

# **MALUTI- A- PHOFUNG MUNICIPALITY**

## **MID-YEAR PERFORMANCE REPORT**

**JULY – DECEMBER 2012**

### **OFFICE OF THE MUNICIPAL MANAGER**



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#### **VISION OF THE MUNICIPALITY**

By 2020 Maluti- a- Phofung will be technologically advanced and have unlocked the indigenous entrepreneurial spirit of all of her people within an equitable, sustainable, healthy, crime-free and moral society. Based in the most beautiful part of the world, where unemployment and poverty will be unheard of and the rest of the world will discover our unique African cultural heritage.”

#### **MISSION OF THE MUNICIPALITY**

- Encouraging self-reliance
- Ensuring co-ordination and collaboration of various stakeholders in the delivering of development in an integrated and sustainable manner
- Promoting a healthy and vibrant community with high moral standards
- Unlocking the development potential of the area, particularly tourism and indigenous knowledge and mobilising investment because of our uniqueness.
- Ensuring that everyone will be active in the economy and utilise technology to our advantage.
- Utilizing our highly skilled workforce and ensuring that literacy and numeracy levels are above average.
- Enabling all communities to have access to basic services and land.
- Ensuring a safe, healthy and secure environment,
- Caring for our disabled and aged to be independent
- Promoting gender equity and developing our youth as our future asset and

- Being an accountable government to all its people.

## **DEPARTMENT**

### **OFFICE OF THE MUNICIPAL MANAGER**

## **DEPARTMENTAL OBJECTIVES STATED IN THE IDP**

**Ensure that the objects of local government in the Constitution set out below are met.**

- To provide democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To encourage the involvement of communities and community organisations in the matters of local government.
- To strive to achieve the objects set above within the municipality's financial and administrative capacity.

**Specific objectives for 2012/13, as determined in the IDP and Free State Provincial Development Strategy are set out below.**

- To promote and ensure an integrated approach towards service delivery in the Free State.
- To contribute to the creation of a public service environment conducive to the achievement of an integrated approach to service delivery in the Free State.
- Improve communication and collaboration between MAP and Community.
- Improve communication and collaboration between spheres of government.
- To build inter- governmental partnerships between civil society, business community and to encourage responsible citizenship
- To ensure an accountable and performance driven local government
- Properly manage and control finances of council
- Proper and well maintained IT system

## **CORE FUNCTIONS**

The core functions of this department are particularly aligned to the five key performance areas governing Local Government as contemplated by the National Government. As delineated under the vision statement, this department will continue to instil a culture of 'eradicating poverty' by adhering to the underneath KPAs as captured hereunder. This department will not deviate from enhancing and performing the following critical functions:

- Co-ordination of activities within and among departments
- Administration and Management
- Planning of activities within and among departments
- Leading activities within and among departments
- Controlling activities within and among departments
- Communications
- Strategic Planning & Community Participation
- Organisational and Systems Development and maintenance
- Management of Infrastructure Development
- Monitoring & Evaluation of Performance and service delivery
- Management and Accounting
- Corporative and co-operative Governance
- IDP and Performance Management
- Ensure stakeholder and role-player participation in municipality's affairs
- Budgeting & Budget Implementation

## SERVICE DELIVERY INFORMATION – OPERATIONAL BUDGET FOR 2012/2013

Objective	KPI	Baseline	Reporting baseline Indicator	Annual Target	2nd QRT	2 <sup>nd</sup> QRT	Evidence	Progress
					Target	Outcome		
<b>1.To ensure long term planning, knowledge management, and efficient coordination of service delivery</b>	% implementation of Turn-Around strategy aligned to Outcomes 7(Rural development) and 9(Responsive, accountable, efficient and effective local government )	60%	Mid year	100%	50%	50%	Mid year and Annual Reports	Mid-Year Reports on the implementation of MTAS, Outcomes 7 and 9 have been compiled for Council consideration.
<b>2.To ensure proper coordination and management of IDP and performance review</b>	% of reviewed and completed IDP within prescribed legislative time frames.	Complete d IDP	Annually	100%			IDP 2013/14 Council resolution	Public participation schedule has been advertised in the local newspapers
	No. of signed performance agreements within prescribed legislative time frames.	9	Quarterly	9 signed performance agreements	9	8	Council Resolution	8 performance agreements signed, only one outstanding because the post has not been filled (Sport, Arts and Culture)
	No. of signed SDBIPs Implementation plans within prescribed legislative time frames.	9 signed SDBIPs	Quarterly	9	9		Council Resolution	All 9 SDBIPS are signed and submitted to COGTA and Treasury

Objective	KPI	Baseline	Reporting baseline Indicator	Annual Target	2nd QRT	2 <sup>nd</sup> QRT	Evidence	Progress
					Target	Outcome		
3.To ensure effective coordination of governance processes and compliance to legislative requirements	% compliance to governance processes and legislative requirements	85%	Annually	100%			Reports submitted. Council Resolutions.	Quarterly reports submitted and approved by Council, Mid-Year reports, due for approval of Council.
4.To encourage communities to participate in the activities of the Municipality	No. of wards inclusive of stakeholders participated in IDP review	35 wards inclusive of stakeholders	Mid-Year	35 wards inclusive of stakeholders		35	Attendance Registers/ Notices for public participation	Public participation schedule has been advertised in the local newspapers for implementation in February 2013.
5.To ensure effective administrative management and coordination of strategic issues by all managers	No. of quarterly reports submitted to Council	36 reports	Quarterly	36 reports	9	18	Council Resolution	9 submitted and adopted by Council and another 9 is due for February Council consideration.
6.To ensure the compilation of the budget in terms of the budget process (MFMA)	No. of wards inclusive of stakeholders participated in the budget review	35 wards inclusive of stakeholders	Mid- Year	35 wards inclusive of stakeholders			Attendance registers	The budget Public participation process to commence after the approval of draft budget.
7.To ensure quality infrastructural development	% of reduced backlogs on electricity	9,8%	Mid Year	4%		2%	Reports	
	% of reduced backlogs on roads	88%	Mid year	20%		10%		

**INTERNAL AUDIT**  
**MALUTI-A-PHOFUNG MUNICIPALITY**  
**MID-YEAR PERFORMANCE REPORT**  
**JULY – DECEMBER 2012**  
**2012/2013 FINANCIAL YEAR**



**OBJECTIVES**

To provide quality audit services in terms of an integrated audit approach and to provide advice and information to management and the Audit Committee in a cost-effective manner.

Although Internal Audit Unit is not a revenue generating function, it is an essential support and control function to assist Management in order to prevent losses and even to generate savings for Council.

## **CORE FUNCTIONS**

<b>REGULARITY AUDITING</b>	<b>PERFORMANCE AUDITING</b>
<ul style="list-style-type: none"><li>• Monitor Risk Management Process</li><li>• Determine compliance with regulations, Council resolutions, Ordinance stipulations etc.</li><li>• Review and appraise control systems.</li><li>• Review and appraisal of the extent to which Municipality assets are accounted for and safeguarded against losses.</li></ul>	<ul style="list-style-type: none"><li>• Ascertain the reliability of Management data developed within the organisation.</li><li>• Appraising performance in the carrying out of assigned responsibilities.</li><li>• Appraising the effective and economical application of resources.</li><li>• Appraising the effective attainment of goals.</li></ul>

## **SERVICE DELIVERY INFORMATION – OPERATIONAL BUDGET FOR 2012/2013**

Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
1. To monitor risk management process	Increased % of monitoring risk management process	35%	Quarterly	65% internal audit findings	8%	16%	24%	30%		<p>Compiling wide ERM for municipality. Audit plans finalized</p> <p>Assist Provincial Treasury on reviews on internal audit &amp; Risk Management unit</p> <p>Develop terms of reference for MPAC</p> <p>Audit of leave credits for employees</p> <p>Held interviews for audit personnel</p> <p>Assist AG on reviews of MAP annual Financial Statements</p>
2. To ensure the reliability and integrity of financial and operating information	Increased % of reliability and integrity of financial and operating information	40%	Quarterly	60%	5%	10%	15%	20%	Number of findings	Compiling wide ERM for municipality. Audit plans finalized



Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
										<p>Finalized Audit Committee agenda</p> <p>Held meeting with section 32 Committee</p> <p>Assist Provincial Treasury on reviews on internal audit &amp; Risk Management unit</p> <p>Assist AG on reviews of MAP annual Financial Statements</p>
3.To determine compliance with policies, plans, procedures laws and regulations	Reduced % of internal audit findings	80% of internal audit findings	Quarterly	60% internal audit findings	5%	10%	15%	20%		<p>Compiling wide ERM for municipality.</p> <p>Audit plans finalized</p> <p>Assist Provincial Treasury on reviews on internal audit &amp; Risk Management unit</p> <p>Assist AG on reviews of MAP annual Financial Statements</p>

Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
4. To review the means of safeguarding assets and as appropriate verify the existence of such assets.	Reduced % of internal audit findings	80% of internal audit findings	Quarterly	60% internal audit findings	5%	10%	15%	20%	Number of findings	<p>Compiling wide ERM for municipality.</p> <p>Audit plans finalized</p> <p>Assist Provincial Treasury on reviews on internal audit &amp; Risk Management unit</p> <p>Assist AG on reviews of MAP annual Financial Statements</p>
5. To appraise the Effective, Economical and Efficient use of resources.	Reduce % of internal audit findings on EEEs	70% internal audit findings on EEEs	Quarterly	50% internal audit findings on EEEs	5%	10%	15%	20%	Number of findings on EEs	<p>Compiling wide ERM for municipality.</p> <p>Audit plans finalized</p> <p>Assist Provincial Treasury on reviews on internal audit &amp; Risk Management unit</p>

Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
										Assist AG on reviews of MAP annual Financial Statements
6. Review operations or programs to ascertain whether results are consistent with the established objectives and goals and whether the operations or programs are being carried out as planned.	Reduce % of internal audit findings on Performance Information	80%	Quarterly	64% internal audit findings on Performance Information	4%	8%	12%	16%	Number of findings on Performance Information	<p>Compiling wide ERM for municipality. Audit plans finalized</p> <p>Assist Provincial Treasury on reviews on internal audit &amp; Risk Management unit</p> <p>Assist AG on reviews of MAP annual Financial Statements</p>
7. Review and appraise the control systems.	Reduced % of internal audit findings	80% of internal audit findings	Quarterly	50% internal audit findings	7.5%	15%	22.5%	30%		<p>Compiling wide ERM for municipality. Audit plans finalized</p> <p>Assist Provincial Treasury on reviews on internal audit &amp; Risk Management unit</p>

Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
										Assist AG on reviews of MAP annual Financial Statements
8.To ensure internal controls through effective internal auditing and accounting	Reduced % of internal audit findings	80% of internal audit findings	Quarterly	50% internal audit findings	7.5%	15%	22.5%	30%	Number of findings	<p>Compiling wide ERM for municipality. Audit plans finalized</p> <p>Assist Provincial Treasury on reviews on internal audit &amp; Risk Management unit</p> <p>Assist AG on reviews of MAP annual Financial Statements</p>

**INFORMATION TECHNOLOGY**  
**MALUTI-A-PHOFUNG MUNICIPALITY**  
**MID-YEAR PERFORMANCE REPORT**  
**JULY – DECEMBER 2012**  
**2012/2013 FINANCIAL YEAR**



**OBJECTIVES**

- To provide technological services in terms of an integrated technological approach and
- To provide advice and information to management and the IT Steering Committee in a cost-effective manner.

Although Information Technology Unit is not a revenue generating function, it is an essential support and control function to assist Management in order to prevent information and data manipulation, preserve data integrity and even to generate savings for Council.

**CORE FUNCTIONS**

1. Ensuring compliance with regulations, Council resolutions, ordinance stipulations, communications acts etc.
2. Ensuring smooth operation of all computers and related equipments.
3. Preserving Council data integrity and authenticity.
4. Implementing DRP with the municipality and ascertaining adherence by all relevant stakeholders.

5. Implementing BCP for the Council to recover from major disasters.
6. Implementing information security to safeguard the Council from any inside, outside attacks from hackers, crackers, and viruses.
7. Design and implement user-defined systems.
8. Systems maintenance and upgrade.
9. Server maintenance, data back-ups, back-ups testing and restoration.
10. Design, implement, and update website.

### **SERVICE DELIVERY INFORMATION – OPERATIONAL BUDGET FOR 2012/2013**

Objective	KPI	Baseline	Reporting period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
To protect data during power failures.	No. of Uninterruptable Power Supply (UPS) installed.	4	Annually	8				8	Serial numbers	0%
To manage councils e-mails and account creations.	No. of email addresses managed.	150	Annually	15				15	E-mail address list	100%
To educate users on ICT security issues	No. of users to be educated in ICT security issues	0	Quarterly	200	50	100	150	200	Pamphlets-mails	0%
To implement municipal website as per legislative requirement MFMA.	% of compliance to implement municipal website as per legislative requirement MFMA.	100%	Annually	100%				100%	Report on placed item on the website	100%
To perform IT audit on all municipal IT infrastructure.	No. of operating computers assessed and their condition	90 computers assessed for their functionality	Mid-year	110		55		110	Allocated Serial numbers	0%
To secure and safeguard municipal data, systems and infrastructure.	No. of ICT policies complied with.	0	Annually	10				10	Implementation plan	0%
To enforce ICT policies and monitor the use of municipal systems.	No. of ICT policies implemented to tighten systems securities.	0								0%
To standardise computing environment	No of new computers installed.	70	Mid-Year	30		15		30	Allocated Serial numbers	2
To have business and data recovery	No. of tests conducted to assess the functionality of	0	Annually	01				01	Report	0%

Objective	KPI	Baseline	Reporting period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
point and to start from when after disaster has struck	the plan									

**COMMUNICATIONS  
MID-YEAR PERFORMANCE REPORT  
JULY – DECEMBER 2012**

**MALUTI-A-PHOFUNG MUNICIPALITY**

**2012/2013 FINANCIAL YEAR**



**UNIT OBJECTIVES**

- To ensure development in communication so that the people can understand the activities of the municipalities and encourage public participation and feel part of the municipality or an important stakeholder.
- Ensure that the council speaks in one voice for a common purpose.
- To properly position and project the municipality's image and profile.
- To provide a framework for effective communication.
- To construct a well structured unit as a strategic management tool and function.
- To get media as partners in the reconstruction and development of our community.
- To promote future projects and create awareness.
- Enhancing service delivery through effective communication.

**CORE FUNCTIONS**

Ensuring compliance with relevant legislation such as the Promotion of Access to Information Act



Liaising with other relevant stakeholders and government departments to promote key government campaigns and themes, e.g. Mayco meets the people campaign,

Countering negative reporting by feeding the media with reports of success, projects and programmes of the municipality in line with the IDP

Building sustainable relations and partnerships to ensure widespread understanding on the work of the municipality

Communication with people especially in the rural areas of our municipality

Improving internal communication and ensuring staff buy-in to articulate the vision and mission of the municipality

Managing web-site content and editing all municipal publications

Giving advice on media related issues and to provide factual information

To gather and monitor media reports and devise an appropriate strategy

Producing Internal and External Newsletter

Enhancing the municipality brand

Undertaking communication research, environmental scanning and analysis to determine communication context.

Speechwriting

## **SERVICE DELIVERY INFORMATION – OPERATIONAL BUDGET FOR 2012/2013**

Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
To facilitate better communication integration and co-ordination within the municipality	No. of internal newsletters published.	12 internal newsletters	Quarterly	12	3	6	9	12	Published newsletter	July & august publications printed and distributed. September-October issue not printed due to late coming of cartridges. November-December issue to printed due to unit laptop crushing, lost all information
To ensure consistent communication and better liaison among directorates	No. of management roadshows	2 Management roadshows	Mid-Year	2	2				Approved proposal and invitations	Attending management road shows as per invite
To communicate activities, programmes and successes of MAP	% of local people aware of municipality activities, programmes and policies	60%	Quarterly	80%	5%	10%	15%	20%	Attendance registers, citizen surveys and communication channels used	Print media and Radio to communicate success are constantly being used

Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
To have up to date information on a well developed website	% of well -developed and maintained website	70%	Quarterly	90%	5%	10%	15%	20%	Well developed and maintained website	Information must be approved by unit manager before going online, but unit has no manager.
Ensuring that positive relations are maintained with the media	No. of media events	4	Quarterly	4	1	2	3	4	Attendance of media at media events	0 media events held, as change of management change has halted this programme based on priority function taking place
	% of Media Coverage of Municipal Activities and Programmes	80%	Quarterly	90%	30%	50%	80%	90%	Clippings/CD/DVD of media reports	Completed and up to date Clippings lost due to laptop breakdown
	No. of media statements/advisories/commentaries/letters to the editor released/media interviews	6	Quarterly	8	2	4	6	8	Released/Published statements/Media Interviews	Media advisories sent to media

Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
	No. of visits to media houses	2	Quarterly	4	1	2	3	4	Feedback from media houses visited	Transport availability and authorisation limits this process
	% of Media Monitoring and Analysis	90%	Quarterly	100%	2,5%	4,5%	7,5%	10%	Media Monitor and Analysis Register & Reports	Complete and up to date
To maintain uniform corporate identity	% Staff understanding Corporate Identity Manual	2%	Annually	100%				100%	Proper Application of manual guidelines	More education required due to new staffing
	% of local people can identify municipality brand	50%	Annually	80%					Corporate Image Adverts/Attendance registers/Activities /Programmes	Community awareness measurement is not precise but adverts and other ways of communicating municipal brand as still being used
To win the support of stakeholders	% of stakeholders engagements and management	60%	Quarterly	90%	7%	15%	22%	30%	Attendance registers & feedback from stakeholders	In full support of stakeholder activities
To communicate programmes and successes of the municipality	% of local people aware of municipality activities, programmes and policies	60%	Quarterly	80%	5%	10%	15%	20%	Attendance registers	Articles and use of Radio to constantly promote and

Objective	KPI	Baseline	Reporting Period Indicator	Annual Target	1 <sup>st</sup> QRT	2 <sup>nd</sup> QRT	3 <sup>rd</sup> QRT	4 <sup>th</sup> QRT	Evidence	Progress
										communicate success of the municipality
To determine communication context and to establish the public mood	No. of environmental scanning and research activities	2	Annually	4	1	2	3	4	Reports	No survey has been conducted.