



**HARRY GWALA DISTRICT MUNICIPALITY**  
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## **HARRY GWALA DISTRICT MUNICIPALITY**

### **2018 - 2019 MID- YEAR PERFORMANCE ASSESSMENT REPORT**

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## **1. LEGISLATIVE BACKGROUND:**

Section 72 (1) of the Municipal Finance Management Act stipulates that the accounting officer of a municipality must by 25 January of each year-

- (a) Assess the performance of the municipality during the first half of the financial year, taking into account
  - 1. the monthly statement referred to in Section 71 for the first half of the financial year;
  - 2. the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
  - 3. the past year's annual report, and progress on resolving problems identified in the annual report; and
  - 4. the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities; and

(a) Submit a report on such assessment to

- 1. The Mayor of the municipality
- 2. The National Treasury; and
- 3. The relevant Provincial Treasury

(2) The statement referred to in section 71(1) for the sixth month of a financial year may be incorporated into the report referred to in subsection (1)(b) of this section.

(3) The accounting officer must, as part of the review—

(a) make recommendations as to whether an adjustments budget is necessary; and

(b) recommend revised projections for revenue and expenditure to the extent that this may be necessary.

## **2. BACKGROUND**

Municipalities are mandated to set Key performance indicators for strategic focus areas which must be measurable, relevant, simple and precise. The key performance Indicators were set to assess the achievement of results in relation to the set goals/objectives in the IDP. These Performance indicators and targets were set in relation to the budget year and the Medium Term Expenditure Framework (MTEF) period in respect of strategic objectives and activities in the Service Delivery Budget and Implementation plan.

Key Performance Indicators (KPI's) serve as a yardstick for measuring performance; Set targets, monitor and review the performance of the municipality based on indicators linked to their IDPs. The performance must be measured and reviewed twice per year and take necessary steps to improve performance of the municipality.

It is against this background that Harry Gwala District Municipality has prepared the 2018/2019 Mid-Year Performance Assessment report.

## **3. PURPOSE OF THE REPORT**

To improve transparency and enhance oversight over the financial and non-financial performance of the municipality, all departments within the Harry Gwala district municipality were requested to prepare the quarterly performance reports as stipulated in Regulation 28(1) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Manager, 2006.

All departments were requested to prepare their performance reports supported by the portfolio of evidence to prove that the set targets were met and where targets were not met reasons for not achieving the set targets were provided. Again, the corrective measures to improve the situation or a plan that will ensure that the targets are achieved in the coming quarter are prepared

Considering section 71 reports, Mid-Year report and the previous financial year Annual Report, the Accounting Officer found it crucial to adjust the

budget downwards which then necessitate the adjustment of the targets set in the Service Delivery Budget and Implementation Plan(SDBIP).

Through the municipality's scorecard model, the Accounting Officer has therefore assessed performance against the 5 Key Performance Areas (KPA's), indicators, and targets. Hence this report is submitted to the mayor as mandated by the MFMA. This report will also be tabled to the council in order to comply with the regulation 28(1) of the Local Government: Municipal performance regulations for Municipal managers and managers directly accountable to the municipal manager, 2006 which recommends that performance reports be prepared quarterly.

#### **4. INFRASTRUCTURE SERVICES DEPARTMENT**

Water and sanitation constitutes the human right of every individual, without discrimination to sufficient, safe, acceptable, accessible and affordable water and sanitation for personal use. It is well known that safe water and adequate sanitation are the bases for sustainable solution to the threat of water related diseases.

Sources of water within this district are categorized into boreholes, protected springs, rainwater collection and abstraction of water from the rivers. Currently the municipality is busy with the implementation of the Stephen Dlamini dam which will supply a huge community of Harry Gwala.

High priority is given to sanitary waste disposal because human excreta always contain large numbers of microorganisms, some of which may cause diseases such as cholera, typhoid and hepatitis. Lack of proper sanitation facilities lead to contamination of water sources.

To ensure that Harry Gwala residents are protected from the risk of drinking contaminated water, the municipality had put aside a budget for infrastructure department to implement the water and sanitation projects. These Projects were identified by the communities during the IDP road shows and they find expression in the IDP, Budget and Service Delivery Implementation Plan. Most of the water projects are multi-year and the spring protection, rain water collection and sanitation have targets that can be accomplished in a period of month to a year.

The Infrastructure department has three (3) sub-directorates or units:

Projects management unit (PMU)

Municipal Works

Professional Services

#### **4.1. KEY CHALLENGES**

Performance management is about managing results. It guides the department's approach to planning, budgeting, monitoring and reporting. It is designed to link planning and budgeting; to institutionalize evidence into planning and project design and budget decision-making. Performance is also about nurturing innovative ways to cope with tight budget, prioritize resources and better inform taxpayers and the community on our progress in carrying out the vision of the municipality. Every year the respective departments state the challenges that affect their ability to effectively engage diplomatically or deliver services.

Some of the significant challenges experienced by the Infrastructure department were delays in appointing the Director: PMU and Service Providers which contributed to the department not to meet the planned targets.

#### **4.2. Corrective Measures**

A service provider has been appointed to assist this particular department on project management and the department will ensure that the skills are transferred to the technical personnel. The PMU manager position has been filled.

#### **4.3. 2018/2019 Mid-Year Performance Assessment report for Infrastructure Services**

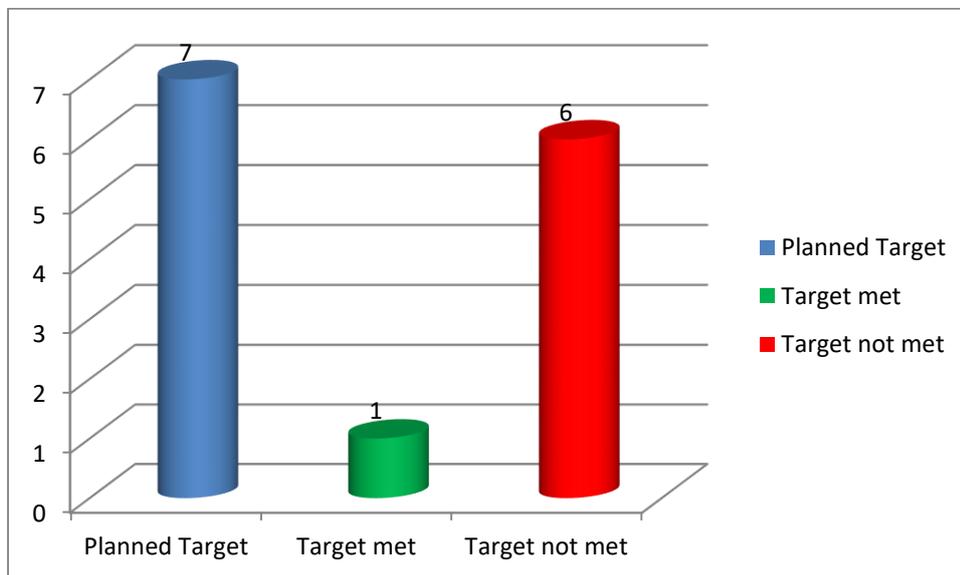
The Infrastructure Services Department had a total of 7 planned targets in the first half of the year. 6 target was achieved and 1 could not be

achieved. The table below illustrates the performance of the infrastructure services in comparison with the previous financial year. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure.

*The table below shows the Mid-Year performance of the department compared to the previous financial year*

Previous Financial Year- 2017/2018 (Mid-Year)			Planned Target	Achieved Target	Target Not Achieved	Level of Satisfaction
Planned Target	Achieved Target	Target Not Achieved	2018/2019 F/Y			
22	2	20	7	6	1	

**The bar chart below illustrate performance highlights of Infrastructure Department 2018/2019 Financial Year**



This bar graph presents the highlights from the key performance measures included in the 2018/2019 IDP financial year. The department planned to achieve 7 targets in this KPA. Only 1 target was achieved and 6 targets could not be achieved. Performance achievement in this KPA is

sitting at 14%. This therefore means that performance achievement in this KPA has significantly decreased.

## **5. WATER SERVICES DEPARTMENT**

The main objective of this department is to ensure efficient operation and maintenance of a water supply schemes in order to provide safe drinking water as per designed quality and quantity. The functions of this department include planning and design, Operation and maintenance of water schemes and Good Governance.

### **5.1. Planning and Design Unit**

To ensure the availability of sufficient good quality water, it is tremendously imperative to plan and design suitable water supply schemes. These water schemes should be able to provide portable water to the various sections of communities residing within the Harry Gwala district municipality in accordance with the demands and requirement. The provision of such a scheme should ensure constants and reliable water supply to the people to which it has been designed and ensuring better living standard. The unit is also responsible for ensuring that the water consumed by the communities is of good quality by taking water samples for analysis and testing for the control of bacteriological quality and ensure that the water schemes have water use licenses for compliance with the Department of water and sanitation requirements.

### **5.2. Operation and Maintenance**

By Operation" we refer to timely and daily operation of the components of a Water Supply schemes such as treatment plant, machinery and equipment, conveying mains, service reservoirs and distribution of water effectively by various technical personnel, as a routine function.

Whereas "Maintenance" is defined as the act of keeping the structures, plants, machinery and equipment and other facilities in an optimum working condition. Maintenance also includes preventive /routine maintenance and also breakdown maintenance, replacements, correction of defects. The department has developed the Operation and maintenance plan to ensure that the water schemes are fully functional and attended to when faults are reported by the community. Job cards

are issued as when the fault is reported for repairs and maintenance. The budget was set aside for water schemes due for refurbishment. To ensure effective and efficient service delivery, a budget for the installation of smart water meters was set aside. This will assist the municipality to be able to make collections to the water users who are not indigent.

### **5.3. Good Governance**

Efficient and effective operation depends upon sound water supply strategies made up of water safety plans to ensure good quality water supply. The focus of this unit is on ensuring that the water and sanitation related regulations are adhered to, developing water by-laws and policies. Conducting awareness campaigns for conservative use of water and Health and Hygiene education are amongst the functions of this unit. The customer care unit was established to ensure that the water and sanitation related issues are reported and attended to timeously by the relevant personnel. This unit is also responsible for ensuring that the quality of water consumed by the Harry Gwala residents is good and complies with the required standards regulated by the national department of Water and Sanitation as well as ensuring that the human excreta is disposed correctly and does not affect the quality of water i.e the Blue and Green drop status.

### **5.4. Key Challenges**

Dilapidated infrastructure is a major contributor to the huge losses of water and money. Some of the key issues contributing to the poor Operation & Maintenance (O&M) have been identified as follows:

- Inaccurate co-ordinates which makes it difficult to identify the infrastructure assets
- Insufficient funds, equipment and material
- Inadequate Workmanship
- Aged Infrastructure
- Illegal connections of water

### **5.5. Corrective measures**

An amnesty was implemented to enhance revenue collection, but there is still a challenge of insufficient funds to deal with issues of operation

and maintenance. Smart meters were purchased and installed but not yet activated.

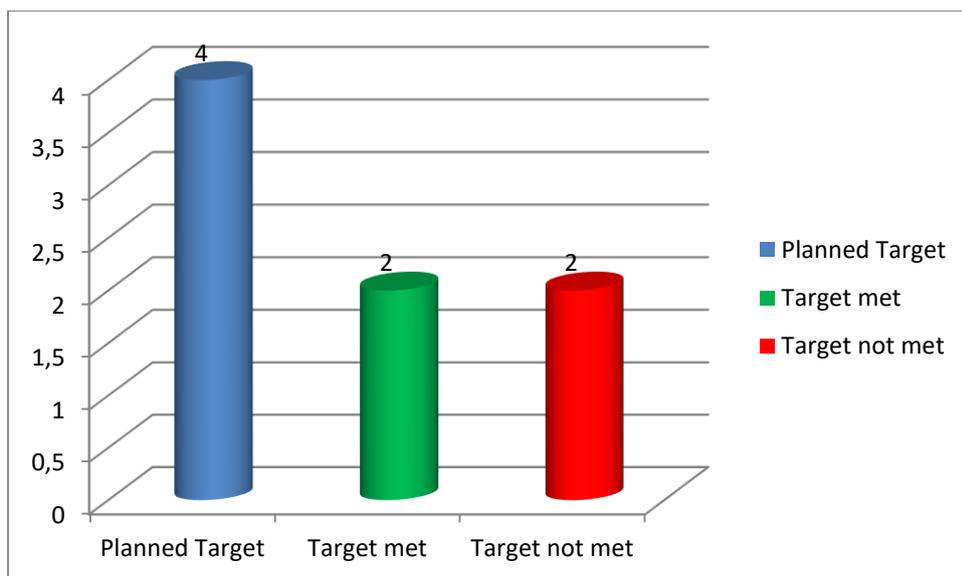
### 5.6. 2018/2019 Mid-Year Performance Assessment report for Water services

The Water Services Department had a total of 4 planned targets in the first half of the year. 2 targets were achieved and 2 could not be achieved. The table below illustrates the performance of the infrastructure services in comparison with the previous financial year. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure.

*The table below shows the Mid-Year performance of the department compared to the previous financial year*

Previous Financial Year- 2017/2018 (Mid-Year)			Planned Target	Achieved Target	Target Not Achieved	Level of Satisfaction
Planned Target	Achieved Target	Target Not Achieved	2018/2019 Financial Year			
7	2	5	4	2	2	

### 5.7. The bar chart below illustrate performance highlights for Water Services Department 2018/2019 Financial Year



This bar graph presents the highlights from the key performance measures included in the 2018/2019 IDP financial year. The department planned to achieve 4 targets in this KPA. Only 2 targets were achieved and 2 targets could not be achieved. Performance achievement in this KPA is sitting at 50%. This means that performance achievement in this KPA has slightly improved.

## **6. SOCIAL AND DEVELOPMENT PLANNING SERVICES DEPARTMENT**

The Social Services Directorate is responsible for Disaster Management and the Municipal Health services. The unit mainly focuses on social wellbeing aspect of our communities as per the South African Constitution section 24 and performs its function guided by the Disaster Management Act and the National Health Act. However, there are policies developed by the municipality to further define its function and services for the District. Some of these policies include the Disaster Management policy, Pauper burial Policy, Municipal Health Services Policy, the Health & Hygiene education strategy and the Draft Municipal Health Services By-laws.

During budgeting and planning priority is given to the basic needs of the people residing within Harry Gwala district municipality. Disaster management is one of the core functions for the municipality. Support is given to the families during disaster incidents, proving lightning conductors in areas prone to lightning, conducting disaster awareness campaigns to ensure that Harry Gwala communities as required by the Disaster Management Act. Harry Gwala is a rural municipality and it

exposed to field fire, therefore the disaster management unit ensures that there is budget provision for procurement and distribution of fire beaters to the communities to enable them to control field fires.

### **6.1. Municipal Health Services**

Man have used water since the dawn of history; but the realization of its importance and, in some instances, of its danger, to health is a relatively a recent development. Even today this knowledge is not complete, particularly the incidence of certain communicable diseases. Early investigation conducted were principally concern with Cholera and Typhoid fever and later diarrheal diseases. More recently an increasing attention has been given to the role of water in transmitting certain virus diseases. Harry Gwala as water service authority has a functional Municipal Health service unit with 7 professional health practitioners. The main focus of this unit, guided by their polies and the National Health act is to monitor water quality consumed by the community. This is conducted through taking the water samples for testing and analysis on a monthly basis. This process assist the municipality to detect early any water related diseases and conduct awareness of any outbreak to the community.

Inspection of business premises is conducted on monthly basis to ensure compliance with relevant legislation and By-laws. Conducting clean up campaigns to encourage the community to keep their tows clean at all times. A pauper burial policy is in place to ensure that destitute are buried in dignified manner. To comply with National Health Act exhumation application requests are processed in conjunction with the relevant department.

### **6.2. Special Programs Unit**

This directorate is mainly responsible for sport & Recreation, Youth and Special programs for men, women, elderly people and people living with disability. It`s functions ranges from supporting the cultural events and Umkhosi womhlanga. Promoting healthy living style through women and men`s` forums. Currently South Africa is highly dependent on social grants resulting in few people contributing to the GDP. These forums plays an enormous role in encouraging men and women to get educated through adult learning facilities in order to be able to get decent jobs and enabling them to establish and manage their own businesses.

In order to achieve the constitutional objectives in section 153 of the constitution youth and elderly people participate in national and provincial development programmes. Youth participate in KZN- South African Association Local Games (SALGA) to sure case their talent and sometimes get an opportunity to be selected to participate in the National games and being selected to play in other teams where they get paid huge amounts of money for their talent. The elderly citizens are given a chance to participate in provincial and national golden games to keep their bodies healthy and fit.

Horse riding event which is conducted in conjunction with Sports and Recreation department is annually hosted in Dundee under the Uthukela district municipality. Young people residing within the district are able to raise their concerns and ensure that the municipality plans and budget for their programmes through Youth Indaba. Programmes for People living with disabilities are implemented to ensure that they get all the support required. Social services deal with all ages and all members of the Harry Gwala population.

### **6.3. Planning and Development unit**

This unit is responsible for municipal planning and geographic information system. To improve planning administration, the HGDM, CoGTA and Local Municipalities (LMs) are working together to implement the Application Filing and Monitoring System (AFMS) to enable municipalities to process development applications within the specified timeframes as stated in the Planning and Development Act. To indicate the future development and significant economic opportunities the Spatial Development Framework (SDF) was developed and reviewed annual.

This unit is also responsible for the Geographic Information System (GIS) which is used as planning and strategic tool to acquire the base data in preparation of the SDF. GIS assist the Harry Gwala district municipality to identify the projects that falls in and outside the boundaries of this district.

### **6.4. IDP/PMS UNIT**

This directorate is responsible for Planning, Monitoring and Reporting processes of the municipality as mandated by the Municipal Systems Act, Municipal Finance Management Act and the Local Government

Regulations: Municipal Managers and Managers directly accountable to the Municipal Manager.

Planning is the first phase of the organization. Integrated development planning (IDP) as defined by the Municipal Systems Act, is a process by which municipalities prepare a 5 year strategic plan that is reviewed annually in consultation with communities and stakeholders. This strategic plan adopts an implementation approach and seeks to promote integration. By balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation and by coordinating actions across sectors and spheres of government. The IDP delivers a number of products that translate to the formulation of the municipal budget, the development of a Service Delivery and Budget Implementation Plan (SDBIP) and an organizational performance scorecard for the municipality.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets. It links each service delivery output to the budget of the municipality by providing credible management information and a detailed plan for how the municipality will provide such services. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible.

The SDBIP is also a vital monitoring tool for the Mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the Mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery. Hence this Mid-Year assessment has been conducted.

## 6.5. KEY CHALLENGES

Due to insufficient financial resources some of the projects were placed on hold.

## 6.6. CORRECTIVE MEASURES

The projects will be re-prioritized in the next financial year should the financial position of the municipality improve.

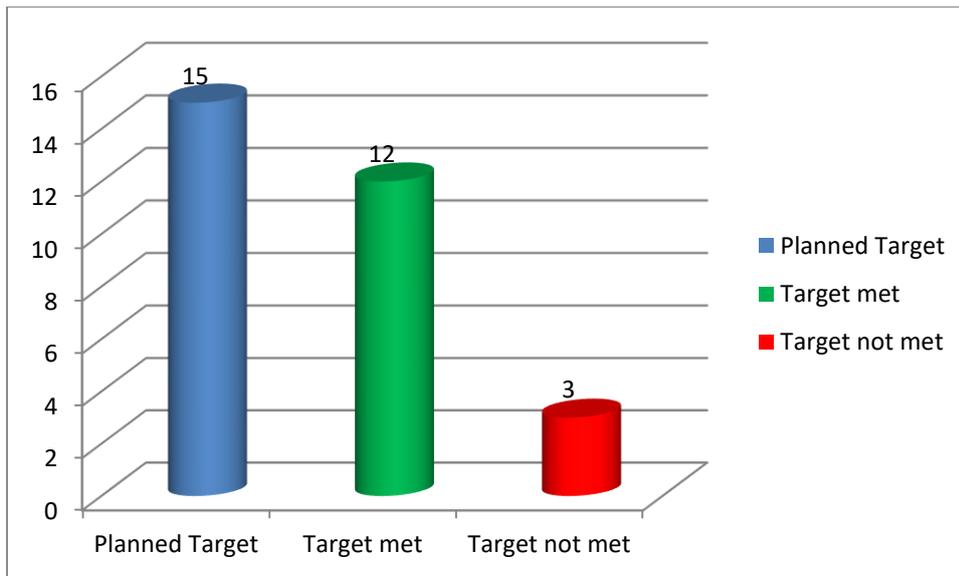
## 6.7. 2018/2019 Mid-Year Performance Assessment report for Social Services and Development Planning

The department had planned to achieve 15 targets, and a total of 12 targets were achieved and 3 could not be achieved. The table below illustrates the performance of the Social and Development Planning in comparison with the previous financial year. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure.

*The table below shows the Mid-Year performance of the department compared to the previous financial year*

Previous Financial Year-2017/2018 (Mid-Year)			Planned Target	Achieved Target	Target Not Achieved	Level of Satisfaction
Planned Target	Achieved Target	Target Not Achieved	2018/2019 Financial Year			
12	10	2	15	12	3	

## 6.8. The bar chart below illustrate performance highlights for Social and Development Planning Department 2018/2019 Financial Year



This bar graph presents the highlights from the key performance measures included in the 2018/2019 IDP financial year. The department planned to achieve 15 targets in this KPA. 12 targets were achieved and 3 targets could not be achieved. Performance achievement in this KPA is sitting at 80%. This means that performance achievement in this KPA has slightly decreased but commendable.

## **7. CORPORATE SERVICES DEPARTMENT**

The department is comprised of two directorates each dealing with an aspect of the internal functions of the administration. Firstly, the Human Resource Management and secondly the Administrative support which will assist in increasing service delivery. To ensure the realization of the vision of the Harry Gwala district municipality Corporate Services directorate ensures that there is enough human resource for effective and efficient service delivery. One of the focus areas of this department is agenda setting for the Council, Executive committee meetings and Portfolio committees where politicians have to take serious decisions on service delivery and compliance issues. Municipal Structures Act, No. 117 of 1998 states that the municipal council must meet at least quarterly.

The Employment Equity Plan (EEP) was developed to comply with section 10(e) of the regulations which states that target groups must be employed in the three highest levels of management in the municipality. To Provide training of Councilors and Employees, the Workplace Skill Plan was

develop and a budget was set aside to ensure that a certain percentage of the municipality`s budget is spent on skill development.

### **7.1. Human Resource Management**

This unit is responsible for implementation of the Employee wellness programs: HIV and Aids in the implementation of Workplace Skills plan and amongst other things are the following programmes:

- Occupational Health and Safety and
- Recruitment and
- Skills development

### **7.2. Administrative Support**

- IT Support and Systems Administration, and
- Networking, Software and hardware maintenance
- Procurement of Stationery
- Cleaning and security services
- Fleet management of the organization

### **7.3. Key Challenges**

The department could not achieve some of the projects planned due to insufficient funds.

### **7.4. Corrective Measures**

All projects that were not met will be re-prioritized in the next financial year should the financial position of the municipality change.

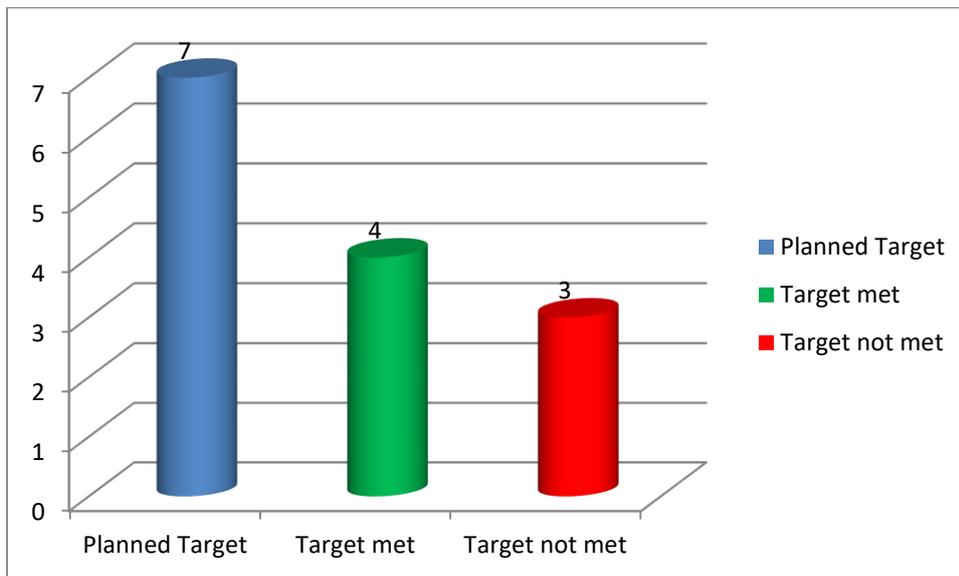
### **7.5. 2018/2019 Mid-Year Performance Assessment for Corporate services**

In the Corporate Services Department a total of 7 targets were planned in the mid-year of 2018/2019 financial year. Out of 7 planned targets 4 were met and only 3 could not be met. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure.

The table below shows the Mid-Year performance of the department compared to the previous financial year

Previous Financial Year- 2017/2018 (Mid-Year)			Planned Target	Achieved Target	Target Not Achieved	Level of Satisfaction
Planned Target	Achieved Target	Target Not Achieved	2018/2019 Financial Year			
23	19	4	7	4	3	

**7.6. The bar chart below illustrate performance highlights for Corporate Services for 2018/2019 Financial Year**



This bar graph above depicts the key performance measures for the 2018/2019 mid-year financial year. The department planned to achieve 7 targets in this KPA however 4 targets were achieved and 3 targets could not be achieved. Performance achievement in this KPA is sitting at 57%. Performance in this KPA is satisfactory.

## **8. BUDGET AND TREASURY OFFICE**

This department is made up of 4 directorates: Budget and Reporting, Creditors, Income and Supply chain management unit. To comply with the Municipal Finance Management Act 56 of 2003, the Budget and Salaries prepared budget for the municipality which was approved by council before the start of the current financial year. To manage the affairs of the municipality and assess its

### **8.1. Budget and Reporting Unit**

To comply with section 21 of the MFMA, the accounting officer of a municipality ensured that the budget is prepared as stipulated in section 68 of the Act and took reasonable steps to ensure that funds are spent accordingly as per section 69 of the Act.

Prospective Investors need Financial Statements (FS) to assess the viability of investing in a company. Investors may predict future dividends based on the profits disclosed in the Financial Statements. Furthermore, risks associated with the investment may be gauged from the Financial Statements. Therefore, the municipality produced the Financial Statements to provide a basis for the investment decisions of potential investors. The decisions to lend are also supported by a sufficient asset base and liquidity. Governments require Financial Statements to determine the correctness of tax declared in the tax returns. Government also keeps track of economic progress through analysis of Financial Statements of businesses from different sectors of the economy.

### **8.9. Income Unit**

Due to the level of unemployment and poverty within Harry Gwala municipal areas, there are both households and citizens who are unable to access or pay for basic services; this grouping is referred to as the "indigent". A municipality has developed and adopted an Indigent policy to ensure that the indigent can have access to the package of services included in the FBS programme.

The indigent are those people who have an income of less than the old age grant who are entitled to free basic services from government. The municipality has started developing the Indigent Register.

### **8.10. Supply Chain Management Unit**

An Assets Register was developed for municipal assets like infrastructure assets and office assets. These assets were verified on quarterly basis for administrative purposes. Most of these assets are expected to be used for more than one accounting period.

The supply chain Management Policy was developed to comply with section 217 of the Constitution of the Republic of South Africa which states that that, when government contracts for goods and services it must do so in a way which is fair, equitable, transparent, competitive and cost-effective and is currently implemented.

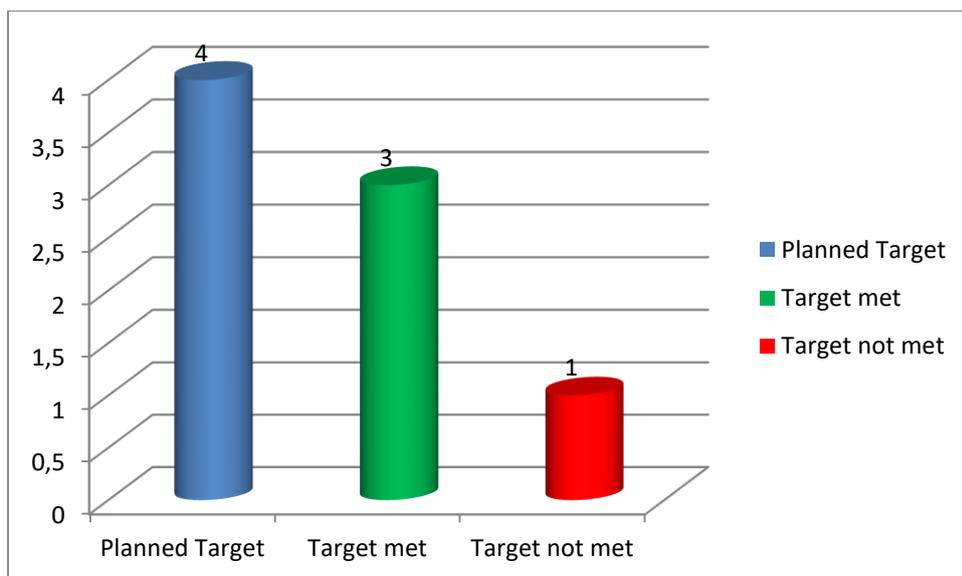
### 8.11. 2018/2019 Mid-Year Performance Assessment report for Budget and Treasury Office

In the Budget and Treasury a total of 4 targets were planned in the mid-year of 2018/2019 financial year. 3 targets were met and 1 could not be met. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure.

*The table below shows the Mid-Year performance of the department compared to the previous financial year*

Previous Financial Year-2017/2018 (Mid-Year)			Planned Target	Achieved Target	Target Not Achieved	Level of Satisfaction
Planned Target	Achieved Target	Target Not Achieved	2018/2019 Financial Year			
37	17	20	4	3	1	

### 8.12. The bar chart below illustrate performance highlights for Budget and Treasury Office for 2018/2019 Financial Year



This bar graph presents the highlights from the key performance measures included in the 2018/2019 IDP financial year. The department planned to achieve 4 targets in this KPA. 3 targets were achieved and 1 targets could not be achieved. Performance achievement in this KPA is sitting at 75%. This means that performance achievement in this KPA has gone up.

## 9. OFFICE OF THE MUNICIPAL MANAGER

The Municipal Manager, as the Head of Administration and the Accounting Officer of the municipality has played a major role in ensuring that the administration of the affairs of the municipality are governed by the democratic values and principles enshrined in the Constitution, but not limited to the local Government Municipal Systems Act, 32 of 2000 and chapter 8 of the MFMA, No. 56 of 2003. As the head of administration, she ensured that the administration is attended to at all the time. With her extensive statutory and delegation of powers and duties, the necessary reports for the Executive committee and council were prepared by the corporate services and checked by the Municipal Manager before they were submitted to council structures. To ensure credible public participation process is followed, the "Izimbizo" were held before the adoption of the IDP and the budget.

### 9.1. Internal Audit and Risk Management unit

As per section 165 of the MFMA, the Internal Audit unit prepared the risk-based audit plan and the internal audit programme for each financial year. The IA reports on implementation of the internal audit plan were submitted to Audit Committee and council. The Internal audit unit is directly accountable to Municipal manager to maintain their independence and objectivity and functionally report to the audit committee as per the Internal audit Charter.

Two Internal Audit Performance management reports are submitted to council during the mid-year and the action plan was developed to resolve the issues raised by Internal Audit unit.

## **9.2. Risk Management**

The Risk and control self-assessment workshop was conducted and the Risk register and profile was compiled in order to identify potential events that may affect the institution, evaluate and address risks on a continuous basis before such risks can impact negatively on the institution's service delivery capacity.

## **9.3. Strategic Support Unit**

This unit is responsible for the implementation of Sukuma Sakhe initiatives and coordinating HIV and AIDs programmes. For transparency and accountability to the community we are serving, the Newsletter is developed and publicized by this unit. To attract investors and to promote tourism within the district, Harry Gwala show cases the Infrastructure, LED and tourism projects and the videos are produced during the media tour which are conducted with local media and mainstream media at least twice a year. A successful Nyusi volume annual event was held in December 2018 which is coordinated by this unit.

## **9.4. Legal support unit**

There were no specific performance indicators set for this unit due to the nature of work that is dependent on other departments or external factors.

## 9.5. Key Challenges

Due to financial constraints the office of the Municipal Manager could achieve all targets set.

## 9.6. Corrective Measures

The office will re-prioritize for the next quarter.

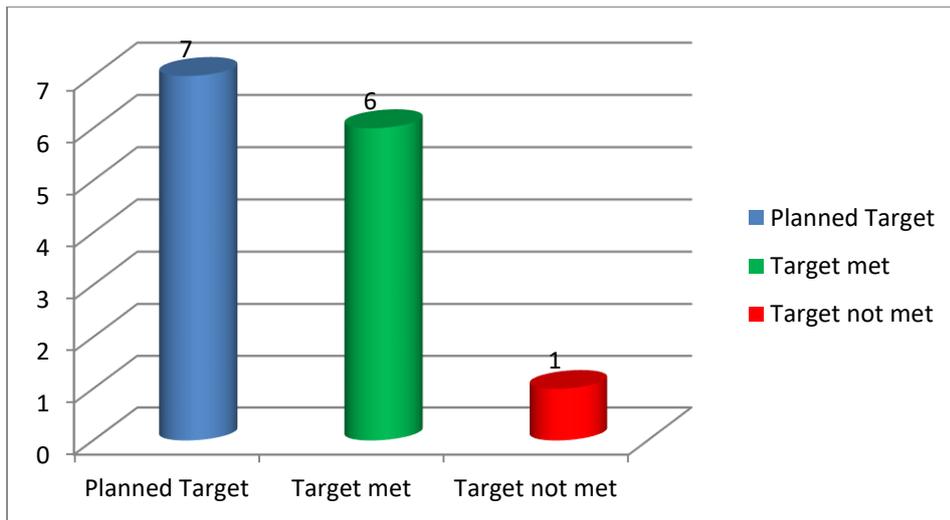
## 9.7. 2018/2019 Mid-Year Performance Assessment for the Office of the Municipal Manager

The table below reflects that a total of 7 targets were planned for the office of Municipal Manager in the 2018/2019 Mid-Year Performance. 6 targets were achieved and 1 were not achieved, and as such there are no material challenges that require drastic changes in the targets and indicators that were set. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure.

*The table below shows the Mid-Year performance of the department compared to the previous financial year*

Previous Financial Year- 2017/2018 (Mid-Year)			Planned Target	Achieved Target	Target Not Achieved	Level of Satisfaction
Planned Target	Achieved Target	Target Not Achieved	<b>2018/2019 Financial Year</b>			
25	20	5	7	6	1	

**The bar chart below illustrate performance highlights for Office of the Municipal Manager for 2018/2019 Financial Year**



This bar graph presents the highlights from the key performance measures included in the 2018/2019 IDP financial year. The department planned to achieve 7 targets in this KPA 6 targets were achieved and 1 targets could not be achieved. Performance achievement in this KPA is sitting at 85%. This means that performance achievement in this KPA has gone up.

### **ORGANISATION STRATEGIC OBJECTIVE PERFORMANCE ASSESSMENT**

Through the municipality’s scorecard model, the Accounting Officer has therefore assessed performance against the 5 Key Performance Areas (KPA’s), indicators, and targets. Hence this report is submitted to the mayor as mandated by the MFMA. This report was also tabled to the council in order to comply with the regulation 28(1) of the Local Government: Municipal performance regulations for Municipal managers and managers directly accountable to the municipal manager, 2006 which recommends that performance reports be prepared quarterly.

Organisational Performance depends on the departmental scorecards; hence the performance of the organisation has declined. The challenges listed below have impacted negatively on the performance of the municipality.

### **Key Challenges**

Due to accruals relating to the previous financial year that have affected the liquidity of the municipality in a negative manner and certain projects were placed on hold until the financial state of the organisation improves. The prolonged drought has also affected adversely the municipal billing

and collection, also contributing negatively to the financial health of the municipality.

### **Corrective Measures**

Certain projects were placed on hold until the financial health of the municipality improves. Legal steps were taken to enforce payment for water usage. Belt tightening measures were also introduced to assist in improving the financial state of the municipality.

## **ORGANISATION STRATEGIC OBJECTIVE PERFORMANCE ASSESSMENT**

Through the municipality's scorecard model, the Accounting Officer has therefore assessed performance against the 5 Key Performance Areas (KPA's), indicators, and targets. Hence this report is submitted to the mayor as mandated by the MFMA. This report was also tabled to the council in order to comply with the regulation 28(1) of the Local Government: Municipal performance regulations for Municipal managers and managers directly accountable to the municipal manager, 2006 which recommends that performance reports be prepared quarterly.

Organisational Performance depends on the departmental scorecards; hence the performance of the organisation has declined. The challenges listed below have impacted negatively on the performance of the municipality.

### **Key Challenges**

Due to accruals relating to the previous financial year that have affected the liquidity of the municipality in a negative manner and certain projects were placed on hold until the financial state of the organisation improves. The prolonged drought has also affected adversely the municipal billing and collection, also contributing negatively to the financial health of the municipality.

### **Corrective Measures**

Certain projects were placed on hold until the financial health improves. Legal steps were taken to enforce payment for water usage. Belt

tightening measures were introduced to assist in improving the financial state of the municipality.

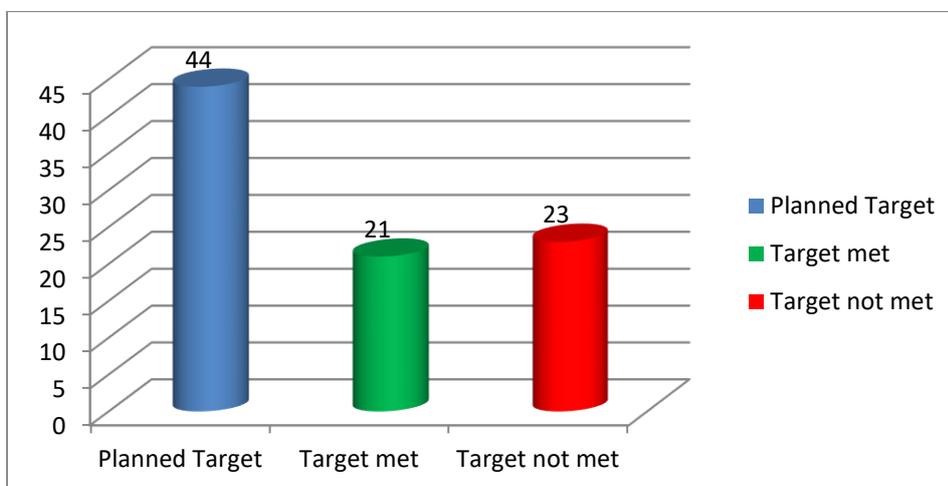
### 2018-2019 Organizational Mid-Year Performance Assessment

The overall organizational performance of the municipality has 44 planned targets. A total of 16 targets were met and 28 could not be achieved. The table below illustrates the organizational performance. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure.

*The table below shows the Mid-Year performance of the department compared to the previous financial year*

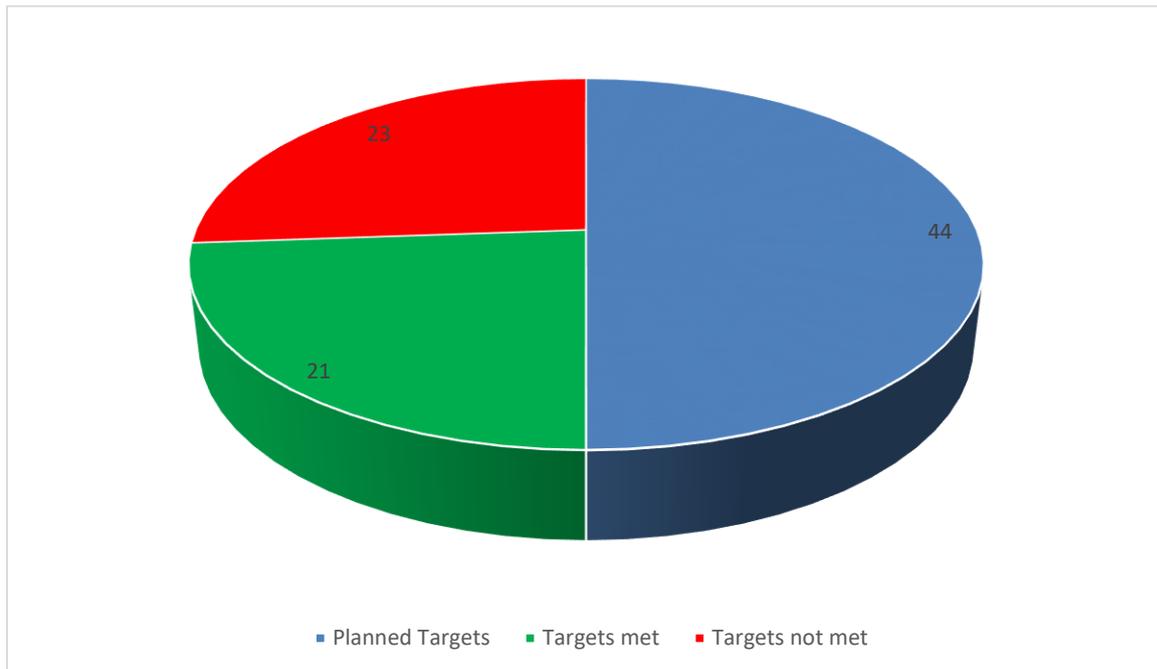
Planned Target	Achieved Target	Target Not Achieved	Planned Target	Achieved Target	Target Not Achieved	Level of Satisfaction
Previous Financial Year- 2017/2018 (Mid-Year)			2018/2019 Mid-Year			
17	10	7	44	21	23	

**The bar chart below illustrate performance highlights for Organizational Score card for 2018/2019 Financial Year**



This bar graph presents the highlights from the key performance measures included in the 2018/2019 IDP financial year. The Organizational score card had 44 planned targets to be achieved in all the KPAs. 21 targets were achieved and 23 targets could not be achieved. Performance achievement in all the KPAs is sitting at 47%. The performance of the organization has decreased.

### Summary of the Municipal Mid – Year Assessment 2018/2019



The chart above demonstrates that the municipal performance has decreased. It is important to note that there is a total of 21 targets which were not achieved. The reasons and corrective measures were stated. However, the organization has to ensure that the targets set are realistic.

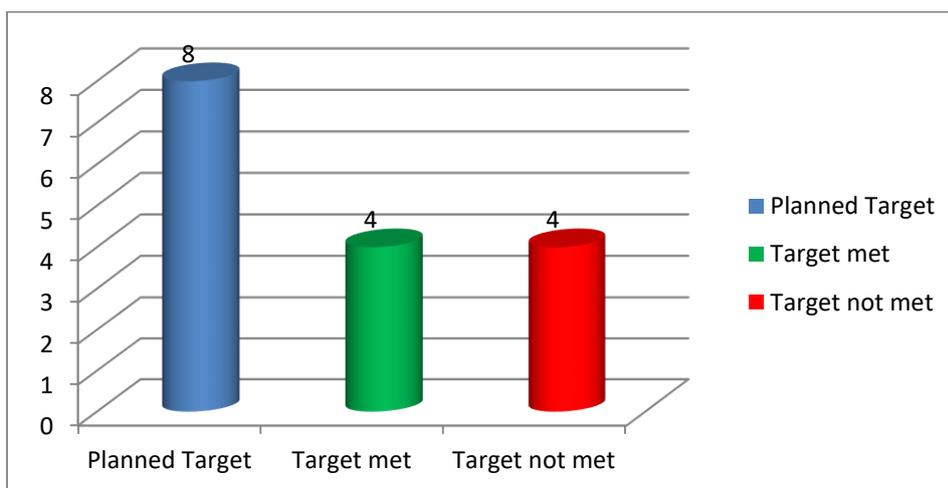
## 2018-2019 Harry Gwala Development Agency Organizational Mid-Year Performance Assessment

The overall performance of the Entity has 8 planned targets. A total of 4 targets were met and 4 could not be achieved. The table below illustrates the organizational performance. For more information regarding the list of planned, achieved and not achieved targets, the Mid-Year reporting template is attached as an annexure.

*The table below shows the Mid-Year performance of the Entity compared to the previous financial year*

Planned Target	Achieved Target	Target Not Achieved	Planned Target	Achieved Target	Target Not Achieved	Level of Satisfaction
Previous Financial Year- 2017/2018 (Mid-Year)			<b>2018/2019 Mid-Year</b>			
16	5	11	8	4	4	

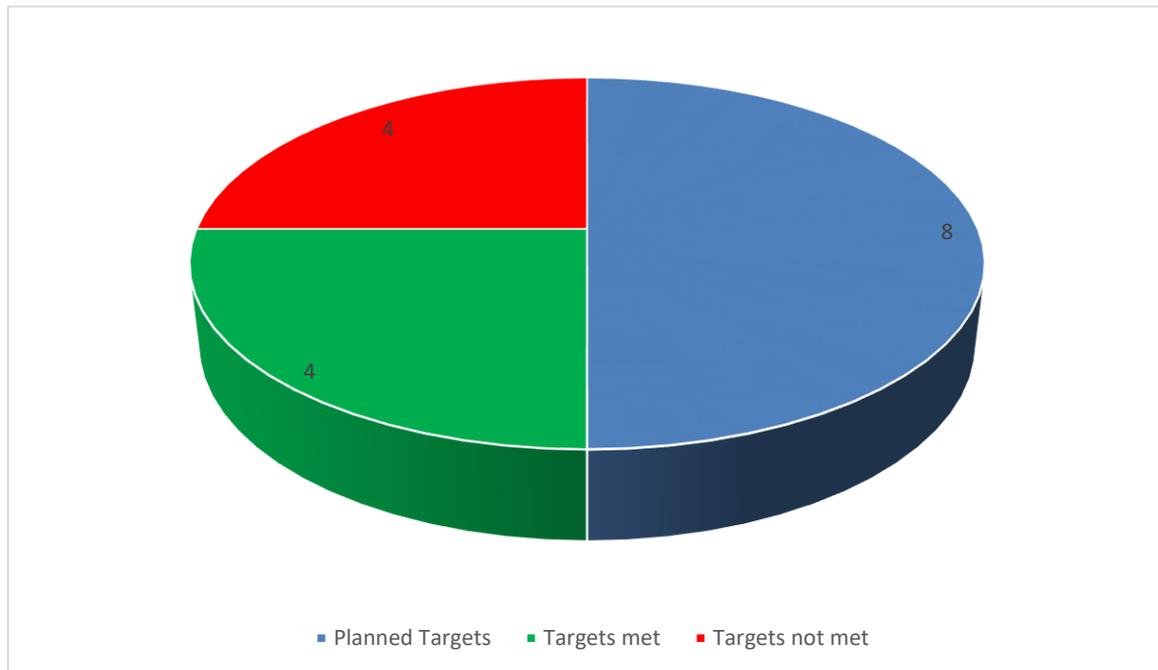
**The bar chart below illustrate performance highlights for Entity for 2018/2019 Financial Year**



This bar graph presents the highlights from the key performance measures included in the 2018/2019 IDP financial year. The HGDA score

card had 8 planned targets to be achieve in all the KPAs. 4 targets were achieved and 4 targets could not be achieved. Performance achievement in all the KPAs is sitting at 50%. The performance of the Entity slightly improved.

### Summary of the Entity Mid – Year Assessment 2018/2019



The chart above demonstrates that the Entity performance has slightly improved. It is important to note that there is a total of 4 targets which were not achieved. The reasons and corrective measures were stated. However, the Entity has to ensure that the targets set are realistic.