

WHEN THE SUN RISES
WE WORK HARD TO DELIVER

PRESENTATION TO NATIONAL COUNCIL OF PROVINCES: PLANS TO IMPROVE SERVICE DELIVERY, FINANCIAL MANAGEMENT AND DEVELOP CAPACITY IN THE LOCAL GOVERNMENT SPHERE



co-operative governance
& traditional affairs
MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA

08 SEPTEMBER 2020



PURPOSE

To present to the National Council of Provinces (NCOP) plans to improve service delivery, financial management and develop capacity in the local government sphere.

INTRODUCTION

Mpumalanga Province consists of 17 Local Municipalities and 3 District Municipalities that have a myriad of challenges that are contrary to LG Objects (S152 (1) (a-e) ranging from:

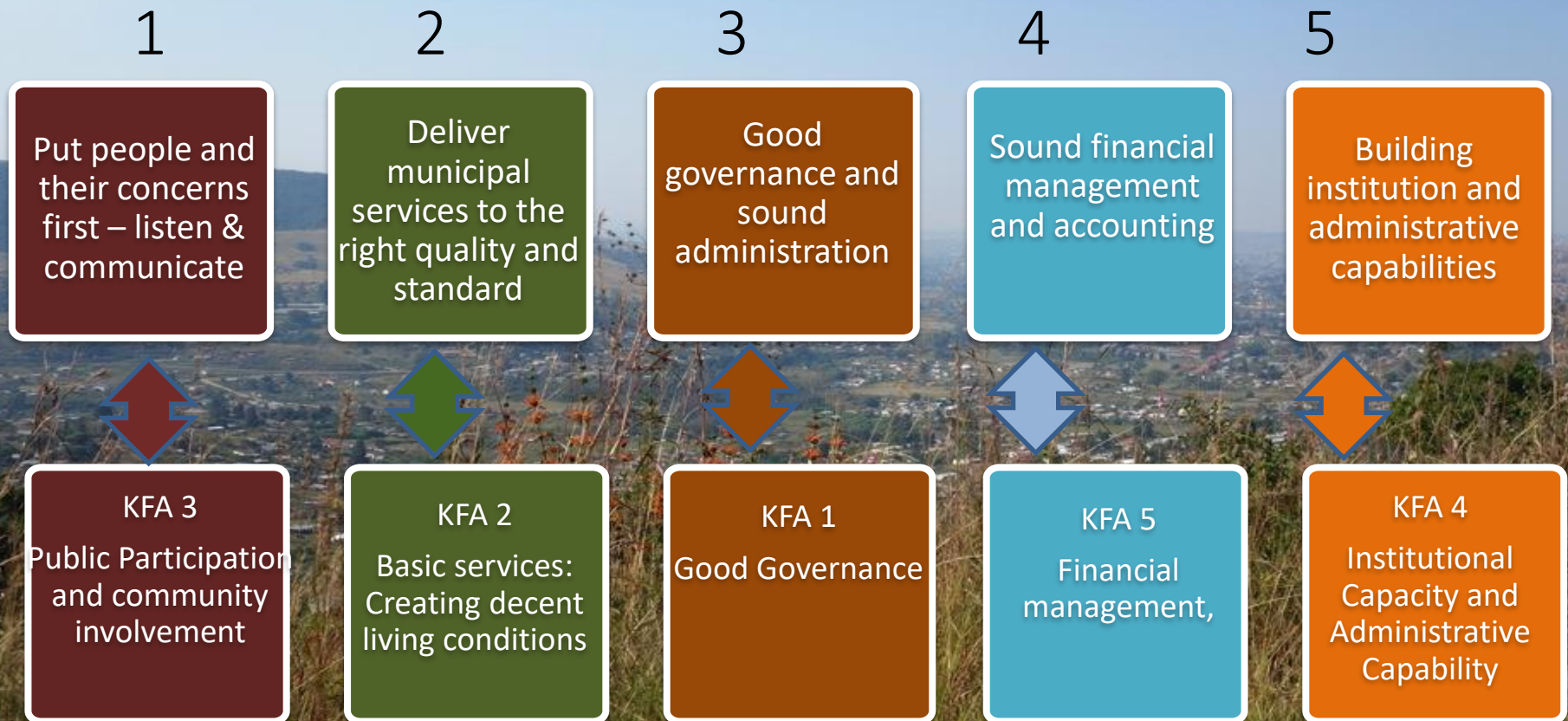
- i. None provision of democratic and accountable Government for Local communities;*
- ii. Erratic provision of basic services to communities in a sustainable manner;*
- iii. Promotion of social and economic development not adequate;*
- iv. Inadequate Promotion of a safe and healthy environment;*
- v. Lack of encouragement of involvement of communities and community organisations in the matters of local Government; and*
- vi. Sound and sustainable Financial management inadequate*

1) The province has adopted an Integrated Municipal Support Plan (IMSP) to support the acceleration of service delivery within municipalities.

- The plan is aligned to Back to Basics programme and its sets clear benchmarks of performance in our efforts to ensure that all municipalities perform **their basic responsibilities, every day, without fail;**
- Responding vigorously to the immediate crises;
- Continuing to build resilient local government institution; and
- Collectively constructing more rigorous systems of intergovernmental relations/planning and service delivery

2) The key Focus Areas (KFA's) of the IMPS are aligned to the pillars of the Back to Basic programme

ALIGNMENT OF INTEGRATED MUNICIPAL SUPPORT PLAN (IMSP) WITH THE 5 PILLARS OF BACK TO BASICS APPROACH



INTRODUCTION

- This presentation has been prepared using the pillars of the B2B/ IMSP looking at the performance of each municipality on the following pillars
 - 1.) Putting people and their concerns first
 - 2.) Delivering basic services
 - 3.) Good governance and sound administration
 - 4.) Sound financial management
 - 5.) building institutions and administrative capabilities
- The performance of each municipality is measured against a set of quarterly targets in each pillar and the state of local government report is produced. After the performance of each municipality has been done, a remedial action plan is developed together with the municipality to address identified shortcomings
- The performance of each municipality varies from quarter to quarter.



**PILLAR 1:
PUTTING PEOPLE FIRST**

PUTTING PEOPLE FIRST

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
PUBLIC PARTICIPATION	Effective Ward Committee System to deepen participatory democracy (Functional Ward Committee)	1. Monitor and support Ward Councilors to establish ward committees and develop Ward Operational Plans that include basic ward level issues (service interruptions, billing queries, sanitation interventions, LED programmes & projects, potholes, non-functioning traffic lights, etc.) to be addressed in line with the ward committee guidelines	Speaker's Report on ward committee establishment and ward operational plans development	Speaker's Report on ward committee establishment and ward operational plans development	Speaker's Report on ward committee establishment and ward operational plans development	Speaker's Report on ward committee establishment and ward operational plans development	Number of ward Committees and Operational Plans developed and established
		2. Monitor and support Ward committees to play an oversight function in terms of delivery per ward against the Service Delivery and Budget Implementation Plans (SDBIPs) and ward operational plans in line with the ward committee establishment guidelines	Speaker's Progress Report on Monthly service delivery programmes per ward given to Ward Committees	Speaker's Progress Report on Monthly service delivery programmes per ward given to Ward Committees	Speaker's Progress Report on Monthly service delivery programmes per ward given to Ward Committees	Speaker's Progress Report on Monthly service delivery programmes per ward given to Ward Committees	Number of Service Delivery Programmes implemented in wards
		3. Monitor and support implementation of capacity building programmes for ward councillors and ward committees	Speaker's Report on Capacity Building Programmes for ward councillors and ward committees implemented	Speaker's Report on Capacity Building Programmes for ward councillors and ward committees implemented	Speaker's Report on Capacity Building Programmes for ward councillors and ward committees implemented	Speaker's Report on Capacity Building Programmes for ward councillors and ward committees implemented	Review Report on capacity of ward councillors and committees to oversee service delivery in their wards



PUTTING PEOPLE FIRST

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
PUBLIC PARTICIPATION	Effective Ward Committee System to deepen participatory democracy (Functional Ward Committee)	4. Monitor, support and facilitate the Speaker's review of ward functionality and performance including the number of issues brought to the attention of councillors and how these are being addressed.	Speaker's Review Reports on ward functionality and councillor performance on addressing issues raised by communities	Speaker's Review Reports on ward functionality and councillor performance on addressing issues raised by communities	Speaker's Review Reports on ward functionality and councillor performance on addressing issues raised by communities	Speaker's Review Reports on ward functionality and councillor performance on addressing issues raised by communities	Report on Ward Service Delivery and Community Satisfaction Survey
	Effective early warning systems, updated ward profiles and public participation programmes implemented by ward councillors supported by CDWs.	1. Monitor and support the establishment of communicator's For a in all the municipalities to coordinate communication processes within wards led by ward councillors and officials.	Ward Councillor's Report on communication programmes and community participation forums on matters of local governance	Ward Councillors' Report on communication programmes and community participation forums on matters of local governance	Ward Councillor's Report on communication programmes and community participation forums on matters of local governance	Ward Councillor's Report on communication programmes and community participation forums on matters of local governance	Number of Communication Programmes/events for public participation on matters of local governance
		2. Monitor and support implementation of regular community satisfaction surveys in all municipalities	Ward Councillor's Report on Quarterly Ward Community Satisfaction Survey	Ward Councillors' Report on Quarterly Ward Community Satisfaction Survey	Ward Councillors' Report on Quarterly Ward Community Satisfaction Survey	Ward Councillors' Report on Quarterly Ward Community Satisfaction Survey	Ward Citizen's Satisfaction Outcomes and Improvement Plans
	3. Monitor and support the Coordination of the Know your Community – Know your Ward Councillor Campaigns in all municipalities.	Ward Councillors' Report on community campaigns to promote service delivery and councillor participation including how they've made themselves available in communities to serve their needs	Ward Councillor's Report on community campaigns to promote service delivery and councillor participation including how they've made themselves available in communities to serve their needs	Ward Councillor's Report on community campaigns to promote service delivery and councillor participation including how they've made themselves available in communities to serve their needs	Ward Councillors' Report on community campaigns to promote service delivery and councillor participation including how they've made themselves available in communities to serve their needs	Report on the Know Your Community-Know Your Councillor Campaign	



PUTTING PEOPLE FIRST

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
PUBLIC PARTICIPATION	Effective early warning systems, updated ward profiles and public participation programmes implemented by ward councillors supported by CDWs.	4. Monitor and support the assessment of Ward Committee operational plans in all municipalities including actions taken to improve their functionality.	Assessment Reports on Ward Committee Operational Plans implementation and functionality	Assessment Reports on Ward Committee Operational Plans implementation and functionality	Assessment Reports on Ward Committee Operational Plans implementation and functionality	Assessment Reports on Ward Committee Operational Plans implementation and functionality	Number of Functional Ward Committees and implementation rate of Operational Plans
		5. Monitor and support the holding of monthly community feedback meetings by ward councillors implemented and monitored by Speaker in collaboration with the Executive Mayor	Mayoral Reports on councillor monthly community feedback meetings with issues for elevation/interventions	Mayoral Reports on councillor monthly community feedback meetings with issues for elevation/interventions	Mayoral Reports on councillor monthly community feedback meetings with issues for elevation/interventions	Mayoral Reports on councillor monthly community feedback meetings with issues for elevation/interventions	Number and Frequency of Community Feedback Sessions/Meetings by the ward councillor Report
	Increased collaboration and co-operation between the council and the Institution of Traditional Leadership on matters of service delivery to communities within traditional areas	1. Monitor and support the Executive Mayor and Municipal Manager to facilitate co-operative governance with local traditional councils to ensure synergy in development of traditional communities with municipal services both present and future planning.	Quarterly Reports on co-operative governance between municipality and traditional council on matters of service delivery for traditional communities	Quarterly Reports on co-operative governance between municipality and traditional council on matters of service delivery for traditional communities	Quarterly Reports on co-operative governance between municipality and traditional council on matters of service delivery for traditional communities	Quarterly Reports on co-operative governance between municipality and traditional council on matters of service delivery for traditional communities	Effectiveness of co-operative governance between municipal and traditional councils in the area
		2. Monitor and support municipalities to hold joint liaison meetings with the traditional councils where service delivery matters are discussed and progress reported between the municipalities and Traditional Councils.	Reports on the sittings of the joint committees and progress report on service delivery in rural and traditional areas	Reports on the sittings of the joint committees and progress report on service delivery in rural and traditional areas	Reports on the sittings of the joint committees and progress report on service delivery in rural and traditional areas	Reports on the sittings of the joint committees and progress report on service delivery in rural and traditional areas	service delivery reports and progress on joint sittings between council and traditional leaders

PILLAR 2: BASIC SERVICES

BASIC SERVICES

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
BASIC SERVICES: CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES	A differentiated approach to municipal financing, planning and support implemented	1. Monitor and Support the development and approval of Community Responsive Integrated Development Plans (IDPs) to ensure integrated planning for the provision of basic services in Municipalities. Ensure development or reviewal of sector plans for basic services that must be integrated in the IDP.	Approvals obtained from all 20 municipalities for their reviewed IDPs and assessed for comments	Process plans approved in all municipalities.	Consultation of communities on identification of needs completed in all municipalities	Draft IDPs of all municipalities adopted by council submitted for comment and recommendations for approvals	An approved community responsive IDP
	Improved Spatial Planning and Land Use Management schemes and actions supportive of integrated human settlements implemented	1. Co-ordinate an IGR Forum for sector role players wherein the Department of Human Settlements and others will participate in the IDP process in order to guide, inform and identify areas for future development and the implementation of all plans supportive of human settlement including (i)-(ii)below:	Approved Budgets for Human Settlement Chapter Annexures in the IDPs of all municipalities	Integrated Human Settlements Master plan Approach and Applicable Model Presented and Adopted in the IDP Sector Plan	Draft Human Settlement Chapter Annexures in the IDPs of all Municipalities in the Province	Approved Human Settlement Chapter Annexures in the IDPs of all municipalities	Community Needs Responsive IDPs with sector plans



BASIC SERVICES

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
BASIC SERVICES: CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES	Improved Spatial Planning and Land Use Management schemes and actions supportive of integrated human settlements implemented	(i) Monitor and support municipalities with the implementation of SPLUMA on spatial planning. (ii) Monitor and support municipalities with the implementation of SPLUMA on Land Use Management	Report on support for SPLUMA implementation	Report on support for SPLUMA implementation	Report on support for SPLUMA implementation	Report on support for SPLUMA implementation	No of Townships establishment supported
		2. Monitor and support municipalities on the alignment of existing plans to the Integrated Urban Development Framework.	Report on responsiveness of the SDF to the IUDF.	Report on responsiveness of the SDF to the IUDF.	Report on responsiveness of the SDF to the IUDF.	Report on responsiveness of the SDF to the IUDF.	Approved and implementation of Integrated Urban Development Framework
	Increased access to water	<i>i.</i> Monitor and support municipalities to identify and implement immediate to short-term interventions to ensure access to basic water for communities presently unserved.	Jojo Tanks, water tankers provided to provide immediate relief of access to water to all unserved communities with a particular focus on informal settlements, rural and farm areas	Jojo Tanks, water tankers provided to provide immediate relief of access to water to all unserved communities with a particular focus on informal settlements, rural and farm areas	Jojo Tanks, water tankers provided to provide immediate relief of access to water to all unserved communities with a particular focus on informal settlements, rural and farm areas	Jojo Tanks, water tankers provided to provide immediate relief of access to water to all unserved communities with a particular focus on informal settlements, rural and farm areas	Total No of Households and communities with new access to water



BASIC SERVICES

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
BASIC SERVICES: CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES	Increased access to water	ii. Monitor and support municipalities to identify and implement medium and long-term interventions to ensure access to basic water for communities to ensure sustainable infrastructure.	Boreholes & Infrastructure (water works) provided to extend access and ensure sustainable services within the water supply provision conditions and objectives (i.e. water system pressurized 24hrs)	Boreholes & Infrastructure (water works) provided to extend access and ensure sustainable services within the water supply provision conditions and objectives (i.e. water system pressurized 24hrs)	Boreholes & Infrastructure (water works) provided to extend access and ensure sustainable services within the water supply provision conditions and objectives (i.e. water system pressurized 24hrs)	Boreholes & Infrastructure (water works) provided to extend access and ensure sustainable services within the water supply provision conditions and objectives (i.e. water system pressurized 24hrs)	Total No of Households with access to water
		iii. Monitor and support the provision of Free Basic Services to indigent households (Electricity, Free basic water and Free Basic Sanitation.	Report on Free Basic Services.	Report on Free Basic Services.	Report on Free Basic Services.	Report on Free Basic Services.	Report on Free Basic Services.
	Reduction of Distribution Losses through Reduced Non-Revenue Water within Municipal Water Services Works	v. Monitor and support the implementation of "War-on-Leaks" programme for water infrastructure maintenance and repairs, refurbishment and replacement including new infrastructure requirements to improve infrastructure quality and reduce physical (direct) losses with respect to water.	"War-on-Leaks Program interventions on municipal water works (leak repairs on reservoirs, distribution and reticulation mains and the replacement of AC pipes)	"War-on-Leaks Program interventions on municipal water works (leak repairs on reservoirs, distribution and reticulation mains and the replacement of AC pipes)	"War-on-Leaks Program interventions on municipal water works (leak repairs on reservoirs, distribution and reticulation mains and the replacement of AC pipes)	"War-on-Leaks Program interventions on municipal water works (leak repairs on reservoirs, distribution and reticulation mains and the replacement of AC pipes)	Number of municipal water works (reservoirs, distribution mains, reticulation infrastructure repaired, replaced, & maintained)



BASIC SERVICES

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
BASIC SERVICES: CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES	Performance Monitoring and Evaluation Tools and Mechanisms developed and implemented to support increased service delivery	1. Lead the development of, and implementation of a Municipal Level Local Government Information Management and Decision Support System to Monitor the municipal performance on basic service provision as well as all five KPAs of the Back to basics as outlined in the Integrated Municipal Support Plan (IMSP)	LGIMS customized, installed and utilized for data collection, collation and reporting on IMSP's Key Performance Areas	Resources set aside for the procurement of hardware and software required for the installation and institutionalisation of LGIMS	LGIMS customised, installed and utilised for data collection, collation and reporting on IMSP's Key Performance Areas	Participation in data and information collection by the service provider for the development and customization of the system as a monitoring tool for the municipality	Information management and Decision Support System installed and applied
		2. Lead the development of, and implementation of the Municipal Scorecard for performance rating on the identified key performance areas	Key Performance Interventions prioritised for implementation within the various areas of the scorecard and monitored	Reviewed and approved Scorecard for municipal performance rating completed for the municipality	Key Performance Interventions prioritised for implementation within the various areas of the scorecard and monitored	Key Performance Interventions prioritised for implementation within the various areas of the scorecard and monitored	Targeted Scorecard KPAs implemented and prioritized based on the scorecard assessment
		3. Guided by the outcomes of the Scorecard on the municipal performance areas, facilitate support with Technical Expertise to municipalities in areas of Engineering from (MISA) to support and monitor the implementation of acceleration plans for basic services provision.	Reports on technical expertise deployed	Reports on areas of success and challenges identifying the specific technical expertise requirement to be sourced	Reports on technical expertise deployed	Reports on technical expertise deployed	Technical Expertise Deployed in Municipalities through MISA



BASIC SERVICES

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
BASIC SERVICES: CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES	Single window of Coordination for government services including sector commitments within Municipal Support, Monitoring and Intervention Plans (SMIP's).	1. Establish and facilitate municipal participation on Programme Management and Coordinating structures established (reviewed, revised and integrated) based on effective service delivery models adopted by Provincial and National Government.	Reports on participation and support of Programme management and coordinating structures for service delivery	Reports on participation and support of Programme management and coordinating structures for service delivery	Reports on participation and support of Programme management and coordinating structures for service delivery	Reports on participation and support of Programme management and coordinating structures for service delivery	No of Programme Management & Coordinating Structures for service delivery participated in and attendance
		2. Ensure strengthened IGR structures for programme coordination as identified in the Integrated Development Plan including Traditional Council joint initiatives where applicable	Participation in IGR structures at local, district, provincial and national including traditional council joint initiatives	Participation in IGR structures at local, district, provincial and national including traditional council joint initiatives	Participation in IGR structures at local, district, provincial and national including traditional council joint initiatives	Participation in IGR structures at local, district, provincial and national including traditional council joint initiatives	Report on IGR For a participation
		3. Participate in the establishment of a National Municipal Capacity Coordination and Monitoring Committee (NMCCMC) to ensure joint decision making on support & interventions	Participation as required in the NMCCMC and support requested and provided	Participation as required in the NMCCMC and support requested and provided	Participation as required in the NMCCMC and support requested and provided	Participation as required in the NMCCMC and support requested and provided	Report on support provided
		4. Participate in MuniMEC's, MM's Fora and other relevant structures for service delivery programme reviews Develop SMIPS in consultation with Districts, Local municipalities and sector departments	Participation as required in the MuniMEC's and MM's requested and provided	Participation as required in the MuniMEC's and MM's requested and provided	Participation as required in the MuniMEC's and MM's requested and provided	Participation as required in the MuniMEC's and MM's requested and provided	Report on support and participation within MuniMEC's and MM's fora



BASIC SERVICES

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
BASIC SERVICES: CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES	Functional LED forums that enhance job opportunities, attracts investment and position Local Government to create an enabling environment for competitive, inclusive and sustainable local economies.	1. Monitor and support municipalities to initiate and coordinate the establishment of LED Forums and committees including capacity building of the committees on issues of LED led by the DEDET.	Progress Report on the number of LED forums and committees established and trained	Progress Report on the number of LED forums and committees established and trained	Progress Report on the number of LED forums and committees established and trained	Progress Report on the number of LED forums and committees established and trained	Number of LED Forums and Committees established and actively participating in LED initiatives
		2. Monitor and encourage private sector participation in LED Forum' committees on sector economy (agriculture, mining, industrial, tourism and hospitality).	Progress Report on the Private sector participation and sector economies supported	Progress Report on the Private sector participation and sector economies supported	Progress Report on the Private sector participation and sector economies supported	Progress Report on the Private sector participation and sector economies supported	Sector LED Programmes implemented
		3. Co-ordinate support by DEDET to the municipality to implement the National Framework for LED. Provide training to municipalities on the National LED Framework.	Report on National Framework for LED implementation through DEDET support	Report on National Framework for LED implementation through DEDET support	Report on National Framework for LED implementation through DEDET support	Report on National Framework for LED implementation through DEDET support	Progress Report on National Framework for LED implementation
		4. Monitor and support DEDET facilitation of catalytic economic development programmes in municipalities to create jobs and sustain livelihoods.	Report on catalytic economic development programmes for job creation and livelihoods	Report on catalytic economic development programmes for job creation and livelihoods	Report on catalytic economic development programmes for job creation and livelihoods	Report on catalytic economic development programmes for job creation and livelihoods	Number of catalytic economic development programmes implemented
	Support measures for sustainable municipal infrastructure spending	1. Support all 21 municipalities.	Municipal report on MIG spending	Municipal report on MIG spending	Municipal report on MIG spending	Municipal report on MIG spending	Progress report on MIG spending

BASIC SERVICES

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
BASIC SERVICES: CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES	Increased Job Creation through the implementation of Community Works Programmes (CWP) and Waste Management Programmes	1. Monitor and support the identification of projects and project sites for Community Works Programme to implement with CoGTA support	Report on CWP sites and implementation	Report on CWP sites and implementation	Report on CWP sites and implementation	Report on CWP sites and implementation	Number of CWP opportunities created in the municipality
		2. Monitor and support the recruitment and training of local people on CWP work and participation in municipal programmes	Report on local people recruitment, training and participation in municipal programmes	Report on local people recruitment, training and participation in municipal programmes	Report on local people recruitment, training and participation in municipal programmes	Report on local people recruitment, training and participation in municipal programmes	Number of local people recruited, trained and participating in municipal programmes
		3. Monitor and support the creation of job opportunities for the youth on waste management programmes	Report on Waste Management Opportunities and implementation	Report on Waste Management Opportunities and implementation	Report on Waste Management Opportunities and implementation	Report on Waste Management Opportunities and implementation	Report on the number of job opportunities created through waste management programmes in the municipality



**PILLAR 3:
GOOD GOVERNANCE**

GOOD GOVERNANCE

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
GOOD GOVERNANCE	Political Stability and Reduced Protests through effective Community feedback, Service Delivery and law enforcement	1. Establish a response team to investigate root causes of protests in hotspots and interventions implemented by municipalities.	Report on the number of protest actions and intervention implemented.	Report on the number of protest actions and intervention implemented.	Report on the number of protest actions and intervention implemented.	Report on the number of protest actions and intervention implemented.	Reduction in Hotspots/areas of community services breakdowns
		2. Monitor and Support the Executive Mayors' to develop, approve, enforce and monitor bylaws and legislation compliance within the municipality including campaigns to improve the "culture of payment for services" and "against illegal connections, cable theft, manhole covers". (Municipal Admin)	MEC's Quarterly Reports on bylaw and legislative enforcement, compliance and efforts to create culture of payment of services and theft reduction	MEC's Quarterly Reports on bylaw and legislative enforcement, compliance and efforts to create culture of payment of services and theft reduction	MEC's Quarterly Reports on bylaw and legislative enforcement, compliance and efforts to create culture of payment of services and theft reduction	MEC's Quarterly Reports on bylaw and legislative enforcement, compliance and efforts to create culture of payment of services and theft reduction	MEC's Quarterly Reports on bylaw and legislative enforcement, compliance and efforts to create culture of payment of services and theft reduction
		3. Monitor and Support the community report back meetings by Councilors' for improved communication on service delivery including IDPs, SDBIPs, and Ward Operational Plans.	Quarterly Report on "report back"/feedback meetings held to communicate progress on service delivery plans.	Quarterly Report on "report back"/feedback meetings held to communicate progress on service delivery plans.	Quarterly Report on "report back"/feedback meetings held to communicate progress on service delivery plans.	Quarterly Report on "report back"/feedback meetings held to communicate progress on service delivery plans.	Total No of Hours spent in committee/council meetings, political caucus meetings, and community engagements



GOOD GOVERNANCE

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR	
GOOD GOVERNANCE	Functional Oversight Structures (s79 committees, audit committees and IGR Forums)	1. Monitor and advise the Speakers' to facilitate the sitting of municipal council meetings as per legislation.	MEC's Quartely Reports on dates of all Council related meetings held since the last Council meeting	MEC's Quartely Reports on dates of all Council related meetings held since the last Council meeting	MEC's Quarterly Reports on dates of all Council related meetings held since the last Council meeting	MEC's Quarterly Reports on dates of all Council related meetings held since the last Council meeting	Total No of Council related meetings as per legislation including progress on service delivery	
		2. Monitor and Support the Speakers' of Council to oversee the functioning of Section 79 committees (eg. MPAC's, Ad-hoc Committees).	MEC's Reports on the functionality of s79 committees, audit committees and MPACs including identified areas of strengthening and capacity building	MEC's Reports on the functionality of s79 committees, audit committees and MPACs including identified areas of strengthening and capacity building	MEC's Reports on the functionality of s79 committees, audit committees and MPACs including identified areas of strengthening and capacity building	MEC's Reports on the functionality of s79 committees, audit committees and MPACs including identified areas of strengthening and capacity building	MEC's Reports on the functionality of s79 committees, audit committees and MPACs including identified areas of strengthening and capacity building	Effectiveness of and number of S79 committees, audit committees and MPACs
		3. Monitor and Support the Executive Mayors' to oversee the functioning of Section 80 committees.	MEC's Reports on the functionality of s80 committees including the number of hours spent in committee meetings, including launches, in political caucus meetings.	MEC's Reports on the functionality of s80 committees including the number of hours spent in committee meetings, including launches, in political caucus meetings.	MEC's Reports on the functionality of s80 committees including the number of hours spent in committee meetings, including launches, in political caucus meetings.	MEC's Reports on the functionality of s80 committees including the number of hours spent in committee meetings, including launches, in political caucus meetings.	MEC's Reports on the functionality of s80 committees including the number of hours spent in committee meetings, including launches, in political caucus meetings.	Effectiveness of and number of S80 committees, political caucus and stability of Troika
		4. Monitor and Support the introduction of refresher courses for MPAC members on the role and responsibilities of MPAC and enforce implementation of MPAC Handbook through District Municipalities.	Consolidated Reports on courses and training for MPAC members identified and implemented	Consolidated Reports on courses and training for MPAC members identified and implemented	Consolidated Reports on courses and training for MPAC members identified and implemented	Consolidated Reports on courses and training for MPAC members identified and implemented	Consolidated Reports on courses and training for MPAC members identified and implemented	Effectiveness and Reports of MPACs on oversight functions and performance of legislated duties by the committee members



GOOD GOVERNANCE

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
GOOD GOVERNANCE	Functional Oversight Structures (s79 committees, audit committees and IGR Forums)	5. Monitor and Support the strengthening of political oversight in the offices of Executive Mayors, Speakers and Chief Whips (Troika's).	Consolidated Reports on the quality of oversight provided in the offices of the Troika including recommendations on support required and implemented	Consolidated Reports on the quality of oversight provided in the offices of the Troika including recommendations on support required and implemented	Consolidated Reports on the quality of oversight provided in the offices of the Troika including recommendations on support required and implemented	Consolidated Reports on the quality of oversight provided in the offices of the Troika including recommendations on support required and implemented	Effectiveness and impact of oversight provided by the Troika
		6. Assess the performance of IGR structures at provincial, district and local levels.	Consolidated Reports on the IGR structures performance at local, district and provincial levels	Consolidated Reports on the IGR structures performance at local, district and provincial levels	Consolidated Reports on the IGR structures performance at local, district and provincial levels	Consolidated Reports on the IGR structures performance at local, district and provincial levels	Effectiveness of IGR structures
		7. Monitor the implementation of recommendations for strengthening the performance of IGR structures Provincial and District Level e.g.(Technical MUNIMEC, MUNIMAC, Municipal Managers Forum and Mayors Forum)	Consolidated Progress Reports on the implementation of IGR measures to strengthen performance	Consolidated Progress Reports on the implementation of IGR measures to strengthen performance	Consolidated Progress Reports on the implementation of IGR measures to strengthen performance	Consolidated Progress Reports on the implementation of IGR measures to strengthen performance	IGR Performance Rating in the municipality at ward, local, district and provincial levels



PILLAR 4: FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
FINANCIAL MANAGEMENT	Improved Financial Capability in the Municipality	1. Identify and implement effective financial management systems in the municipality	Municipal Report on the implementation of financial management systems	Municipal Report on the implementation of financial management systems	Municipal Report on the implementation of financial management systems	Municipal Report on the implementation of financial management systems	Progress Report on the implementation of financial management systems
		2. Establish an internal financial administration team for the implementation of Operation Clean Audit 2015 plan	Municipal Report on the implementation of operation Clean Audit	Municipal Report on the implementation of operation Clean Audit	Municipal Report on the implementation of operation Clean Audit	Municipal Report on the implementation of operation Clean Audit	Progress Report on the implementation of operation Clean Audit
		3. The Municipal Manager to facilitate the advertisement, recruitment and appointment of a suitably qualified and competent Chief Financial Officer (CFO) with the requisite skills and expertise	Report on the appointment and performance of the CFO and his financial administration team	Report on the appointment and performance of the CFO and his financial administration team	Report on the appointment and performance of the CFO and his financial administration team	Report on the appointment and performance of the CFO and his financial administration team	Progress report on the appointment and performance of the CFO and his financial administration team
	Support measures that address the financial management and governance of municipalities.	1. Assess audit action plans to adequately address the AG findings.	Municipal Reports on the development of the audit action plan to address the AG findings	Municipal Reports on the development of the audit action plan to address the AG findings	Municipal Reports on the development of the audit action plan to address the AG findings	Municipal Reports on the development of the audit action plan to address the AG findings	Assessment on the audit action plan to address the AG findings
		2. Coordinating structure per province that monitors the implementation of municipal audit action plans on a quarterly basis.	Municipal Reports on the implementation of the audit action plan.	Municipal Reports on the implementation of the audit action plan.	Municipal Reports on the implementation of the audit action plan.	Municipal Reports on the implementation of the audit action plan.	Progress Reports on the implementation of the audit action plan.



FINANCIAL MANAGEMENT

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
FINANCIAL MANAGEMENT	In conjunction with SALGA develop an in depth understanding of the operating environment and quality of management practices of municipalities using the LGMIM and FMCMM models.	1. Complete scorecards for LGMIM & FMCMM	Municipal Completed scorecard for LGMIM & FMCMM	Municipal Completed scorecard for LGMIM & FMCMM	Municipal Completed scorecard for LGMIM & FMCMM	Municipal Completed scorecard for LGMIM & FMCMM	Number of Completed scorecard for LGMIM & FMCMM
	Review the sustainability of municipalities with no or extremely weak revenue bases and develop proposals on what needs to be done.	1. Review and develop proposals on financially unsustainable municipalities	Municipal Reports on progress with implemetation of revenue improvement plans.	Municipal Reports on progress with implementation of revenue improvement plans.	Municipal Reports on progress with implemetation of revenue improvement plans.	Municipal Reports on progress with implementation of revenue improvement plans.	Number of revenue improvement plans implemented



FINANCIAL MANAGEMENT

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
FINANCIAL MANAGEMENT	Monitor, assess and guide municipalities to comply with all the legislative requirements relating to municipal revenue, financial management and sustainability	1. Monitor, assess and guide municipalities to comply with the Municipal Property Rates Act.	Municipal Report on compliance with Municipal Property Rates Act.	Municipal Report on compliance with Municipal Property Rates Act.	Municipal Report on compliance with Municipal Property Rates Act.	Municipal Report on compliance with Municipal Property Rates Act.	Compliance Report with Municipal Property Rates Act.
		2. Develop Municipal financial recovery plans within 90 days of request.	Municipal report on progress with implementation of Recovery Plan	Municipal report on progress with implementation of Recovery Plan	Municipal report on progress with implementation of Recovery Plan	Municipal report on progress with implementation of Recovery Plan	Progress report on the implementation of Recovery Plan
		3. In-year financial management reports analysed and municipalities guided to implement corrective actions.	Municipalities to complete and submit Sec 71 reports before 10th of each month to Provincial Treasury	Municipalities to complete and submit Sec 71 reports before 10th of each month to Provincial Treasury	Municipalities to complete and submit Sec 71 reports before 10th of each month to Provincial Treasury	Municipalities to complete and submit Sec 71 reports before 10th of each month to Provincial Treasury	Number of Municipalities which completed and submitted Sec 71 reports before 10th of each month to Provincial Treasury
		4. Municipal costing and pricing reviewed and proposals submitted to Cabinet.	Municipalities to report on all tariff structure for services	Municipalities to report on all tariff structure for services	Municipalities to report on all tariff structure for services	Municipalities to report on all tariff structure for services	Report on all tariff structure for services
		5. Consider all recommendations by Finance and CoGTA MinMec's in reviewing the LG fiscal framework.	Municipalities to report on progress with implementation of MinMec's Recommendations	Municipalities to report on progress with implementation of MinMec's Recommendations	Municipalities to report on progress with implementation of MinMec's Recommendations	Municipalities to report on progress with implementation of MinMec's Recommendations	Progress report on the implementation of MinMec's Recommendations
		6. Financial reporting for all municipalities standardized through implementation of SCA.	Municipalities to report on progress with implementation Mscoa	Municipalities to report on progress with implementation Mscoa	Municipalities to report on progress with implementation Mscoa	Municipalities to report on progress with implementation Mscoa	Progress report on the implementation Mscoa



FINANCIAL MANAGEMENT

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
FINANCIAL MANAGEMENT	Corruption within local government is tackled more effectively and consistently.	1. Risks addressed and reported on.	Municipalities to report on risk register and progress made to address the risk	Municipalities to report on risk register and progress made to address the risk	Municipalities to report on risk register and progress made to address the risk	Municipalities to report on risk register and progress made to address the risk	Report on risk register and progress made to address the risk
		2. Identify key risk areas associated with corruption	Municipal Report on identified key areas associated with corruption	Municipal Report on identified key areas associated with corruption	Municipal Report on identified key areas associated with corruption	Municipal Report on identified key areas associated with corruption	Report on identified key areas associated with corruption
	Effective Revenue Collection Systems	Develop a concept document on revenue collection in-order to strengthen the revenue value chain processes	Municipalities to report progress with implementation of standard operating procedures on revenue management	Municipalities to report progress with implementation of standard operating procedures on revenue management	Municipalities to report progress with implementation of standard operating procedures on revenue management	Municipalities to report progress with implementation of standard operating procedures on revenue management	Progress report on the implementation of standard operating procedures on revenue management
	Accurate billing on a monthly basis	Assess and address capacity deficiencies of municipalities in relation to data credibility (Data cleansing) and, institutional capacity.	Municipalities to report on reconciliation between valuation roll and billing systems	Municipalities to report on reconciliation between valuation roll and billing systems	Municipalities to report on reconciliation between valuation roll and billing systems	Municipalities to report on reconciliation between valuation roll and billing systems	Report on reconciliation between valuation roll and billing systems



FINANCIAL MANAGEMENT

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
FINANCIAL MANAGEMENT	Effective System of internal control	1. Assist municipalities to maintain a register for Irregular, fruitless and wasteful expenditure (Circular 68).	Municipal report on maintenance of a register for irregular, fruitless and wasteful expenditure in line with Treasury Circular 68	Municipal report on maintenance of a register for irregular, fruitless and wasteful expenditure in line with Treasury Circular 68	Municipal report on maintenance of a register for irregular, fruitless and wasteful expenditure in line with Treasury Circular 68	Municipal report on maintenance of a register for irregular, fruitless and wasteful expenditure in line with Treasury Circular 68	Maintenance report of a register for irregular, fruitless and wasteful expenditure in line with Treasury Circular 68
		2. Monitor and review of procurement plans in all municipalities.	Municipalities to report on implementation of procurement plans	Municipalities to report on implementation of procurement plans	Municipalities to report on implementation of procurement plans	Municipalities to report on implementation of procurement plans	Report on the implementation of procurement plans
		3. Introduce the concept of "going back to basics" (Training to bid committee members and re-training on PT circulars.	Report from municipalities on training needs for BID Committee and PT circulars	Report from municipalities on training needs for BID Committee and PT circulars	Report from municipalities on training needs for BID Committee and PT circulars	Report from municipalities on training needs for BID Committee and PT circulars	Report on training needs for BID Committee and PT circulars
	Cost Reflective Tariffs	1. Assist municipalities with the development of cost reflective tariffs which are aligned to Tariff and Credit Control Policy and gazetted by-laws.	Municipalities to report on cost structures for services and alignment to policies, by-laws and NERSA approvals	Municipalities to report on cost structures for services and alignment to policies, by-laws and NERSA approvals	Municipalities to report on cost structures for services and alignment to policies, by-laws and NERSA approvals	Municipalities to report on cost structures for services and alignment to policies, by-laws and NERSA approvals	Report on cost structures for services and alignment to policies, by-laws and NERSA approvals
	Credible budget (Cash reserves)	1. Develop cash flow models (cost containment measures) and revenue improvement plans with clear and time bound revenue collection targets.	Municipalities to report on cash flow management and cost containing measures	Municipalities to report on cash flow management and cost containing measures	Municipalities to report on cash flow management and cost containing measures	Municipalities to report on cash flow management and cost containing measures	Report on cash flow management and cost containing measures



FINANCIAL MANAGEMENT

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
FINANCIAL MANAGEMENT	Effective functions of governance structures (Audit Committee, Internal audit unit, Risk, MPAC, IT governance)	1. Assist municipalities to establish financial governance structures and enforce responsiveness of management to the recommendations of all governance	Municipalities to report on functionality of governance structure in municipalities	Municipalities to report on functionality of governance structure in municipalities	Municipalities to report on functionality of governance structure in municipalities	Municipalities to report on functionality of governance structure in municipalities	Number of functional governance structure in municipalities
	Existent and efficient Anti-Corruption Measures	1. Monitor and Verify the implementation of anti-corruption strategies in municipalities	Consolidated Reports on proposed, adopted and implemented anti-corruption measures and their promotion to communities for transparency and accountability	Consolidated Reports on proposed, adopted and implemented anti-corruption measures and their promotion to communities for transparency and accountability	Consolidated Reports on proposed, adopted and implemented anti-corruption measures and their promotion to communities for transparency and accountability	Consolidated Reports on proposed, adopted and implemented anti-corruption measures and their promotion to communities for transparency and accountability	Anti-corruption measures such as hotline and whistle blowing numbers instituted and promoted among the local community for reporting
		2. Monitor and Support the implementation of actions to address fraud and corruption including the activation of S106 investigations where required.	Consolidated Report on all actions taken to address Fraud and Corruption including S106 investigations commissioned where required	Consolidated Report on all actions taken to address Fraud and Corruption including S106 investigations commissioned where required	Consolidated Report on all actions taken to address Fraud and Corruption including S106 investigations commissioned where required	Consolidated Report on all actions taken to address Fraud and Corruption including S106 investigations commissioned where required	Number of Fraud and Corruption cases instituted and Finalized



**PILLAR 5:
BUILDING CAPABLE
INSTITUTIONS**

BUILDING CAPABLE INSTITUTIONS

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
INSTITUTIONAL CAPACITY & ADMINISTRATIVE CAPABILITY	Suitably Qualified S54(a) and S56 Managers with requisite skills and expertise appointed	1. Monitor and support Municipal Councils to facilitate the advertisement and appointment of a suitably qualified S54(a) Manager, (the Municipal Manager and Accounting Officer of the municipality) with the requisite skills and expertise to manage the affairs of the municipality as per legislation.	Report on the appointment of, and the performance of the municipal manager in fulfilling the municipal objects as outlined in section 152(1) of the Constitution.	Report on the appointment of, and the performance of the Municipal Manager in fulfilling the municipal objects as outlined in section 152(1) of the Constitution.	Report on the appointment of, and the performance of the municipal manager in fulfilling the municipal objects as outlined in section 152(1) of the Constitution.	Report on the appointment of, and the performance of the municipal manager in fulfilling the municipal objects as outlined in section 152(1) of the Constitution.	Scorecard Report on the Performance of the Municipality in realizing the five local government objects in S152 of the Constitution
		2. Monitor and support Municipal Councils, (after consultation with the Municipal Manager) to facilitate the advertisement and appointment of managers directly accountable to the Municipal manager with the requisite skills and expertise.	Report on the appointment of, and the performance of the Municipal Manager, and all managers directly accountable to the Municipal Manager in fulfilling the municipal objects as outlined in section 152(1) of the Constitution.	Report on the appointment of, and the performance of the Municipal Manager, and all managers directly accountable to the Municipal Manager in fulfilling the municipal objects as outlined in section 152(1) of the Constitution.	Report on the appointment of, and the performance of the Municipal Manager, and all managers directly accountable to the Municipal Manager in fulfilling the municipal objects as outlined in section 152(1) of the Constitution.	Report on the appointment of, and the performance of the Municipal Manager, and all managers directly accountable to the Municipal Manager in fulfilling the municipal objects as outlined in section 152(1) of the Constitution.	Scorecard Report on the Performance of the Municipality in realizing the five local government objects in S152 of the Constitution
	Approved Staff Establishment (Organogram) of the Municipality	1. Monitor and support Municipal Managers to review and submit the Municipal staff establishments (organogram) for Municipal Councils' Approvals in S152 of the Constitution	Municipal Staff establishment (Organogram) aligned to local government mandate developed for municipal council approval and implementation.	Municipal Staff establishments (Organogram) aligned to local government mandate developed for municipal council approval and implementation.	Municipal Staff establishment (Organogram) aligned to local government mandate developed for municipal council approval and implementation.	Municipal Staff establishment (Organogram) aligned to local government mandate developed for municipal council approval and implementation.	Municipal Staff establishment (Organogram) aligned to local government mandate developed for municipal council approval and implementation.



BUILDING CAPABLE INSTITUTIONS

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
INSTITUTIONAL CAPACITY & ADMINISTRATIVE CAPABILITY	Effective Human Resource Development and capacitated officials and councillors	1. Monitor and support Municipal Managers to (in accordance with the Employment Equity Act), develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration in line with s67 of the MSA.	Report on the development, adoption and implementation of systems and procedures for personnel administration in line with s67 of the Municipal Systems Act	Report on the development, adoption and implementation of systems and procedures for personnel administration in line with s67 of the Municipal Systems Act	Report on the development, adoption and implementation of systems and procedures for personnel administration in line with s67 of the Municipal Systems Act	Report on the development, adoption and implementation of systems and procedures for personnel administration in line with s67 of the Municipal Systems Act	Effectiveness and impact of staff on service delivery as measured on FSD, FOSAD & MPAT
		2. Monitor and support Municipal Managers to develop the municipal's human resource capacity to a level where it is able to perform its functions, and exercise its powers in an economical, effective, efficient and accountable way complying with the SDA and Skills Development Levies Act.	Training Matrix Developed and implemented for all staff levels on the job specific requirements to realise the objects of local government in s152(1) of the Constitution	Skills Audit Report of all municipal staff based on the on-job requirements and training needs identification	Training Matrix Developed and implemented for all staff levels on the job specific requirements to realise the objects of local government in s152(1) of the Constitution	Training Matrix Developed and implemented for all staff levels on the job specific requirements to realise the objects of local government in s152(1) of the Constitution	Training and capacity building Programme for the municipality
		3. Monitor and support Municipal Managers to make provision in their budgets for the development of training programmes, and where funds not available to apply to the LG SETA for funding of the training programmes.	Funded Training Programme implemented with number of staff undergoing training on various courses in the training matrix	Funded Training Programme implemented with number of staff undergoing training on various courses in the training matrix	Funded Training Programme implemented with number of staff undergoing training on various courses in the training matrix	Funded Training Programme implemented with number of staff undergoing training on various courses in the training matrix	No of municipal staff trained and capacitated



BUILDING CAPABLE INSTITUTIONS

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
INSTITUTIONAL CAPACITY & ADMINISTRATIVE CAPABILITY	Effective Performance Management System established, implemented and monitored across the municipal staff establishment as approved	1. Monitor and support Municipal Managers to facilitate the establishment of Performance Management Systems that are commensurate with the municipal resources, best suited to its circumstances, and in line with the priorities, objectives, indicators and targets contained in the Integrated Development Plan (IDP). SALGA evaluate PMS systems in municipalities and assist where issues identified.	Performance Management Report approved and implemented	Performance Management Report approved and implemented	Performance Management Report approved and implemented	Performance Management Report approved and implemented	Performance Management System in place and outcomes report
		2. Monitor and support Executive Mayors to manage the development of the Performance Management Systems, assign responsibilities to Municipal Managers, and submit the proposed systems to the municipal councils for adoption. SALGA to evaluate PMS system through profiling and assist with issues identified.	Mayoral Report on the development and implementation of the Performance Management System in the municipality with areas for intervention	Mayoral Report on the development and implementation of the Performance Management System in the municipality with areas for intervention	Mayoral Report on the development and implementation of the Performance Management System in the municipality with areas for intervention	Mayoral Report on the development and implementation of the Performance Management System in the municipality with areas for intervention	Mayoral Report on the effectiveness and implementation of the PMS
		3. Monitor and support the Executive Mayors to promote a culture of performance management among the political structures, political office bearers, and councillors in all municipalities.	Mayoral Report on the promotion of the culture of performance among the political structures, office bearers & councillors with specific areas of intervention	Mayoral Report on the promotion of the culture of performance among the political structures, office bearers & councillors with specific areas of intervention	Mayoral Report on the promotion of the culture of performance among the political structures, office bearers & councillors with specific areas of intervention	Mayoral Report on the promotion of the culture of performance among the political structures, office bearers & councillors with specific areas of intervention	Mayoral Report on the effectiveness and performance successes of councillors, office bearers and structures

BUILDING CAPABLE INSTITUTIONS

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
INSTITUTIONAL CAPACITY & ADMINISTRATIVE CAPABILITY	Effective Performance Management System established, implemented and monitored across the municipal staff establishment as approved	4. Monitor and support the Municipal Managers to promote a culture of performance management among the administrations of all municipalities.	Municipal Manager's Report on the promotion and effectiveness of the culture of performance of the administration with measures for improvement	Municipal Manager's Report on the promotion and effectiveness of the culture of performance of the administration with measures for improvement	Municipal Manager's Report on the promotion and effectiveness of the culture of performance of the administration with measures for improvement	Municipal Manager's Report on the promotion and effectiveness of the culture of performance of the administration with measures for improvement	Municipal Manager's Report on the effectiveness and performance successes of the administration
		5. Monitor and support the Executive Mayors and Municipal Managers of all municipalities to establish, adopt and implement mechanisms to monitor and review the Performance Management Systems.	Municipal Report on the establishment, adoption and implementation of mechanisms to monitor, review and enforce the Performance Management System	Municipal Report on the establishment, adoption and implementation of mechanisms to monitor, review and enforce the Performance Management System	Municipal Report on the establishment, adoption and implementation of mechanisms to monitor, review and enforce the Performance Management System	Municipal Report on the establishment, adoption and implementation of mechanisms to monitor, review and enforce the Performance Management System	Report on mechanisms implemented to monitor, review and enforce the PMS
	Full compliance with legislation (prescripts), policies and strategies	1. Monitor and support the Municipal Managers to implement measures that ensures compliance with all applicable legislation affecting municipal services provision in all municipalities.	Report on municipal performance in complying with applicable legislation and challenges for compliance identified with corrective measures	Report on municipal performance in complying with applicable legislation and challenges for compliance identified with corrective measures	Report on municipal performance in complying with applicable legislation and challenges for compliance identified with corrective measures	Report on municipal performance in complying with applicable legislation and challenges for compliance identified with corrective measures	Compliance Indicator Scorecard on legislative compliance by the municipality



BUILDING CAPABLE INSTITUTIONS

KEY PERFORMANCE AREA	OUTPUTS	KEY ACTIVITIES AND INTERVENTION PROGRAMMES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INDICATOR
INSTITUTIONAL CAPACITY & ADMINISTRATIVE CAPABILITY	Full compliance with legislation (prescripts), policies and strategies	2. Monitor and support the Municipal managers to facilitate the development and implementation of all municipal bylaws and regulations affecting service delivery including credit control measures and cost recovery.	Report on the development and implementation of bylaws and credit control measures including cost recovery and non-revenue water reduction efforts	Report on the development and implementation of bylaws and credit control measures including cost recovery and non-revenue water reduction efforts	Report on the development and implementation of bylaws and credit control measures including cost recovery and non-revenue water reduction efforts	Report on the development and implementation of bylaws and credit control measures including cost recovery and non-revenue water reduction efforts	Compliance Indicator Scorecard on bylaw implementation, credit control and cost recovery implementation



EXAMPLE OF MUNICIPAL SCORECARD AS AT 31 MARCH 2020

Doing Well (High Path)	Potential to do well (Middle Path)	Not Doing Well (Low Path)
Chief Albert Luthuli	Dipaleseng	Lekwa
City of Mbombela	Dr Pixley Ka Isaka Seme	
Nkomazi	Govan Mbeki	
Emalahleni	Mkhondo	
Steve Tshwete	Msukaligwa	
	Bushbuckridge	
	Thaba Chweu	
	Dr JS Moroka	
	Emakhazeni	
	Thembisile Hani	
	Victor Khanye	

High (5)



Medium (11)



Low (1)

**SUPPORT PROVIDED TO
MUNICIPALITIES WITH
POOR AUDIT OUTCOMES**

AUDIT OPINION 2018/19

LEGEN DS		EHLANZENI DISTRICT MUNICIPALITIES (5)	NKANGALA DISTRICT MUNICIPALITIES (7)	GERT SIBANDE DISTRICT MUNICIPALITIES (8)
		Unqualified with no findings (2)	Ehlanzeni DM	Nkangala DM
Unqualified with findings (6)	City of Mbombela LM	Steve Tshwete LM	Goven Mbeki LM	
Qualified with findings (4)	Thaba Chweu LM	Thembisile Hani LM	Msukaligwa LM	
Adverse with findings (2)	Bushbuckridge LM	Victor Khanye LM	Mkhondo LM	
Disclaimed with findings (4)	Nkomazi LM	Emakhazeni LM	Dipaleseng LM	
		Dr JS Moroka	Lekwa LM	
		eMalahleni LM	Chief Albert Luthuli LM	
			Pixley Ka Isaka Seme LM	

N/B : DR JS MOROKA AND GOVEN MBEKI LOCAL MUNICIPALITIES AUDIT OUTCOMES ARE STILL OUTSTANDING



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EXECUTIVE SUMMARY

On 2018/19 Municipal Audit Outcomes

- ❑ There are 1 593 audit findings raised by the AGSA during 2017/18 audit process.
- ❑ The total number of 771 or 49% of the audit findings relate to misstatements of Annual Financial Statements which is the highest concern raised by AGSA. The findings on this focus area can be linked to the capacity of the CFOs and Finance Officials responsible for preparation of financial statements within the Municipalities.
- ❑ Internal Control deficiencies is rated as the second highest of issues affecting our municipalities with 302 or 19% of the total findings. All Municipalities have been affected by this finding. The findings on this focus area can be linked to lack or insufficient consequence management within the Municipalities.
- ❑ Non Compliance with Laws and Regulations is rated as the third highest of the problematic areas within our Municipalities, especially Supply Chain Management matters which account for 300 or 19% of the total issues raised by the Office of the Auditor General. The findings on this focus area can be linked to lack or insufficient consequence management within the Municipalities.



EXECUTIVE SUMMARY...

- ❑ Misstatement of Annual Report is rated fourth with a total findings of 198 or 12% followed by Service Delivery with 22 or 1% of the total findings. The findings on this focus area can be linked to the capacity of the Planning Units and inadequate oversight and Leadership within the Municipalities.
- ❑ Nkangala Municipalities take a lead with 354 or 46% on the misstatement of Annual Financial Statements and on Annual Report misstatements with (74 or 40%) issues raised by the Auditor General and, followed by Gert Sibande Municipalities (258 or 33%) and Ehlanzeni Municipalities (159 or 21%).
- ❑ The Analysis revealed that Gert Sibande Municipalities are rated the highest on Non Compliance with Laws and Regulations (126 or 42%), Internal Control Deficiencies (196 or 65%), as well as Service Delivery (10 or 45%) challenges and rated second on Annual Report misstatements (82 or 41%)
- ❑ Ehlanzeni Municipalities are rated the second highest on Non Compliance with Laws and Regulations (93 or 31%), Internal Control Deficiencies (61 or 20%), and rated third on Annual Report misstatements (15 or 8%) as well as Service Delivery (4 or 18%) challenges



EXECUTIVE SUMMARY...

❑ Nkangala Municipalities are the lowest with Internal Control Deficiencies (45 or 15%), Non Compliance with Laws and Regulations (81 or 27%), and rated second on Service Delivery (8 or 36%) Municipalities who registered highest number of audit findings are as follows;

1. Msukaligwa accounts for 231 or 15% of the total findings
2. eMalahleni accounts for 193 or 12% of the total findings
- 3 Victor Khanye accounts for 190 or 12% of the total findings
4. Bushbuckridge accounts for 124 or 8% of the total findings
5. Mkhondo accounts for 119 or 7% of the total findings
6. Emakhazeni accounts for 119 or 7% of the total findings
7. Dipaleseng accounts for 114 or 7% of the total findings
8. Chief Albert Luthuli accounts for 112 or 7% of the total findings
9. Thaba Chweu accounts for 104 or 7% of the total findings
10. Pixley Ka Isaka Seme accounts for 75 or 4% of the total findings



AUDIT IMPROVEMENT PLANS

- We should **focus on improving the oversight and control environment** in municipalities
- We should be able to get municipalities to budget correctly, spend according to plans and very important to account correctly on all spending.
- **Considering the time between release of audit outcomes** to end of financial year of municipalities, we **should support municipalities to be proactive** in their efforts to address non-compliance issues.
- It is important to **take stock on who is doing what** in this space including other stakeholders. COGTA, SaLGA and OTP
- The significance of assurance functions (decisions by key role players, including IA and AC, Senior management, Council and MPACs)
- Effectiveness of structures such as internal audit, audit committees, MPACs
- Impact on Human Resources and Performance management, etc
 - The sharing of information will therefor be critical
 - Review of audit action plans ensuring it addresses the root causes
 - Improve the monitoring on progress of audit action plans through electronic platform that will be available soon.



AUDIT IMPROVEMENT PLANS :

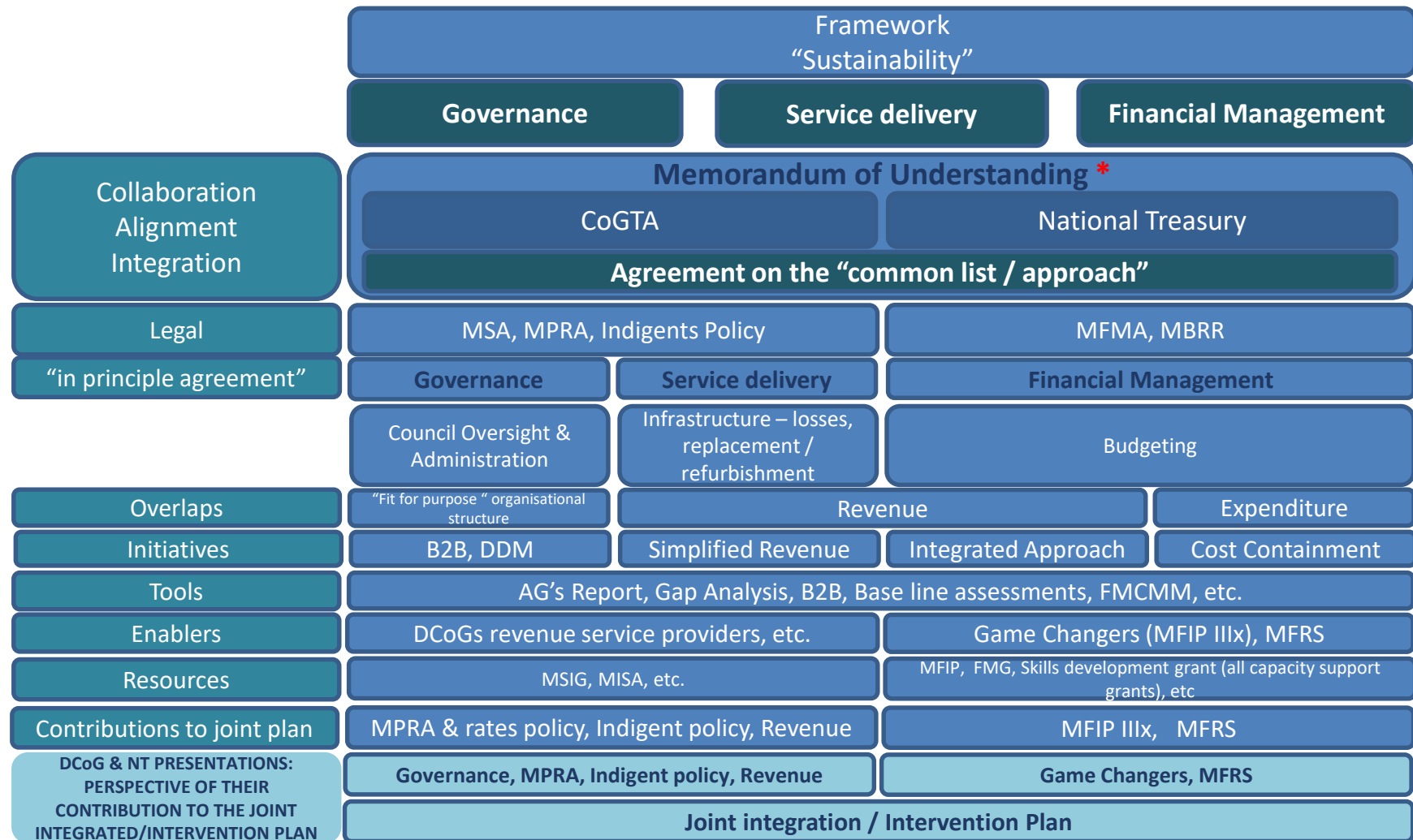
Actions required to meet mtsf targets

- Target municipalities with negative audit opinions
- Prioritise support to municipalities with the highest UIF&W expenditure
- Review strategies to assist MPACs to process the UIF&W
- Empowering functionality of DC Boards to implement consequence management
- Support functioning of MPACs –
- Support to improve the internal control deficiencies.
- The following targets were agreed upon
- **MTSF Targets:** (More roll players than NT & PT required to be successful)
- 75% reduction of qualified audits 2024
- 100% elimination of wasteful and fruitless expenditure 2024
- 75% reduction of irregular expenditure 2024
- 75 % reduction of qualified audits by 2024

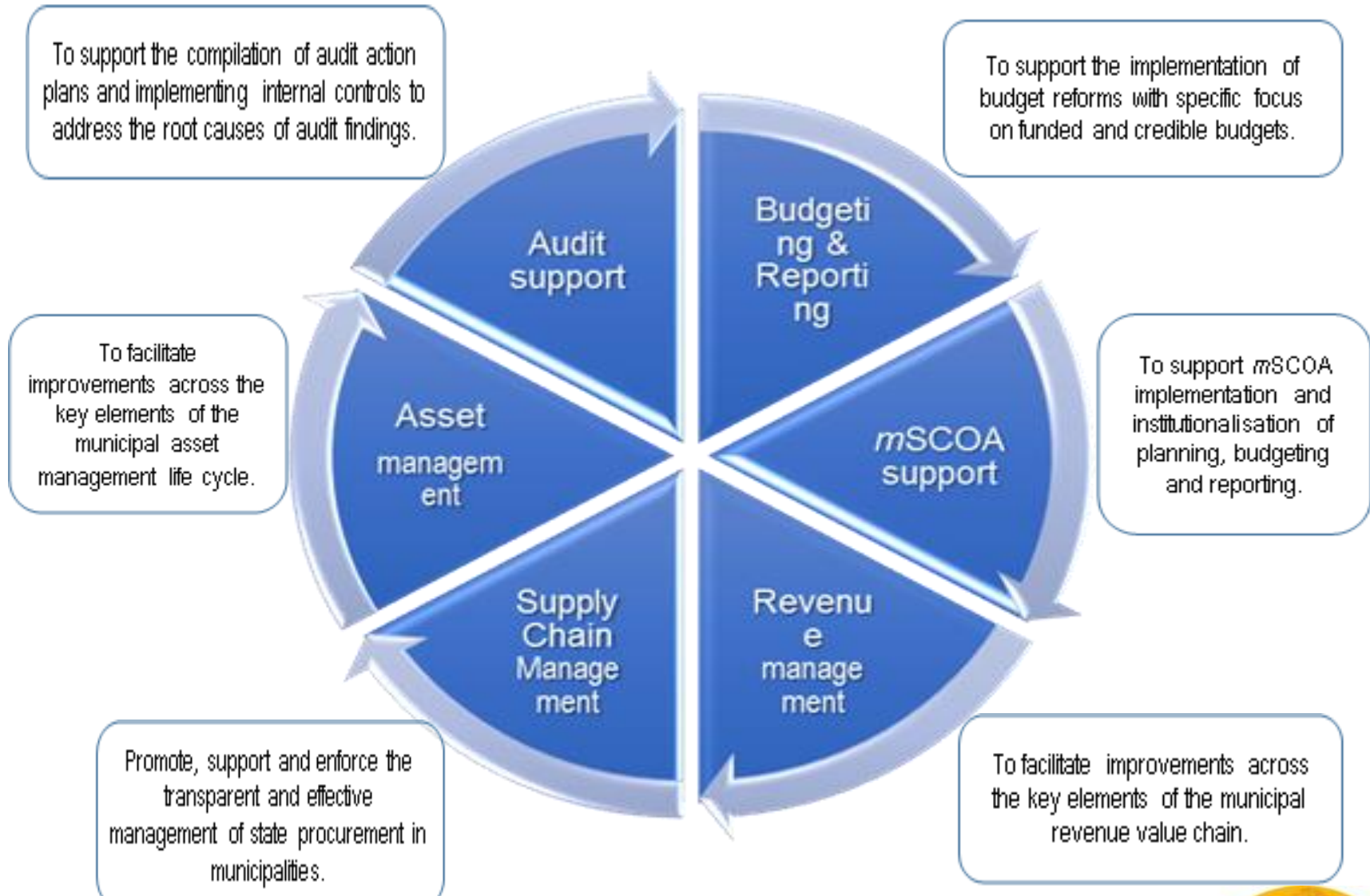
To be successful on these it is further critical to improve on the assurance functions (IA,Ac, Snr Management, COUNCIL, MPAC) and the roll of COGTA to assist cannot be overemphasized



An integrated and collaborative approach is required to address municipal failures



GAME CHANGER INDICATORS



Proposed Performance Matrix (1)

Uniform and integrated approach to measure progress

Performance measure	Source	Norm	Frequency
Game Changer 1: Budgeting and reporting			
1.1 % of municipal budgets tabled and adopted within the legal framework LGBA Database reports	LGBA Database reports	Budgets tabled and adopted within MFMA timeframes	Annually
1.2 % of municipal budgets assessed as fully funded Annually	Budget Assessment Methodology	Number of funded budgets increase by 10% per annum	Annually
1.3 % of municipal budgets over / under spending	LGBA Database reports	Number of budgets over / under spending decrease by 10% per annum	Annually
1.4 % of municipal budgets with a budgeted operational surplus	Budget Assessment Methodology	Surplus = or > 0% 1-3 months	Tabled & Adjustment budgets
1.5 % of municipalities with an adequate cost coverage ratio	MFMA Circular 71		Monthly



Proposed Performance Matrix (2)

Uniform and integrated approach to measure progress

Performance measure	Source	Norm	Frequency
Game Changer 2: mSCOA institutionalisation			
2.1 % of municipalities whose adopted budget data sets reconcile (Schedule A, budget return forms, ORGB data string)	Schedule A Reconciliation Tool	100%	Annually
2.2 % municipalities transacting live on mSCOA	mSCOA Transaction Validation Test	100%	Annually
2.3 % of municipalities whose monthly data sets reconcile (Schedule C, monthly S71 return forms, MO data string)	Schedule C Reconciliation Tool	100%	Monthly
2.4 % of municipalities whose adjustment budget data sets reconcile (Schedule B, adjustment budget return forms, ADJB data string)	Schedule B Reconciliation Tool	100%	Annually



Proposed Performance Matrix (3)

Uniform and integrated approach to measure progress

Performance measure	Source	Norm	Frequency
Game Changer 3: Revenue management			
3.1 Number of billing data reconciliations performed between Valuation Roll, Deeds dump and Billing system)	New	Once per annum	Annually
3.2 % of properties billed for services consumed (No. of properties billed / No. of properties on Valuation Roll)	New	100%	Monthly
3.3 % of billed revenue collected	MFMA Circular 71	95%	Monthly
3.4 % of electricity distribution losses	MFMA Circular 71	7-10%	Monthly
3.5 % of water distribution losses	MFMA Circular 71	15-30%	Monthly



Proposed Performance Matrix (4)

Uniform and integrated approach to measure progress

Performance measure	Source	Norm	Frequency
Game Changer 4: Supply chain management			
4.1 Reduction in unauthorised irregular, fruitless and wasteful expenditure as a % of total expenditure	MFMA Circular 71 Outcome 9	0%	Quarterly
4.2 Disclosure in terms of Sec 32 SCM regulations	OCPO Database	0%	Quarterly
4.3 Advertisement of bids on the eTender portal	MFMA Circular 83	100%	Quarterly
4.4 % of approved annual procurement plans implemented	Outcome 9	100%	Quarterly
4.5 % of compliant contract management registers implemented	Outcome 9	100%	Quarterly



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Proposed Performance Matrix (5)

Uniform and integrated approach to measure progress

Performance measure	Source	Norm	Frequency
Game changer 5: Asset management			
5.1 % of GRAP compliant fixed asset registers (FARs) compiled	New	100%	Annually
5.2 % of reconciliations performed between FAR and general ledger	New	100%	Monthly
5.3 Repairs and maintenance as a % of PPE and investment property	MFMA Circular 71	8%	Quarterly
5.4 Acquisition of New and Renewal of Assets as % of Capital Expenditure	MFMA Circular 55	60/40	Annually
5.5 % of Compliance with guidelines for infrastructure procurement	MFMA Circular 71	100%	Annually



Proposed Performance Matrix (6)

Uniform and integrated approach to measure progress

Performance measure	Source	Norm	Frequency
Game changer 6: Audit Outcome			
6.1 % reduction negative audit opinion			
(i) number of municipalities with adverse and disclaimer audit opinions	Outcome 9	Less than 15%	Annually
(ii) number of municipalities with qualified audit opinions	Outcome 9	Less than 20%	Annually
6.2 Effective implementation of audit plans			
(i) Number of municipalities with approved audit action plans	New	100%	Annually
(ii) Reduction in the number of repeat audit findings	New	0%	Annually
6.3 Consequence management on unauthorised irregular, fruitless and wasteful expenditure	New	100%	Annually



INTERVENTIONS PROVIDED

- Multi-disciplinary Team of officials to assist municipalities addressing issues raised by the AG
- COGTA and PT are developing an audit turn around strategy to support municipalities improve their audit outcomes.
- Executive Council approved interventions in Five municipalities in terms of Sec 139(5) of the Constitution for development of Financial Recovery Plans as directed by Sec 139 of the Municipal Finance Management Act. Support with development of Financial Recovery Plans for Five Municipalities. Emalahleni, Thaba Chweu, Govan Mbeki, Msukaligwa and Lekwa.
- Supported municipalities with reconciliation of municipal valuation rolls with deeds office data and municipal billing systems. Emakhazeni, Emalahleni, Msukaligwa, Victor Khanye and Thaba Chweu.
- Support municipalities with ongoing capacitation of MPAC's. All municipalities MPAC's Trained
- Supported municipalities with establishment of disciplinary boards and participated during meetings.

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INTERVENTIONS PROVIDED..cont..

- Municipalities were supported in the areas of Supply Chain Management, Asset Management, Revenue Management and improvement of control environment.
- Participate and provided guidance to municipalities during audit steering committees.
- All municipalities trained and technical support provided with implementation of MSCOA.
- Budget assessments done with written findings and recommendations on draft budgets.
- Supported municipalities with development of budget funding tool.
- Provided training to all municipal budget officers on the budget funding tool.
- COGTA and PT have convened meetings with municipalities owing huge Eskom Debts (Govan Mbeki, Lekwa, Emalahleni and Victor Khanye) to deal with the non adherence to the payment plans.
- Conduct workshop on tariff setting and coordinate one day session with municipalities and NERSA on tariff application.
- Supported municipalities with unfunded budgets during special adjustment budget process to rework budgets towards getting them funded.

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