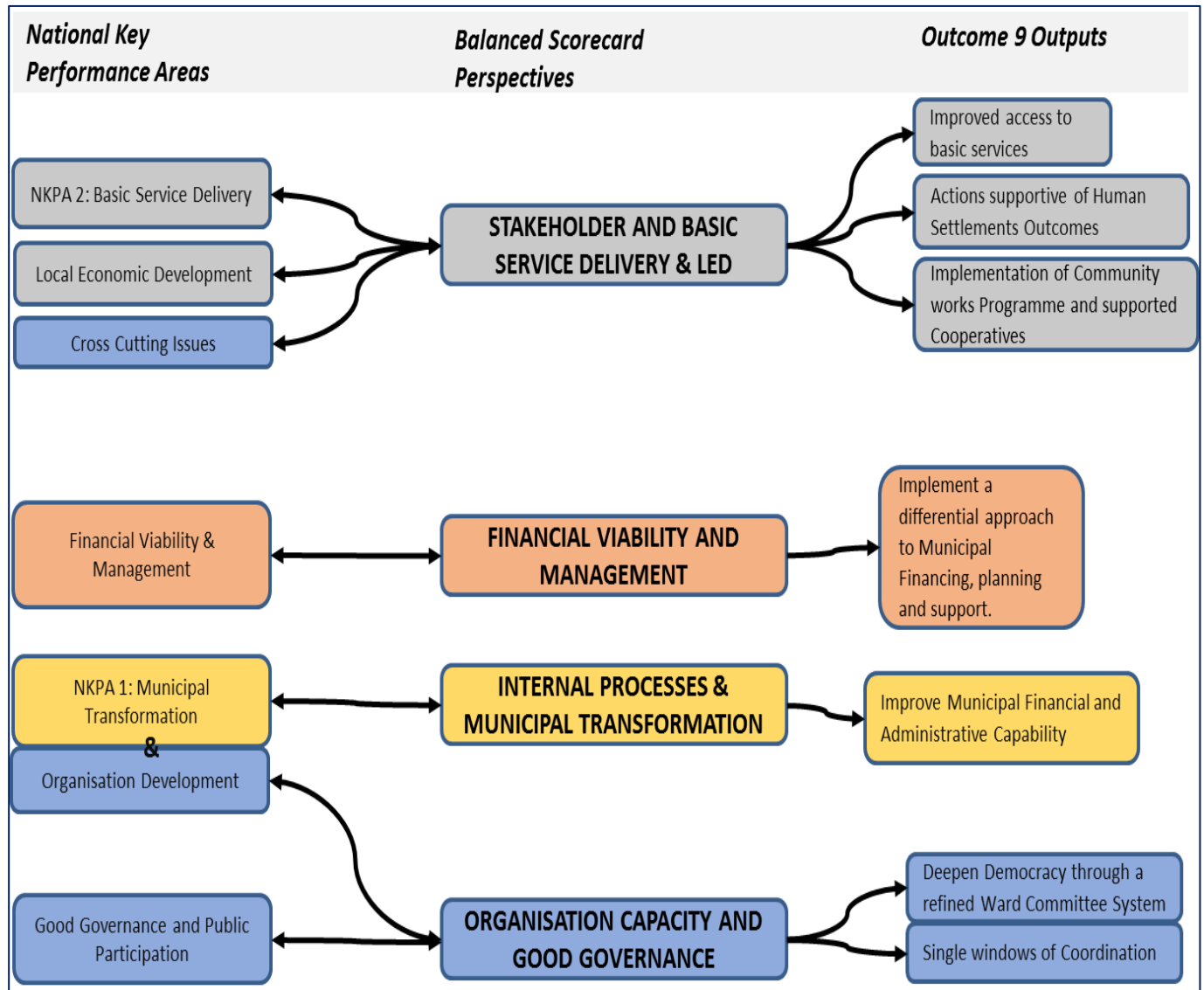
4.1. METHODOLOGY

The following 9 steps were followed in implementing the new balanced scorecard for Lesedi Municipality leading to the full automation of the performance management system.



4.2. ALIGNMENT TO LEGISLATIVE MANDATES

In order to ensure that the Municipality ensures alignment to the relevant legislative mandated the following alignment framework was adopted at the special joint workshop.



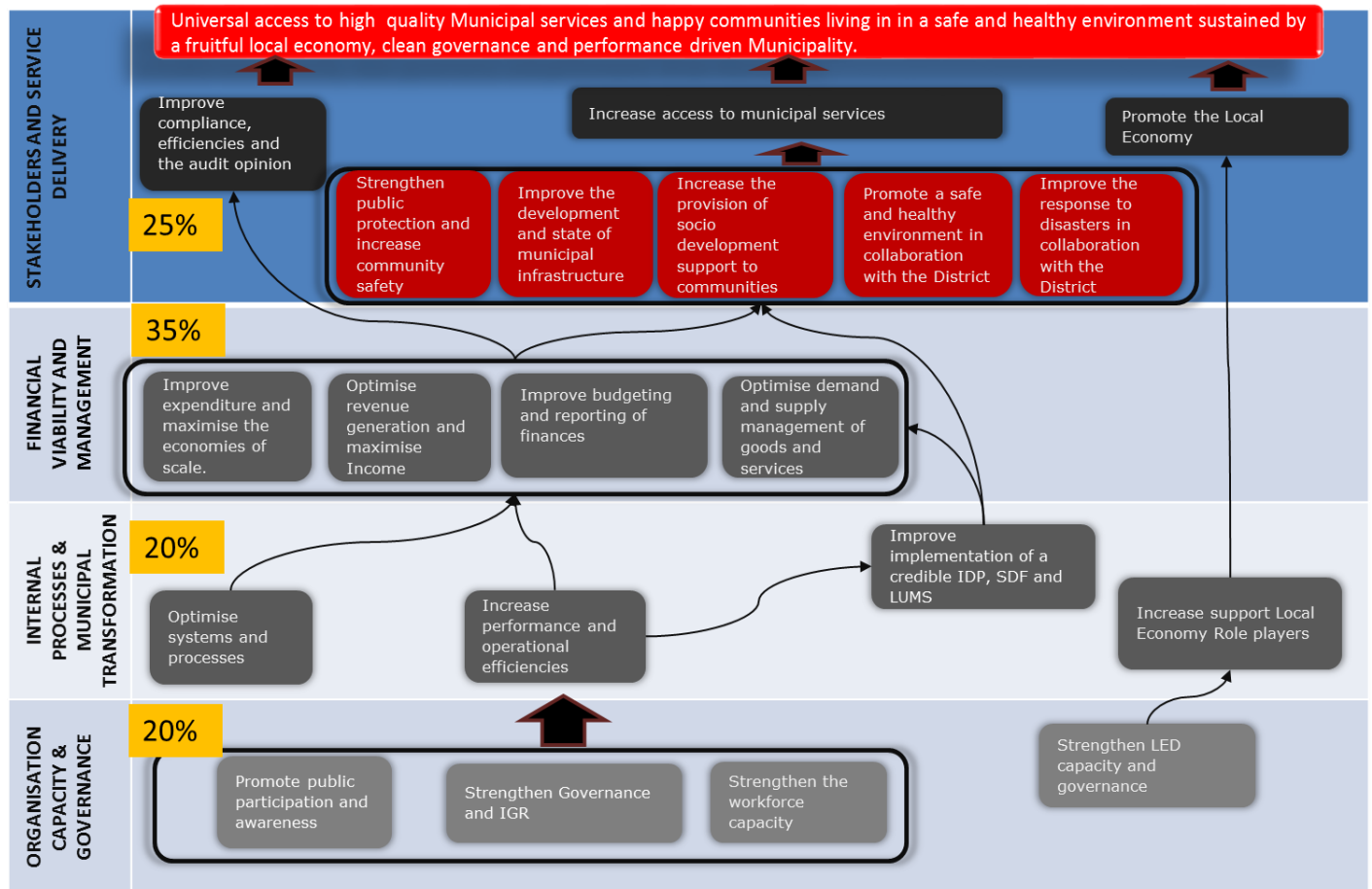
4.3. OBJECTIVES

Having realized that the objectives were not aligned and could not be measured as outlined in the Act, the objectives were refined to the following new objectives to address the Municipalities challenges and to drive the municipality towards its Targets:

IDP REF	ORG REF	OBJECTIVES	NKPA
A	A1	Increase performance and operational efficiencies	NKPA 1: Municipal Transformation and Organisation Development
	A2	Strengthen the workforce capacity	
	A3	Optimise systems and processes	
B	B1	Increase access to municipal services	NKPA 2: Basic Service Delivery
	B2	Improve the development and state of municipal infrastructure	
	B3	Increase the provision of socio development support to communities	
	B4	Strengthen public protection and increase community safety	
C	C1	Promote the Local Economy	NKPA 3: Local Economic Development
	C2	Increase support of the Local economy role players	
	C3	Strengthen LED capacity and governance	
D	D1	Optimise revenue generation and maximise Income	NKPA 4: Financial Viability & Management
	D2	Improve expenditure and maximise the economies of scale.	
	D3	Improve budgeting and reporting of finances	
	D4	Optimise demand and supply management of goods and services	
E	E1	Improve compliance and the audit opinion	NKPA 5: Good Governance & Public
	E2	Strengthen Governance and IGR	

IDP REF	ORG REF	OBJECTIVES	NKPA
	E3	Promote public participation and awareness	Participation
F	F1	Promote a safe and healthy environment in collaboration with the strategic partners and stakeholders	NKPA 6 : Cross Cutting Interventions
	F2	Improve the development and implementation of a credible IDP	
	F3	Improve the response to disasters in collaboration with the strategic partners and stakeholders	

To depict the alignment of the above objectives the following strategy map was developed and adopted.



4.4. PERFORMANCE MANAGEMENT SYSTEM CHECKLIST

The IDP was developed for 2012- 2017 and was reviewed during 2014/15 Financial year as required by the Act. The Organisation Scorecard and SDBIP was refined in December 2014 as required by legislation that this should be done annually.

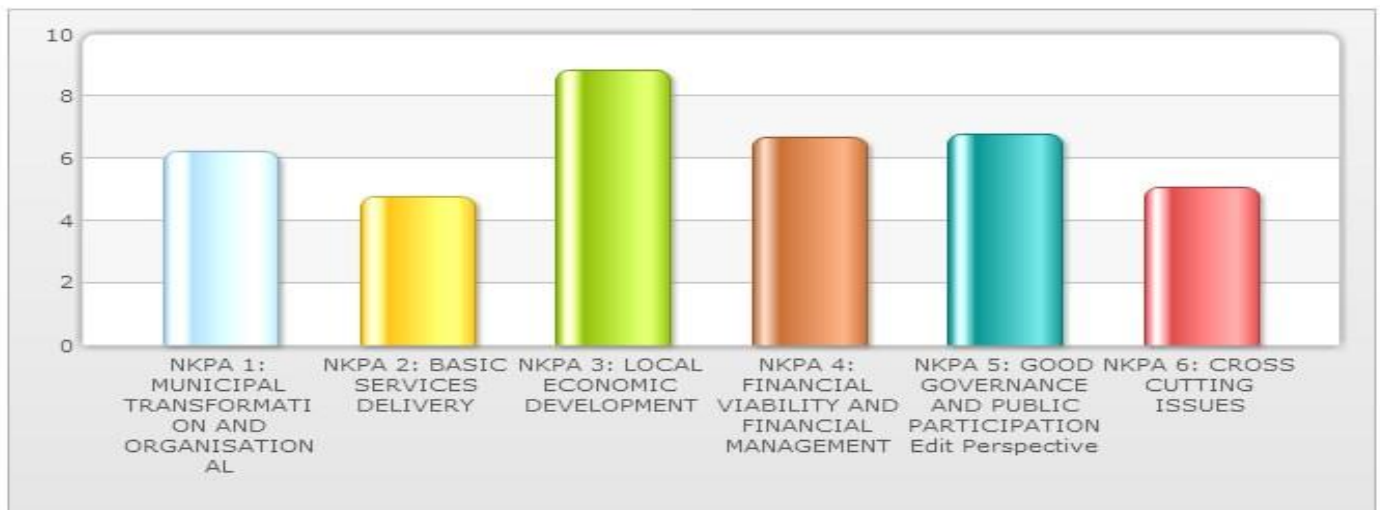
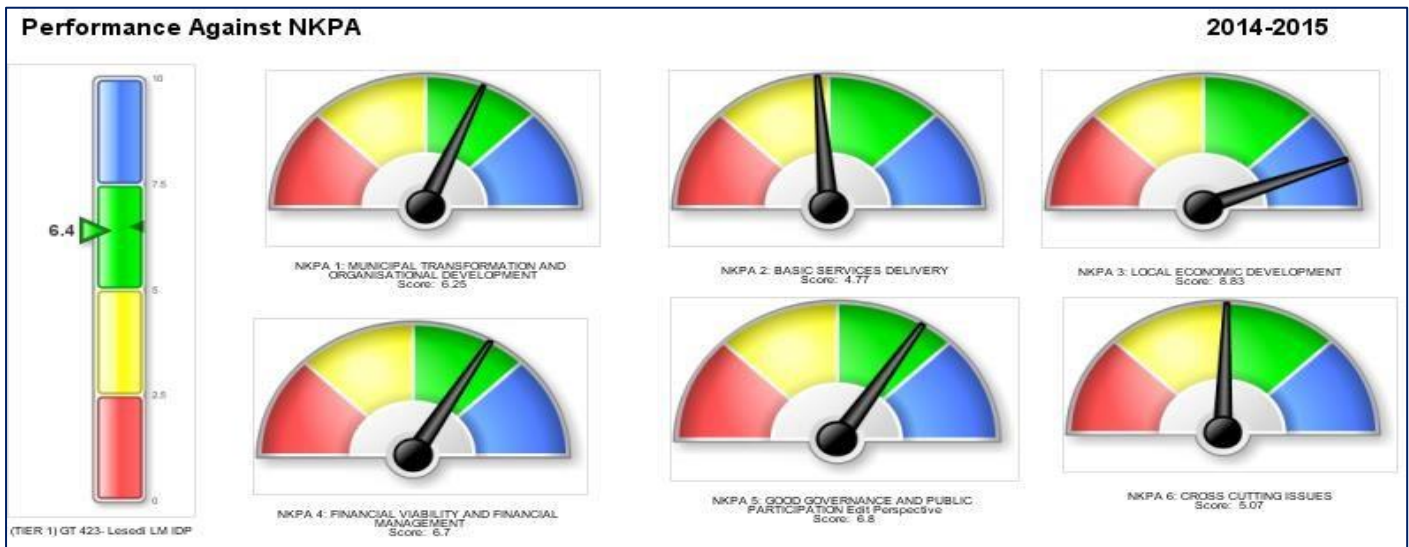
	DRAFT PERFORMANCE MANAGEMENT	ALL MSA s57/56 PERFORMANCE CONTRACTS SIGNED	AUDIT COMMITTEE		MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)	QUARTERLY PERFORMANCE REPORTING TO COUNCIL	ANNUAL REPORTING TO COUNCIL
In place	√	√	√		√	√	√

5. PERFORMANCE AGAINST SET TARGETS

5.1. ORGANISATION PERFORMANCE

5.1.1. OVERALL ORGANISATION PERFORMANCE ON NATIONAL KEY PERFORMANCE AREAS



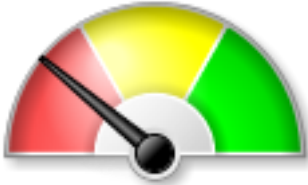

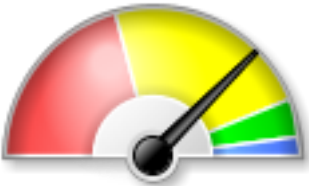


The Municipality achieved basic level of performance on Local Economic Development, Financial Viability, Good Governance and Cross Cutting and Municipal Transformation. The re-engineering Process has assisted the municipality to improve on the performance overall especially in the Basic Service Delivery National Key Performance Indicator resulted in the underperformance of basic service delivery, this goes without saying that the Municipality does have high levels of households with access to basic services however the maintenance and operations of the infrastructure remains a red area. The unit focuses on developing plans to improve the state of the infrastructure and to capacitate the PMU however the results will be seen in the next financial year.



5.1.2 PERFORMANCE ON OBJECTIVES

Key Performance Area	NKPA Score	Objective	Score
NKPA 1: Municipal Transformation And Organisational Development	6.25	IDP A1: Improve organisation, capacity, knowledge and Transformation	5
		IDP A3: Promote a good organisation culture and image	6.67
		IDP A4: Increase performance and efficiency levels	3.33
		IDP A2: Optimise systems, administration and operating procedures	10
NKPA 2: Basic Services Delivery	4.77	IDP B1: Reduce water and electricity distribution losses	-
		IDP B2: Increase access to municipal services	4.77
		IDP B3: Improve the quality of Municipal Infrastructure services	-
NKPA 3: Local Economic Development	8.83	IDP C1: Strengthen internal & external LED capacity	10
		IDP C2: Improve economic viability	6.5
		IDP C3: Promote the earnings potential of Lesedi citizens	10
NKPA 4: Financial Viability And Financial Management	6.7	IDP D1: Increase revenue generation	6.54
		IDP D2: Improve expenditure management and controls	5.26
		IDP D3: Maximise the economies of scale and value for money	8.33
		IDP D4: Improve budgeting, reporting and accountability for Municipal finances	6.67
NKPA 5: Good Governance And Public Participation	6.8	IDP E1: Promote Public participation and Good Meaningful Governance	6.44
			7.16
		IDP E2: Improve compliance and build stakeholders confidence	
NKPA 6: Cross Cutting Issues	5.07	IDP F1: Improve Municipal Planning and spatial development	5
		IDP F2: Improve community health and safety	5.14

5.2 PERFORMANCE ON COMPULSORY KEY PERFORMANCE INDICATORS

		
(IDP REF A1.5): % of top management positions filled by people from special focus groups	% reduction in Outstanding debtors to revenue ratio	Increase in the number of days Cost coverage ratio
		
Number of jobs created through LED programmes and initiatives	(IDP REF B2.3): % of households with access to refuse removal	% of households with access to electricity
		
% of actual budget spent VS projected		

5.3. DEPARTMENTAL PERFORMANCE

5.3.3. OFFICE OF THE MUNICIPAL MANAGER

Please Narrate on OMM

NKPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP A2: Optimise systems, administration and operating	Percentage of other managers using an automated performance management system.	33%	60%	60%	0%		
	Number of internal audit committee process plan adopted.	0	1	1	0		
	% of activities implemented in accordance with the compliance plan.	100%	100%	100%	0%		
	Monitoring and evaluation strategy developed and adopted.	0	1	1	0		
IDP A4: Increase performance and efficiency level.	Overall organization performance rating.	60%	60%	74%	14%		
	% overall compliance with PMS framework and policy.	100%	100%	100%	0%		
	% of performance audit committee resolution implemented.	100%	100%	100%	0%		

OBJECTIVE	KPI	BASLINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
	Number of section 56/7 performance contracts signed	6	6	6	0		

NKPA 2: BASIC SERVICE DELIVERY

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP B2: Increase efficiency levels of access to free and basic Municipal services.	% of MIG funds spent on projects within the allocated budget	100%	100%	90%	-10%	Grant funding transferred late.	To encourage Department to transfer grant funding timeously.
	% average access to service delivery key focus areas.	95%	96%	96%	0		

NKPA 3: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP C1: To strengthen the local economy and build local capacity	% of key activities implemented in the LED Strategy.	0	50%	45%	-5%	There were delays in approval of LED projects.	Approval of projects and development of a dashboard to ensure effective implementation of the LED strategy.
	% overall compliance with the Enterprise Development policy requirements	0	60%	50%	10%		
	Number of Spatial development Strategic planning document	1	1	1	0		

NKPA 4: FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP D2: Improve expenditure management and controls	Number of procurement plan reviews conducted	2	2	2	0		
	% of budget spent vs actual	90%	96%	111%	-15%	Downwards adjustment while commitment had already been made.	Monitoring of budget through Budget Steering Committee

NKPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP E1: Promote Public participation and Good Governance	% of Council resolutions implemented, including that of its committees and sub-committees.	90%	90%	100%	10%		
	Number of Council Structures that are Functional annually	9	10	10	0		
	Number of SDBIP reviews conducted	2	2	2	0		
IDP E2: Improve audit opinion and build stakeholders confidence. Reduce risk, fraud and corruption	% reduction in the number of audit findings.	50%	100%	100%	0		
	% reduction in the level of risk exposure.	60%	80%	66%	-14%	Most of the remedial actions are long term in nature.	Continuous monitoring to improve implementation time.
IDP E3: Reduce risk, fraud and corruption	% of audit committee resolutions implemented	100%	100%	100%	0%		

NKPA 6: CROSS CUTTING ISSUES

OBJECTIVE	NAME	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP F5: Strengthen IGR	Number of partnership engagements conducted towards service delivery, financial sustainability and economic growth	0	2	4	2		

5.3.3. CORPORATE SERVICES

The Department of Corporate Services focused on organisation re-engineering in the 2014/15 financial year, given the state of the municipal systems the department also paid special attentions to its system and processes hence the average performance in Municipal Transformation. To build capacity the Department accelerated its internship programme which resulted on the increase on performance for Local Economic Development perspective.

The core function of the Department is Human Resource Management, coordinating the convening of Council meetings, driving communication and ICT. Overall performance on these was satisfactory for 2014/15 financial year as the department is on the planning and partial implementation phases of their organisation re-engineering process.

NKPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP A1: Improve organisation knowledge and transformation	Number of employees trained as planned in the WSP	50	200	190	-10	Budgetary constraints.	To solicit funding from SETA.
	% of employment equity targets achieved	60%	80%	80%	0		
	% of critical posts on the organogram filled	80%	100%	100%	0		
	Number of bursaries issued to Employees	0	10	39	29		
	% of organisational development strategy implemented	35%	90%	85%	-5%	Budgetary constraints.	Full implementation of the Strategy in 2015/16 financial year.
IDP A2: Optimise systems administration	Increase of ICT systems up time to 85% each quarter	75%	85%	85%	0%		

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
and operating procedures	% of critical and approved admin processes automated	20%	50%	45%	-5%	The Document Management System not fully implemented as training was not provided to all staff.	Provision of training to staff and implementation of the system.
	Reduction of number of days taken to produce council minutes after the meetings and maintaining them within reasonable turn-around times	2	1	2	-1	Inadequate capacity.	Filling of vacant positions.
	% of ICT Master Systems plan identified actions implemented	15%	50%	60%	10%		
	Reduction of number of days taken to finalise disciplinary hearing and maintaining them within reasonable turn-around times	200	90	90	0		
	% improvement of litigations finalized within 100 days	30%	40%	40%	0%		
IDP A3: Improve people management and performance	% of employee wellness strategy implemented	10%	80%	80%	0%		
	% of employees with signed performance contracts	30%	50%	50%	0%		
	Number of meetings to improve on the compliance of the Local Labour Forum Schedule of meetings	2	4	4	0		
	% of LLF resolutions implemented	75%	95%	96%	1%		
	% compliance to the individual Performance Management Schedule	100%	100%	100%	0%		

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP A5: Increase performance and efficiency levels	% compliance to PMS policy and Framework implementation Plan	100%	100%	100%	0%		
	Overall Corporate Services efficiency rating and feedback by other department	3	3	3	0		
	Improve on the % Compliance to the Customer Relations Management Standard Operating Procedures	0	100%	40%	-60%	The Customer Relations Management position was vacant.	To fill the Customer Relations Management position.

NKPA 3: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP C2: Promote the development of the local economy	Number of bursaries issued to youth from Lesedi Municipality	12	15	13	-2	Budgetary constraints.	To source additional funding for bursaries.
	% of employees recruited from within the Lesedi Municipal boundaries	40%	60%	55%	-5%	Recruitment of people within the municipal boundaries depends on whether they have the skills and qualifications required.	To continuously target people within the municipal boundaries.
	Number of job opportunities provided through internship/ learner ship programme	100	100	100	0		

NKPA 4: FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP D2: Improve expenditure management and controls	Number of procurement plans reviews conducted per annum	2	2	2	0		
	% of goods and services procured according /in compliance to the approved procurement plans	70%	90 %	96%	9%		
	% reduction of number of deviations from SCM policy (out 20 deviations)	60%	80%	75%	-5%	The deviations were as a result of lack of local newspapers and lack travelling agencies on the panel.	To invite suppliers to register on the panel system.
	% of WSP budget spent.	100%	100%	179%	-79%	Budget unreasonably adjusted downwards after commitments.	Budget processes and needs to be observed through Budget Steering Committee.
IDP D4: Improve budgeting, reporting and accountability for Municipal finances	Number of Corporate Services budget inputs conducted before the deadline	2	2	2	0		
	% of corporate services budget actually spent VS Actual	95%	95%	125%	-30%	Budget unreasonably adjusted downwards after commitments.	Budget processes and needs to be observed through Budget Steering Committee.
	Number of Corporate Services SDBIP reviews and updates conducted	2	2	2	0		

NKPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP E1: Promote public participation and Meaningful Governance	Number of functional ward committees	10	13	11	-2%	Out of 3 DA ward committees only one is functional.	Beyond the scope of authority, to review the KPI.
	% of communication strategy implemented	10%	80%	40%	-40%	Absence of an approved Communication Strategy.	Approval and implementation of the Communication Strategy.
	% of public participation policy implemented	20%	80%	80%	0%		
	Number of customer satisfactory surveys conducted	2	2	2			
	Number of Council committees convened according to an approved schedule	4	4	13	9		
	% of required Council policies reviewed, developed and adopted (out of 55 policies)	75%	90%	108%	18%		
IDP E2: Improve audit opinion compliance and build stakeholders confidence	% of Corporate Services audit queries resolved	80%	100%	50%	-50%	Most of the remedial actions are long term in nature.	Continuous monitoring to improve implementation.
	% compliance to national archives legislative mandates	50%	100%	100%	0%		
	% compliance to HR related legislative mandates	60%	100%	100%	0%		

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
	% reduction in recurring audit quires	40%	60%	50%	-10%	Ineffective consequence management	Continuous monitoring to improve implementation.
	% reduction in litigations against the Municipality from previous year	30%	50%	40%	-10%	Increase in the number of litigation cases due to increase in rates and taxes.	Effective customer care.
IDP E3: Reduce risk, fraud and corruption	% of Corporate services risk reduction recommended made by internal audit implemented	75%	90%	80%	-10%	Most of the remedial actions are long term in nature.	Continuous monitoring to improve implementation.
	Number of deviations from recruitment and selection policy	0	0	0	0		
	% reduction in number of cases relating to abuse of Municipal vehicle as compared to previous year (20 cases)	20%	100%	45%	-55%	Ineffective consequence management	Continuous monitoring to improve implementation.

5.3.2. INFRASTRUCTURE SERVICES

Having an above average service delivery provision within the Sedibeng District Municipality, operations and maintenance is still a challenge in the Municipality, this coupled with the under capacitated project management unit pulls back the departments true potential for providing better services to the people.

Cable electricity and water theft pose a serious challenge to the department as it becomes very costly to maintain the infrastructure. This year the departments key focus was on developing strategies to address the issues listed above and implementation of some of the strategies started late in the last quarter of 2014/15. This is evident in the average performance of Municipal Transformation and Basic Service delivery perspectives in the above graphical representations.

NKPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP A2: Optimise systems, administration and operating procedures	IS1.1	Improvement in adherence to norms and standards in resolving services disruption faults (score 1-5)	0	1	0	-1	KPI cannot be measured until norms & standards are approved and CRM is rolled-out.	Norms & Standards to be approved and CRM rolled-out in the first quarter of 2015/16 financial year.
	IS1.2	% compliance to accurate MIG Reporting guidelines	100%	100%	100%	0%		
IDP A5: Increase performance and efficiency levels	IS1.4	Rating level of services received from the municipality in customer satisfaction survey	2	3	3	0		
	IS1.5	% Technical Services compliance with PMS Framework and policy	100%	100%	100%	0%		
	IS1.6	Overall Technical Services efficiency rating by other department	2	3	3	0		

NKPA 2: BASIC SERVICE DELIVERY

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP B2: Increase efficiency levels of access to free and basic Municipal services	% of needs driven water connections implemented	80%	90%	90%	0%		
	% Implementation of Water Conservation and Demand Management programs (WC&WDMP) within the available budget	0	95%	3%	-92%	Budgetary constraints.	To source for additional funding.
	% of approved Infrastructure projects implemented within budget	85%	95%	90%	-5%	Variances were experienced due to unforeseen soil conditions on projects.	Planning to be improved to enhance prediction of soil and geological conditions.
	% of needs driven electrical connections implemented	80%	90%	100%	10%		
	% reduction on the road infrastructure backlog	90%	95%	95%	0%		
	% of needs driven sewer connections implemented	80%	90%	90%	0%		
	% of gravel roads upgraded to tar/ paving within the available budget	0	95%	95%	0%		
IDP B3: Improve the state and access to Municipal amenities and Infrastructure	% Development and Implementation of Maintenance and Operations Plans	0	60%	60%	0%		
	% reduction in infrastructure and Maintenance backlog on existing Infrastructure	0	40%	70%	30%		

NKPA 3: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP C1: Promote the development of the local economy	Number of jobs created through EPWP initiatives	0	300	315	15		

NKPA 4: FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP D1: Increase revenue generation	% increase in the number of initiatives on waste management revenue generation	0	50%	30%	-20%	Revenue enhancement on waste is hampered by the lack of Lesedi's own landfill site.	Funding to be secured to develop landfill site in Devon.
	% reduction in Water losses in terms of norms and standards	22%	20%	24%	-4%	Budgetary constraints.	To source for additional funding.
	% reduction in electricity losses in terms of norms and standards	14%	12%	14%	-2%	Budgetary constraints.	To source for additional funding.
IDP D2: Improve expenditure management and controls	Number of procurement plan reviews conducted	2	2	2	0		
	% compliance to procurement plan for goods and services procured	100%	80%	80%	0%		
	% reduction in deviations from non-compliance with SCM policy (out of 20 deviations)	40%	20%	15%	5%		

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP D4: Improve budgeting, reporting and accountability for Municipal finances	Number of budget inputs conducted before the deadline	2	2	2	0		
	% of Technical Services budget spent VS actual	80%	90%	108.9%	-18.9%	Unplanned emergencies to manage service delivery protests.	More emphasis on ward based planning.

NKPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP E2: Improve audit opinion and building stakeholders confidence	IS5.1	% reduction of audit queries resolved	90%	100%	33%	-67%	Budgetary constraints.	To source for additional funding.
IDP E1: Promote public participation and Good Governance	IS5.4	Number of Integrated awareness campaigns conducted (Electricity, Water, Sanitation, Roads and Waste)	2	4	3	-1	Non-adherence to schedules due to constrained resources.	Recruitment of additional personnel.
IDP E3: Reduce risk, fraud and corruption	IS5.8	% reduction in identified risks on the risk register	60%	80%	80%	0%		
	IS5.9	% of related risk committee recommendations implemented	60%	100%	94%	-6%	Most of the remedial actions are long term in nature.	Continuous monitoring to improve implementation time.

NKPA 6: CROSS CUTTING ISSUES

OBJECTIVE	NAME	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP F4: Improve community health and safety	% compliance to refuse removal set schedules	0	95%	89.25%	-5.75%	Non-adherence to illegal dumping schedules due to lack of resources & protests by concerned groups.	Continuous communication with concerned groups.
	% decrease in tolerance levels to illegal dumping and squalor	0	100%	80%	-20%	Non-adherence to illegal dumping schedules due to lack of resources & protests by concerned groups.	Continuous communication with concerned groups. Mobilisation of resources with Fleet and Procurement sections.
	% compliance to occupational health and safety Act on waste management	0	50%	48%	-2%	Non establishment of OHS structures.	Establishment of OHS structures.

5.3.3. COMMUNITY SERVICES

Operationally the Department performed reasonable above average, however there is some room for improvement. There is also a need to refine the Departments strategy as it is too focused on operations. The fire and traffic services performance is acceptable however there is no clout at the outcomes level.

NKPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVE	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP A5: Increase performance and efficiency levels for community services.	Overall Community Services performance rating by other departments	3	3	3	0		
	Average % Community Services compliance with PMS framework and policy	100%	100%	100%	0%		
	% compliance to community services norms and standards	0	90%	90%	0%		

NKPA 2: BASIC SERVICE DELIVERY

OBJECTIVE	REF NO.	KPI	BASLINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP B2: Improve access to community amenities and facilities	CO2.1	% availability of all operational community amenities (Halls / Libraries / Sports Facilities)	80%	95%	96.25%	1.25%		
	CO2.6	% compliance to continuous cost reflective Library programs as per provincial norms and standards.	60%	95%	96%	1 %		
IDP B8: Improve co-ordination for supporting vulnerable groups	CO2.8	Number of continuous cost reflective vulnerable groups support programmes co-ordinated (GEYODI)	8	8	15	7		
	CO2.10	% Development and implementation of continuous cost reflective sport and cultural programmes	0	80%	80%	0%		
	CO2.11	% implementation of continuous cost reflective HIV&AIDS support programmes as per provincial guidelines	60%	95%	95%	0%		
	CO2.16	% Development and implementation of road safety and traffic management plan	0	80%	80%	0%		
	CO4.4	Number of procurement plan reviews conducted	2	2	2	0		
	CO4.5	% compliance to procurement plan for goods and services procured	100%	100%	100%	0%		
	CO4.6	% Reduction in deviations from non-compliance with SCM Policy	40%	20%	20%	0%		

NKPA 4: FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP D4: Improve budgeting, reporting and accountability for Municipal Finances	CO4.8	Number of budget inputs conducted before the deadline	2	2	2	0		
	CO4.9	% of budget spent vs. actual	80%	90%	102,90%	-12.9%	Budget unreasonably adjusted downwards after commitments.	Budget processes and needs to be observed through Budget Steering Committee.

NKPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP E1: Promote public participation and relations with other stakeholders	CO5.4	% Development and implementation of by-laws related to Community Services	0	100%	100%	0%		
	CO5.5	% compliance to CPF programmes.	0	100%	100%	0%		
	CO5.6	% implementation of community education awareness campaigns (PIER)	100%	100%	100%	0%		
IDP E2: Improve audit opinion and build stakeholders confidence	CO5.1	% reduction on the number of audit findings in financial management	100%	100%	100%	0%		
	CO5.2	Number of Community Services related policies & SOP's reviewed	2	3	3	0		
	CO5.3	% compliance to line function specific legislative mandates	100%	100%	100%	0%		
IDP E3: Reduce risk, fraud and corruption	CO5.8	% reduction in identified risks on the risk register	60%	80%	100%	20%		
	CO5.9	% of related risk committee recommendations implemented	100%	100%	100%	0%		

NKPA 6: CROSS CUTTING ISSUES

OBJECTIVE	REF NO.	NAME	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP F2: Improve community health and safety	CO6.1	% Development, implementation of community Health and Safety Plan	0	80%	50%	-30%	Consultation process taking longer than expected	Effective stakeholder management
	CO6.2	% compliance to Environmental Health and Safety legislation	0	90%	95%	5%		
	CO6.5	% of continuous cost reflective disaster management incidents attended to in conjunction with the district	0%	100%	100%	0%		

5.3.3. FINANCIAL SERVICES

Despite the Departments just above average performance there was great achievement made under basic service delivery in this case focuses on water and electricity loss reduction. The revenue enhancement committee was established to implement the strategies were developed in the 2013/2014 financial year. During the organisation reengineering process it was identified that the average turnaround time for finalizing bids was more than 90 days and this was affecting other department's performance and services delivery, a plan was developed to address this and compared to previous financial year this has improved

.NKPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP A2: Optimise systems, administration and operating procedures	FN1.1	% of auditors system controls recommendations implemented	80%	80%	100%	20%		
	FN1.2	Average number of days taken to finalize bids at SCM	135	60	30	30		
	FN1.3	Number of adopted policies with standard operating procedures	15	15	15	0		
	FN1.4	% reduction in deviations from non-compliance SCM policy (8 deviations)	80%	50%	10%	40%		
	FN1.5	Average number of days taken to complete billing cycle (Once meter readings are received)	5	5	5	0		
IDP A5: Increase performance and	FN1.6	Overall Financial Services Performance rating by other departments	2	3	3	0		

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
efficiency levels	FN1.7	% Financial Services compliance with PMS framework and policy	100%	100%	100%	0%		

NKPA 2: BASIC SERVICE DELIVERY

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP B1: Reduce water and electricity losses and theft	FN2.1	% of illegal connection cases penalised according to policy (out of total sum)	100%	100%	100%	0%		
	FN2.2	Number of meter audits conducted	3,938	5,000	6,217	1,217		
	FN2.3	Number of anti-electricity theft campaigns conducted	0	4	1	-3	Integrated campaigns were done via Infrastructure services	N/A
	FN2.4	% reduction in electricity distribution losses	14%	16%	14%	2%		
	FN2.5	% reduction in water distribution losses	22%	16%	24%	-8%	Budgetary constraints	To source for additional funding.
IDP B2: Increase efficiency levels of access to free and basic Municipal services	FN2.6	Increase in the number of indigent households receiving free basic electricity	4,583	6,000	4,337	-1,663	Indigent policy constraints	Qualifying criteria increased from 2700 to 3500 per household
	FN3.2	% increase in bids awarded to local suppliers	0%	50%	60%	10%		

NKPA 4: FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVE	REF NO.	KPI	BASLINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP D1: Increase revenue generation	FN4.1	% increase in revenue collected VS billed	88%	90%	90%	0%		
	FN4.2	% of the Financial Recovery Plan developed and implemented	15%	50%	100%	50%		
	FN4.3	% increase in the number monthly statements are distributed before the due date (10th of each month)	68%	90%	75%	-15%	SAPO strikes	Reviewing of SAPO SLA
	FN4.5	% reduction in billing errors	0.24%	10%	0.22%	-9.88%	Ineffective communication between various departments	Implementation of Standard Operation Procedures Continuous data cleansing
	D1.4	% reduction in number of statement of incorrect addresses returned vs distributed (targeting 30 000 households)	15%	10%	2%	8%		
	FN4.6	Reduction in the number of days in debt recovery ratio timelines	59.7	50	49.5	0.5		
	FN4.7	% reduction in Outstanding debtors to revenue ratio (targeted 3.1% points reduction)	68.1%	65%	64.4%	0.6%		
IDP D2: Improve expenditure management and controls	FN4.8	Increase in the number of days Cost coverage ratio (13/14 0.45 days) 14/15 0.91 days)	0.45	3.5	0.46	-3.0497	Cash flow constraints	Increase payment levels Introduce cost containment measures to improve cash flow

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
	FN4.10	% of suppliers paid within 30 days from date of receipt of the invoice	98%	90%	60%	-30%	Cash flow constraints	Increase payment levels Introduce cost containment measures to improve cash flow
	FN4.11	% of reconciliations done as per set standard	100%	100%	100%	0		
	FN4.9	% of actual budget spent VS projected	73.38%	100%	103.60%	-3.60%	Downward budget adjustment when commitments were already done	Monitoring budget through budget steering committee
	FN4.12	Number of functional bid committees	0	3	3	0		
IDP D3: Maximise the economies of scale and value for money	FN4.13	% of compliance to SCM policy	100%	90%	100%	10%		
	D3.3	Number of contracts utilized beyond expiry date	6	5	3	2		
	FN4.14	Reduction in the number of contracts utilised beyond expiry date	0	5	3	2		
IDP D4: Improve budgeting, reporting and accountability for Municipal finances	FN4.15	% reduction in variance between physical assets and those on the asset register	20%	0	5%	-5%	Unverified assets due unrecorded assets movements	Introduction of the task team on asset management and system for tracking and movement
	D4.1	% variance between physical assets and those on the asset register	0.13%	0	0.25%	-0.25%	Unverified assets due unrecorded assets movements	Introduction of the task team on asset management and system for tracking and movement

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
	FN4.16	Number of budget reviews conducted		2	2	0		
	FN4.17	% compliance to MFMA calendar	100%	100%	100%	0%		
	D4.2	Number of budget reviews conducted	0	2	2	0		

NKPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP E2: Improve audit opinion and build stakeholders confidence	FN5.1	% reduction on the number of audit findings on financial management	50%	20%	100%	80%		
	FN5.3	Number of financial management policies reviewed and/or revised annually	15	15	15	0		
	FN5.5	% improvement in customer billing queries resolved within 48 hours	90%	90%	90%	0%		
	FN5.6	Number of public engagements conducted for rates and tariffs reviews	3	3	3	0		
IDP E3: Reduce risk, fraud and corruption	FN5.7	% reduction in identified Financial Services risks on the risk register	80%	80%	80%	0%		
	FN5.9	% compliance to Treasury Regulations and MFMA	100%	100%	100%	0%		
	FN5.10	% improvement in bid adjudication objections resolved within 30 days	90%	90%	90%	0%		

5.4. INFRASTRUCTURE CAPITAL PROJECTS

PROJECT	SOURCE	BUDGET	ACTUAL EXPENDITURE	VARIANCE COMMENT	CORRECTIVE ACTION
Roads & Stormwater Impumelelo Ext. 2	Internal	R 487 000,00	R 487 000,00		
Resealing of Roads	Internal	R 3 500 000,00	R 3 500 000,00		
Obed Nkosi Electrification	INEG/Provincial Housing	R 20 700 000,00	R 20 700 000,00		
Upgrade Water Pipelines in Heidelberg Area	Internal	R 3 500 000,00	R 0,00	Project deferred to the following year due to constrained cash-flow	Implementation revenue enhancement measures
Emmarsdale Pump-station Back-up Power Supply	Internal	R 500 000,00	R 0,00	Project deferred to the following year due to constrained cash-flow	Implementation revenue enhancement measures
Upgrade Roads & Stormwater Kwazenzele Phase 1	MIG	R 15 000 000,00	R 11 600 000,00	Project rolled-over due to late transfer of grant funding	Continuous engagement with funders
Upgrade Roads & Stormwater Heidelberg Ext. 23&26	MIG	R 21 000 000,00	R 21 000 000,00		
Upgrade Sewer Heidelberg Industrial	Internal	R 500 000,00	R 0,00	Project deferred to the following year due to constrained cash-flow	Implementation revenue enhancement measures
Construction of Ablution block & Guard-house Ekuthuleni Cemetery	Internal	R 500 000,00	R 0,00	Project deferred to the following year due to constrained cash-flow	Implementation revenue enhancement measures

5.3.1 LOCAL ECONOMIC DEVELOPMENT & PLANNING

Local Economic Development, Planning Services and Housing Development are the core services provided by this Department. During the 2014/15 financial year most of the time, effort and resources were invested in economic development hence the above average performance. The IDP was refined and re-aligned in the last quarter and the LED strategy also needs refinement. Challenges which impede the service delivery perspective are the slow implementation of the housing sector plan caused by various challenges and the need to revive the urban core which is largely dependent on the implementation of infrastructure projects by Infrastructure Services.

NKPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

OBJECTIVE	REF NO.	KPI	BASLINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP A2: Optimise systems, administration and operating procedures of (Development and Planning)	LP1.4	Increase number of random building inspections conducted	264	400	2632	2232		
	LP1.5	Decrease average turnaround time for finalising building plan approvals(days)	60	30	10	20		
	LP1.6	Number of correct GIS spatial data upgrade	0	2	2	0		
	LP1.7	% Improvement of turnaround time in provision of MAPS requested from GIS within 5 days	50%	80%	100%	20%		
IDP A5: Increase performance and efficiency levels	LP1.1	Overall LED and Planning Services performance rating	2	3	3	0		
	LP1.2	% LED and Planning Services compliance with PMS framework and policy	100%	100%	100%	0%		
	LP1.3	Overall efficiency rating and feedback by other departments	3	3	4	1		

NKPA 2: BASIC SERVICE DELIVERY

OBJECTIVE	REF NO.	KPI	BASLINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP B2: Increase efficiency levels of access to free and basic Municipal services	LP2.1	Number of housing sector plans consultation sessions coordinated	2	4	10	6		
	LP2.2	% of correct allocations as per housing waiting list (300 houses)	100%	100%	100%	0		
	LP2.3	Number of land audits conducted to identify land for development	0	2	10	8		

NKPA 3: LOCAL ECONOMIC DEVELOPMENT

OBJECTIVE	REF NO.	KPI	BASLINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP C1: Strengthen LED capacity	LP3.1	% compliance to LED Structure sittings as per developed schedule	0	50%	50.25%	0.25%		
	LP3.2	Increase the number of SMME's trained and supported	20	40	81	41		
	LP3.3	Number of Economic Development partnerships interactions facilitated	4	4	9	5		
	LP3.4	% of LED strategy implemented	0	50%	45%	-5%	There were delays in approval of LED projects.	Approval of projects and development of a dashboard to ensure effective implementation of the LED strategy.
IDP C3: Strengthen LED Governance	LP3.6	Number of illegal advertisement inspections conducted	300	600	448	-152	Capacity constraints.	MISA has allocated additional capacity to assist with inspections.

NKPA 4: FINANCIAL VIABILITY AND MANAGEMENT

OBJECTIVE	REF NO.	KPI	BASLINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP D2: Improve expenditure management and controls (Development and Planning)	LP4.2	Number of LED and Planning Services procurement plan reviews conducted	2	2	2	0		
	LP4.3	% compliance to procurement plan for goods and services procured by LED and Planning	100%	100%	100%	0%		
	LP4.4	% reduction in deviations from non-compliance with SCM policy (out of 5 deviations)	40%	20%	80%	60%		
IDP D4: Improve budgeting, reporting and accountability for Municipal finances (Development and Planning)	LP4.5	Number of budget inputs conducted before the deadline	2	2	2	0		
	LP4.6	% of budget spent vs. actual	55%	90%	123.6%	-33.6%	Unexpected/unplanned events.	To ensure forward planning.
	D4.3	Number of LED and Planning Services SDBIP reviews and updates conducted	1	1	1	0		

NKPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP E2: Improve audit opinion and build stakeholders confidence	LP5.1	% reduction on the number of audit findings in financial management	100%	100%	100%	0%		
	LP 5.2	Number of departmental policies reviewed.	2	7	7	0		
IDP E3: Reduce risk fraud and corruption (pertaining to Development and Planning)	LP5.3	% implementation of strategic risk action plans.	60%	80%	100%	20%		
	LP5.4	Number of deviation incurred without Municipal permission	0	0	0	0		

NKPA 6: CROSS CUTTING ISSUES

OBJECTIVE	REF NO.	KPI	BASELINE	TARGET	ACTUAL	VARIANCE TO TARGET	REASON FOR NON-ACHIEVEMENT	CORRECTIVE MEASURE
IDP F1: Improve the value of land development and planning	LP6.1	% in effective implementation of Spatial Development Plan	0	60%	85%	25%		

6. CONCLUSION

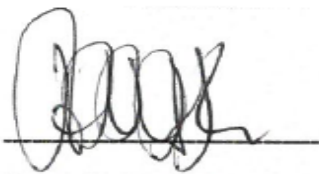
Despite various challenges and historic events which led to the decline in provision of services to the Community, Lesedi Municipality under trying circumstances did its best with limited resources and capacity to serve the people with distinction.

The 2014/15 Financial was focused on re-engineering the organisation and bringing change within the Municipality, higher levels of performance are expected in the next financial year when the plans are at a higher maturity level of implementation.

Many of the challenges which were impeding on service delivery and implementation of plans have been addressed by the organisation re-engineering process.

Theft and vandalism of infrastructure are still high on the agenda of the Municipality, the lack of bylaws and the enforcement of existing by laws are still some factor which could be addressed fully in the 2015/16 financial year however these will be put top of the Agenda. Projects Management and monitoring and evaluation backed by poor enforcement of policies and bylaws are the result of the red areas in the scorecard.

I wish to extend my gratitude to the Municipal Council, Executive Mayoral Committee, the Executive Management Team as well as to all the employees of the Lesedi Municipality who willingly and competently assisted to ensure that Lesedi Municipality is well on its way to become "People Centered and Performance Drive".



Ayanda Makhanya

Municipal Manager