



EMFULENI
LOCAL MUNICIPALITY

Vaal River City, the Cradle of Human Rights

PERFORMANCE
MONITORING AND EVALUATION
REPORT

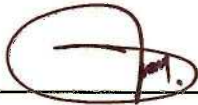
QUARTER 1
(07/2024 – 09/2024)

CERTIFICATE OF QUALITY
2024/2025
1ST QUARTER PERFORMANCE REPORT

I, **A NTULI**, in my capacity as the Municipal Manager of Emfuleni Local Municipality hereby certify as follows:

1. That I received the **2024/2025 1st Quarter Performance Assessment Report** of the Emfuleni Local Municipality on **12 November 2024**;
2. That I duly considered the content of the **2024/2025 1st Quarter Performance Report**;
and
3. That I herewith approve the **2024/2025 1st Quarter Performance Report** for Emfuleni Local Municipality.

SIGNED IN VANDERBIJLPARK ON THIS DAY 12 NOVEMBER 2024



A NTULI
MUNICIPAL MANAGER
EMFULENI LOCAL MUNICIPALITY

2024/2025 1st QUARTER PERFORMANCE REPORT

1 PURPOSE

The purpose of this 2024/2025 1st Quarter Performance Report (for the period of July to September 2024/2025) is to disclose and account on the results of the assessment of the actual achievements against the quarterly projections of performance indicators and performance targets. These performance indicators and targets were identified and recorded in the Organizational Service Delivery and Budget Implementation Plan (OSDBIP) for the 2024/2025 Financial Year.

2. LEGISLATIVE BACKGROUND

The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) defines a “service delivery and budget implementation plan” as a detailed plan approved by the mayor of a municipality for implementing the municipality’s delivery of municipal services and which must indicate service delivery targets and performance indicators for each quarter.

The performance management system described in the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) – section 38 to 49 thereof determines the monitoring, measurement, evaluation, and auditing of information recorded in terms of the Service Delivery and Budget Implementation Plan. Section 52(d) of the MFMA requires that the Executive Mayor table a report on the performance of the municipality to Council within 30 days after the end of the quarter.

In compliance with these legislative directives the 2024/2025 1st Quarter Performance Report is based on the outputs of the 1st Quarter performance assessment of service delivery and budget performance indicators, targets and projections that were approved by the Executive Committee, Mayoral and Council.

The organizational performance scorecard where the assessments were documented is appended to the report as “ANNEXURE “A”.

3. THE 2024/2025 1st QUARTER ORGANIZATIONAL PERFORMANCE ASSESSMENT RESULTS

One of the core components of the Integrated Development Plan and the Performance Management System is the setting of appropriate performance indicators with regard to the municipality’s development priorities and objectives (s.26 and s.41, MSA). The initiation point and planning of performance management are therefore found in the Integrated Development Plan.

In 2024/2025 the Municipal Council approved Integrated Development Plan in May 2024. Subsequent to the approval of the IDP and Budget, the Executive Mayor also approved the 2024/2025 Service Delivery and Budget Implementation Plan in June 2024.

4. ORGANIZATIONAL PERFORMANCE RESULTS IN TERMS OF THE REGULATION 805 FOR PERFORMANCE MANAGEMENT AT LOCAL GOVERNMENT LEVEL.

The following table specifies the Criteria for Performance Levels (aligned to Regulation 805 for management performance of senior management at local government level)

Rating	Score	Level of Performance
1	0 -74%	Unacceptable Performance
2	75 – 99%	Not fully Effective
3	100- 129%	Fully Effective
4	130- 149%	Exceed Expectations
5	150%	Outstanding Performance

Table 1

5. ORGANIZATIONAL PERFORMANCE PER KEY PERFORMANCE AREA

In line with the Municipal Performance Management Regulation 805 criteria (above) for measuring performance, the 2024/2025 1st Quarter Organisational Performance Achievement of Emfuleni Local Municipality is calculated at **68.31%**.

The following table depicts the 2024/2025 1st Quarter Organizational Performance Results, as such the Municipal Performance during the 2024/2025 1st Quarter Performance is not satisfactory.

Summary per Key Performance Area	Quarter 1 Performance
KPA 1 Municipal Transformation and Organisational Development	42,20%
KPA 2 Basic Services and Infrastructure	78,86%
KPA 3 Local Economic Development and Spatial Planning	75,00%
KPA 4 Municipal Financial Viability and Management	50,92%
KPA 5 Good Governance and Public Participation	94,58%
Overall Performance	68,31%

Table 2

6. 2024/2025 1st QUARTER PERFORMANCE RESULTS PER CLUSTER

Summary per Cluster	Quarter 1 Performance
Office of the Municipal Manager	100,00%
Public Works	78,86%
Shared Services	42,20%
Economic Development and Planning	75,00%
Finance	53,65%
Infrastructure Planning and Development	85,94%
Community Services	110,79%
Utilities and Sanitation	14,29%
Internal Audit	112,50%

GENERAL WEAKNESSES IDENTIFIED

- ❖ **Technical Indicator Descriptions were either not submitted for some KPIs or not aligned to KPIs. Workshops were held however further workshops/consultations will be held to capacitate management on development of TIDs;**
- ❖ **Maintenance plans/programs and process plans not submitted for certain KPIs;**
- ❖ **Job cards submitted are not signed or reflective of dates;**
- ❖ **Portfolio of Evidence submitted for certain KPIs are not credible or measurable;**
- ❖ **Management not submitting Explanation of Performance and implementable Corrective measures for non-achievement; and**
- ❖ **Late submission of Portfolio of Evidence.**

7. 2024/2025 1st QUARTER PERFORMANCE RESULTS

7.1 Municipal Transformation and Organizational Development

(Key Indicators Ref MT 01 -13)

A total of 13 Municipal Transformation and Organizational Development's key indicators were formulated for the 2024/2025 Financial Year. For the period under review, the unacceptable performance was reported on the following 9 targets:

- ❖ Reviewal of the Organizational Structure;
- ❖ Turnaround time to review contracts and service level agreement within 10 working days;
- ❖ Implementation of resolutions (resolution tracking);
- ❖ Appointments for positions budgeted for as part of priority critical skills;
- ❖ Acquisition of fleet as per the business plan;
- ❖ Turnaround time to repair vehicle within 90 days;
- ❖ Review of the Information and Communication Technology Strategy;
- ❖ Turnaround time to resolve labour disputes within the municipal standards timeframe of 90 days;
- ❖ Turnaround time to fill the vacant position within 90 days after the advert.

Outstanding performance is reported on the implementation of the workplace skills plan by achieving 33% of the targeted 10% expenditure.

7.2 Public Works (Key Indicators Ref: BS 01-16)

a. Electricity

The electricity department planned to achieve 7 key indicators, of these, 2 indicators were not due for measurement for the 1st quarter reporting period. The poor performance for the department was due to no submission or lack of credible submission of POE related to the following

- ❖ Technical indicator description.
- ❖ Maintenance plan.
- ❖ Job cards.
- ❖ Variance report
- ❖ Smart meter electricity installation program.
- ❖ List of smart meters installed.
- ❖ Active meter numbers (Solar/smart meter system)

b. Roads and Storm-water

Roads and storm-water department planned to achieve all 3 key indicator's targets (cleaning of concretes canals and pipes, patching of potholes and gravelling of roads).

All these indicators were achieved above projection. The achievement are as follows:

- ❖ The department planned to clean 400 metres of concrete and gravel canals as well as pipes, and the actual achievement is 650metres;
- ❖ The number of square metres of potholes patched is 1722,03m² of the planned quarterly target of 1250m²; and
- ❖ The municipality planned to maintain gravel roads with the set target of 25km. To this end, an achievement of 50.3km was reported.

c. Waste Management

Waste Management department consist of 4 key indicators of which all were due for measurement for the 1st quarter reporting period. Only one of these targets was achieved and 3 were not achieved.

The target for the collection of waste for identified routes on the schedule (not all areas but specific to the schedule) was not successful. The municipality intended to eradicate the 50 illegal dumping hotspots however only 24 was achieved.

On compliance with the landfill site operations requirements, the municipality achieving 66% instead of 100% requirements

7.3 Utilities and Strategic Planning (Key Indicators Ref: BS 17-27)

Water and Sanitation

The water and sanitation department comprised of 11 key indicators, of which four (4) were not due for review and the remaining seven (7) key indicators were not achieved.

The poor performance for the department was due to no submission or lack of credible submission of POE related to the following;

- ❖ Application form for water connections.
- ❖ Proof of payment;
- ❖ Not all Job cards are signed by both the person performing the work and foreman/supervisor;
- ❖ Some job cards are incomplete;
- ❖ Maintenance program;
- ❖ Solar report;
- ❖ Some evidence was submitted late thus could not be assessed at the time of submission to Internal Audit.

7.4 Community Services (Key Indicator Ref 28 -39)

The Community Services Cluster developed and approved 12 key indicators. One (1) key indicator was not due for review in the 1st Quarter of the 2024/2025 Financial Year. Eight (8) of eleven (11) were realised successfully.

The achievement are as follows:

- ❖ 4 environmental and management preservation were implemented and exceed the target by one (1);
- ❖ 468 health inspections to comply with the national environmental health norms and standards were implemented;
- ❖ 4 planned traffic laws enforcement operations were conducted successfully;
- ❖ Effective performance was also noted on compliance turnaround time to response fire and rescue incident;
- ❖ 9 by-law enforcement operations were also implemented
- ❖ 487 442m² square meters of sports and recreational facilities were maintained and;
- ❖ The arboriculture and grass maintenance plans were implemented successfully

Insufficient evidence was not submitted for the target relating to the indigent register.

7.5 Infrastructure Planning and Development (Key Indicator Ref BS 40-48)

9 projects were planned of which five of those are not due for review for the 1st Quarter of 2024/2025 Financial Year. Four (4) projects for the construction of sewer pipelines at Union street Vereeniging, Boipatong /Tshephiso, Sonlandpark and Lakeside Proper were due for assessment.

Of the abovementioned projects, the municipality has achieved and made progress on the construction of roads and sewer pipelines at Boipatong/Tshephiso, Sonlandpark and Lakeside proper. The construction at Union Street is slightly lagging behind however further acceleration is anticipated during the second quarter.

7.6 Economic Development (Key Indicator Ref LED 01 -10)

The municipality developed eleven 11 key performance indicators under this cluster.

One (1) of the 10 indicators were not successfully achieved. The evidence relating to the turnaround to approve building plans was not adequate to substantiate the work done. Register of plans not aligned with the building plans.

The achievement are as follows:

- ❖ 3 Local Economic Development (LED) initiatives such as Pop up markets and LED forums were implemented;
- ❖ 15 By-law of enforcement operations were conducted on illegal advertisement, illegal building and illegal land use;
- ❖ 100% compliance on issuing occupation certificates within 14 days;
- ❖ 100% compliance on the adjudication of land applications;
- ❖ Progress was also noted on the development of a land disposal policy

7.7 Finance and Revenue (Key Indicators Ref MF01 – MF13)

The Finance and Revenue Cluster set itself to achieve the following targets:

- ❖ To monitor budget implementation and submit the report to Council. To this end, all section 71 reports were compiled and tabled before Exco and reported to other structures.
- ❖ To reduce the Rand value of UIFW by R600m. To this effect, no UIFW was incurred for the 2024/25 financial year.
- ❖ Turnaround time to develop the service level agreement within seven (7) days after the appointment and submit to Legal department. The register does not reflect the two dates indicative of date of appointment of service provider and submission for vetting to Legal department.
- ❖ For the target addressing the review of the revenue strategy, the Performance Department received the report and not the strategy. The document does not indicate the action plans, time lines or interventions.
- ❖ Sufficient evidence was submitted to the targets relating to collection rate, payment of bulk purchases for electricity and water without default. However, performance of these indicators is not acceptable.

7.8 Governance and Public Participation (Key Indicators Ref GG 01- GG16)

The Municipal Manager

The Municipal Manager is responsible for the following targets:

- ❖ The overall performance achievement of the Service Level targets;
- ❖ The reduction of the overall Auditor General findings;
- ❖ The Rand Value reduction of UIFW; and
- ❖ The implementation and reporting on the initiatives taken to improve the service delivery funding mix

Of these indicators, the unacceptable performance was recorded on the overall implementation of the 1st Quarter Performance of the 2024/2025 Service Delivery Budget Implementation Plan.

Positively, progress is notable on the project activities of the Special Vehicle, Eskom Agency Agreement, and Vaal SEZ.

Evidence relating to the reduction of the employee labour/legal costs will be submitted in Quarter 2.

Progress was also noted in addressing the overall findings of the Auditor General.

The Chief Operations Officer

The Chief Operations Officer function comprised of four (4) performance indicators of which one (1) is not due for review in the 1st Quarter of 2024/2025 Financial Year. Three of these indicators were achieved. The monitoring of the performance was conducted including the Circular 88. Progress was also noted on the implementation

process of the Integrated Development Plan, whilst the evidence relating to the implementation strategy needs to be improved.

Otherwise, the 2024/2025 Integrated Development Plan was approved on time together with budget. Public participations were held.

The Chief Risk Officer

The Chief Risk Officer function comprised of two (2) performance indicators relating to the implementation of risk assessment plan and compliance of Occupational Health and Safety plan. Positively both indicators were achieved.

Internal Audit

The progress on the implementation of the Internal Audit Plan was made, as a result audit reports were issued on the account of the following 9 audits:

- ❖ Regularity /Financial (5)
- ❖ Performance Management (2)
- ❖ Information Technology (1)
- ❖ OPCA Internal findings (1)

9 OVERALL ASSESSMENT OF PERFORMANCE MONITORING

9.1 Portfolio of Evidence and Quality Assurance

The performance information must be valid, accurate, useful and complete to substantiate reported and achieved performance. The completeness of information enables one to come to an informed decision, so lack of adherence to this request, will affect the municipal overall performance.

To this end, some of the key indicators performance information were not considered due to lack of reliable, accurate, usefulness and completeness of performance information. There is continued lack of adequate oversight and quality assurance at the Cluster level, as result the performance evidence submitted does not give assurance for the work done.

9.2 Technical Indicator Description, Maintenance Plan and Job Cards

Despite the workshops, provision of the template to develop the Technical Indicator Description and the reminders, the relevant Technical Indicator Descriptions did not support the performance information. Consequently, most indicators were not assessed.

Clusters such as Public Works, Utilities and Strategic Planning and Shared Services did not submit the maintenance plans and job cards to account fully for the work done.

9.3 Explanation of Performance and Corrective Measures

In terms of Section 46(1)(a)(iii) of the MSA, the municipality must reflect on measures taken to improve performance, in other words targets not achieved. The system

utilised requires corrective actions to be stated for targets not achieved. To this end, some of the explanations were not provided.

10. OVERALL MUNICIPAL PERFORMANCE

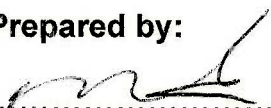
The overall performance of the municipality is **NOT SATISFACTORY**

The performance rating of 1/5 is recorded with the performance score of **68.31%**

11. ACKNOWLEDGEMENTS

We would like to record our appreciation for the time and co-operation management and staff provided during the course of our assessment.

Prepared by:



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Assistant Manager:
Performance Management

20/01/2025
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Date

Reviewed:



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20/01/2025
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Date

Approved:

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Chief Operations Officer

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Date