Financial Performance 2016/2017: Human Resource Services R'000					
Details	2015/2016	2016/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	97 885	30 073	30 073	30 857	-784
Expenditure:					
Employees	12 586	10 352	10 352	11 321	-969
Repairs and Maintenance	5 888	2 874	2 874	2 391	483
Other	15 969	17 283	17 283	15 385	1 898
Total Operational Expenditure	34 443	27 635	27 635	26 706	929
Net Operational Expenditure	63 442	2 438	2 438	4 150	-1 712
					Table 3.26.2.2

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Municipality has continued to make significant strides during the 2016/17 FY with its ICT focus and has sustained a reliable ICT environment, services and sound ICT governance practices.

ICT services can be classified into three categories: Application Development; Technical Services; and Enterprise Programmes.

- Application Development, application programmes are provided that not only match the user departments specific needs, but allow all such departments to utilise these application programmes in achieving their specific objectives as set out in the IDP, harmoniously, efficiently, and timeously.
- Technical Services, the hardware and network infrastructure that enables all departments to electronically communicate both internally and externally, are provided and maintained using quality equipment and network technology in this provision.
- Enterprise Programmes, in line with the requirements of mSCOA were prioritized in 2016/17 and a new ERP solution procured. Implementation and migration was embarked upon with a go live date of 1 July 2017 targeted.

ICT SERVICES POLICY OBJECTIVES AS TAKEN FROM THE IDP

Strategic Objective	Project / Programme	Key Performance Indicator
To create a conducive environment for participatory development	ICT FACILITIES AND INFRASTRUCTURE RESOURCES	Networks -Number of new sites (WS) connected to the Ugu WAN
		Voice – Date by when the PBX will be upgraded
		Intranet - Date by when the Intranet is migrated to MS SharePoint
	ICT EQUIPMENT	Date by when the ICT Server room equipment schedule will be developed
	ICT SERVICE CONTINUITY ASSURANCE	Date by which the ICT Disaster Recovery simulation is done for Core Systems Number of successful system restores (Core Systems) Number of backups stored off site (Core Systems)
	ICT GOVERNANCE	% Compliance with ICT Governance Phase 1 – Enabling environment Phase 2 – Strategic Alignment Phase 3 – Continuous improvement
	ICT SECURITY MANAGEMENT	Digitization and simulation of a Security Awareness session % new employees, requiring ICT Services, orientated through digitised ICT Security Awareness sessions
	ICT INCIDENT MANAGEMENT	Date by which the ICT Equipment Maintenance plan is finalised % resolution of ICT service desk requests Quarterly submission of analysed ICT Service desk logs Number of ad-hoc user reviews conducted

Strategic Objective	Project / Programme	Key Performance Indicator
	ICT SERVICE AVAILABILITY	Networks - % Network availability Voice - Number of WS sites with VOIP Phones implemented ICT Services - Number of development of an ICT Service Catalogue ICT Services - % Service and Licence Agreements Management to core systems Date by which the audit of Microsoft software is done Quarterly submission of software usage vs licencing reports Website - % compliance with the Website legislative requirements Quarterly submission of website activity reports
		Table 3.27.1

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

In the 2016/17 Financial year, multiple projects were undertaken with the intention to advance ICT, resulting in;

- **ICT Facilities and Infrastructure Resources**
  - 5 new network sites were added to the MPLS network, making it a 14 site network
  - The Siemens HiPath 4000 PBX s were Upgraded
  - The Intranet was migrated to MS SharePoint
- **ICT Service Continuity and Availability Assurance**
  - Disaster Recovery Simulation, backups and restores of core financial systems was completed
- **ICT Governance**
  - Development of an ICT Governance Checklist in line with the ICT Governance Framework
  - Phase 1 Compliance 100%
  - Phase 2 Compliance 100%
- **ICT Security Management**
  - Digitised Security Awareness sessions recorded and presented to all new employees
  - 100% new employees orientated on ICT Policy
- **ICT Incident Management**
  - Analysed ICT Service Desk logs and user review samples to continuously improve the services rendered to users
- **ICT Service Availability**
  - 95% achieved network availability uptime with the MPLS network

- 5 sites with VOIP implemented
- 100% licences and agreements for all Core systems
- Software licencing vs usage monitoring and assurance of software usage in line with licencing requirements
- 80% compliance with legislative requirements for WEBSITE

The Auditor General Findings of ICT were analysed and depict a remarkable upward trend in the provision of ICT Services within the Municipality and a sustained ICT service.

2013/14 FY 14 findings

2014/15 FY 11 Findings

2015/16 FY 3 Findings

2016/17 FY 5 Findings

The ICT Budget for 2016/17 is summarised as follows;

CORPORATE SERVICES ICT

R3,164,000 CAPEX

R9,589,000 OPEX

TREASURY ICT PROJECTS

R 9 785 273 CAPEX

R 6 193 336 OPEX

TOTAL BUDGET: R15 978 609.00

There were no capital budget variations in the financial year concerned. All ICT projects and predetermined objectives for the 2016/17 FY were achieved.

Financial Performance 2016/2017: ICT Services R'000					
Details	2015/2016	2016/2017			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	97 885	30 073	30 073	30 857	-784
Expenditure:					
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Repairs and Maintenance	5 888	2 874	2 874	2 391	483
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Total Operational Expenditure	34 443	27 635	27 635	26 706	929
Net Operational Expenditure	63 442	2 438	2 438	4 150	-1 712

Table 3.27.2

Capital Expenditure Year 2016/2017: Financial Services R' 000					
Capital Projects	2016/2017				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	15 000	15 000	15 000	0	
					Table 3.27.3

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

Employees: Property; Legal; Risk Management; and Procurement Services					
Job Level	2015/2016	2016/2017			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	03	03	03	00	00
4 - 6	08	09	09	00	00
7 - 9	10	11	11	00	00
10 - 12	00	00	00	00	00
13 - 15	01	01	01	00	00
16 - 18	04	04	04	00	00
Total	26	28	28	00	00
					Table 3.27.4

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

Introduction

The Municipality initiated the process of an organisational review during the financial year 2016/17. This process was time consuming and ensured full consideration of each functional unit and department and was discussed in a number of meeting sessions prior to finalisation.

At this stage the reviewed organisational structure was approved 26/04/2017. The Organisational Development is a key transformation agent dealing with the structure of the Municipality to ensure that it remains aligned to its strategy, job evaluation process and change management philosophy.

UGU DISTRICT MUNICIPALITY 2016 / 2017 ANNUAL PERFORMANCE REPORT

IDP NO.	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVE (AS PER IDP)	PROJECT / PROGRAMME (AS PER IDP)	SDBIP REF.NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR				STATUS (Achieved / Not Achieved)	MEASURES TAKEN TO IMPROVE PERFORMANCE	PORTFOLIO OF EVIDENCE
						2015/2016 (TARGET)	2015/2016 (ACTUAL)	BASELINE	BACKLOG	2016/2017 (TARGET)	2016/2017 (ACTUAL)			
MTID 1	Municipal Transformation and Institutional Development	To build and strengthen the administrative and institutional capability of the municipality	Organisational Performance Management System	OMM 122	Date 2016/2017 SDBIP approved by Mayor	30-Jun-16	24-Jun-16	28-Jun	n/a	30-Jun-17	22-Jun-17	Achieved	N/A	Mayors Approval letter
MTID 1				OMM 123	Number of Quarterly reviews held	4	4	4	0	4	4	Achieved	N/A	Attendance registers and minutes of review
MTID 1				OMM 124	Date 2016/2017 S72 report adopted by Council	31-Jan-16	25-Jan-16	31-Jan	n/a	31-Jan-17	26-Jan-17	Achieved	N/A	Council resolution adopting the S72 review report
MTID 1				OMM 125	Date 2015/2016 Draft Annual report tabled to Council	31-Jan-16	28-Jan-16	31-Jan-17	n/a	31-Jan-17	26-Jan-17	Achieved	N/A	Council resolution
MTID 1				OMM 126	Date 2015/2016 Annual and oversight reports adopted	31-Mar-16	24-Mar-17	31-Mar-17	n/a	31-Mar-17	29-Mar-17	Achieved	N/A	Council resolution
MTID 1				CS 1	Percentage CS compliance with submission of performance information	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	Proof of submission (Email) AND Acknowledgement of receipt of complete information
				TREA 81	Percentage BTO compliance with submission of performance information	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	Proof of submission (Email) AND Acknowledgement of receipt of complete information
				WS 30	Percentage WS compliance with submission of performance information	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	Proof of submission (Email) AND Acknowledgement of receipt of complete information
				IED 61	Percentage IED compliance with submission of performance information	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	Proof of submission (Email) AND Acknowledgement of receipt of complete information
MTID 1				CS 2	Percentage CS compliance with submission of information for Annual Report compilation	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	Acknowledgement of Submission of information from PMS Office
				TREA 82	Percentage BTO compliance with submission of Annual Report compilation	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	Acknowledgement of Submission of information from PMS Office
				WS 31	Percentage WS compliance with submission of Annual Report compilation	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	Acknowledgement of Submission of information from PMS Office
MTID 1				IED 62	Percentage BTO compliance with submission of Annual Report compilation	N/A	N/A	N/A	N/A	100%	100%	Achieved	N/A	Acknowledgement of Submission of information from PMS Office

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						2015/2016 (TARGET)	2015/2016 (ACTUAL)	BASELINE	BACKLOG	2016/2017 (TARGET)	2016/2017 (ACTUAL)			
MTID 1				CS 3	Percentage individual performance management system implemented for employees up to level 7	30/06/2016 (IPMS contracts signed)	30/06/2016 (IPMS contracts signed)	N/A	N/A	100%	100%	Achieved	n/a	Report on IPMS implementation to MANCO/ extended minutes
MTID 2			**Employee Health and Wellness**	CS 4	Number of EHW programmes implemented	6	7	N/A	N/A	4	6	Achieved	n/a	Attendance registers; programme of events held
MTID 2				CS 5	Number of incapacity hearings in the cases of ill health concluded	6	6	N/A	N/A	4	6	Achieved	n/a	Minutes of incapacity hearing, meetings and attendance registers
MTID 2				CS 6	Number of ad-hoc health assessments done	N/A	N/A	N/A	N/A	4	5	Achieved	n/a	Minutes and Health assessment reports to EXT MANCO
MTID 3			**Training and Development**	CS 7	Percentage implementation of WSP based on no. of programmes	100	100	N/A	N/A	80%	106%	Achieved	n/a	Training report to Management meeting and training attendance registers
MTID 3				CS 8	Date career exhibitions held relating to the municipality's key focus areas	2	3	N/A	N/A	31-Dec-16	25-Oct-16	Achieved	n/a	Attendance registers and programme of events
MTID 3				CS 9	Number of employees with disabilities beneffitted on training programmes held	N/A	N/A	N/A	N/A	8	10	Achieved	n/a	Attendance registers, report and extract from MANCO/ extended MANCO
MTID 4			**Sourcing and Placement**	CS 10	Number of sourcing and placement group inductions done	N/A	N/A	N/A	N/A	2	2	Achieved	n/a	Attendance registers and programme of events
MTID 5			**Labour Relations**	CS 11	Number of education/awareness programmes on labour related issues conducted	N/A	N/A	N/A	N/A	4	6	Achieved	n/a	Attendance registers and programme of events
MTID 5				CS 12	Number of departmental management/ union meetings co-ordinated	N/A	N/A	N/A	N/A	13	18	Achieved	n/a	Attendance registers and agenda
MTID 5				CS 13	Turnaround time to complete disciplinary matters by departments	3 months	3 months	N/A	N/A	3 months	3 months	Achieved	n/a	Progress report on cases and extract from EXT / MANCO minutes
MTID 5				CS 14	Number of Management/ Union meetings by HOD	N/A	N/A	N/A	N/A	7	9	Achieved	n/a	Report to EXT/ MANCO and attendance registers and minutes of meeting
MTID 5				CS 15	Number of general staff meetings held	N/A	N/A	N/A	N/A	2	4	Achieved	n/a	Attendance registers

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IDP NO.	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVE (AS PER IDP)	PROJECT / PROGRAMME (AS PER IDP)	SDBIP REF.NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR				STATUS (Achieved / Not Achieved)	MEASURES TAKEN TO IMPROVE PERFORMANCE	PORTFOLIO OF EVIDENCE
						2015/2016 (TARGET)	2015/2016 (ACTUAL)	BASELINE	BACKLOG	2016/2017 (TARGET)	2016/2017 (ACTUAL)			
MTID 5				CS 16	Number of Departmental meetings	N/A	N/A	N/A	N/A	4	4	Achieved	Nil	Agenda; Minutes of Extended Departmental Management Meeting; Attendance Register
MTID 5				TREA 83	Turn-around time of BTO completion of disciplinary matters	N/A	N/A	N/A	N/A	3 months	2 months	Achieved	N/A	Progress Report on cases (1 quarterly Report)
MTID 5				TREA 84	Number of Management/Union meetings by HOD	N/A	N/A	N/A	N/A	4	4	Achieved	N/A	Minutes and Attendance Register
MTID 5				TREA 85	Number of BTO General Staff meetings	N/A	N/A	N/A	N/A	2	0	NOT Achieved	Meetings for the department will be scheduled henceforth	Agenda, Minutes, Attendance Register
MTID 5				TREA 86	Number of BTO Extended Departmental meetings	4	4	N/A	N/A	4	5	Achieved	N/A	Report, Minutes, Attendance Register
MTID 5				WS 32	Number of WS Management/Union meetings held	10	10	N/A	N/A	10	10	Achieved	N/A	Report, Minutes, Attendance Register
MTID 5				WS 33	Number WS General Staff meetings held	N/A	N/A	N/A	N/A	2	0	Not achieved	New plan has been devised where there will be central general meetings with delegates from each unit attending within the department.	Report, Minutes, Attendance Register
MTID 5				WS 34	Number of WS Extended Departmental meetings held	4	4	N/A	N/A	4	4	Achieved	N/A	Report, Minutes, Attendance Register
MTID 5				WS 35	Turnaround time for submission of WS disciplinary matters by the department	30 days	30 days	N/A	N/A	30 days	excess of 30 days	Not achieved	Awareness of new KPIs and to be cascaded to monthly Forum and weekly toolbox meetings	Register of cases submitted to HR
MTID 5				OMM 127	Turn-around time of completion of OMM disciplinary matters by departments	3 moths	3 months	N/A	N/A	3 months	7 Months	Not Achieved	Specific case was since resolved in Feb 2017	Progress Report on cases (Quarterly Reports)
MTID 5				OMM 128	Number of OMM Management/Union meetings by HOD	4	4	N/A	N/A	3	4	Achieved	N/A	Report, Minutes, Attendance Register
MTID 5				OMM 129	Number of General Staff meetings	N/A	N/A	N/A	N/A	2	3	Achieved	N/A	Attendance Register

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IDP NO.	NATIONAL KEY PERFORMANCE AREAS	OBJECTIVE (AS PER IDP)	PROJECT / PROGRAMME (AS PER IDP)	SDBIP REF.NO	INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR				STATUS (Achieved / Not Achieved)	MEASURES TAKEN TO IMPROVE PERFORMANCE	PORTFOLIO OF EVIDENCE
						2015/2016 (TARGET)	2015/2016 (ACTUAL)	BASELINE	BACKLOG	2016/2017 (TARGET)	2016/2017 (ACTUAL)			
MTID 5				OMM 130	Number of OMM Extended Departmental meetings	4	4	N/A	N/A	4	4	Achieved	N/A	Report, Minutes, Attendance Register
MTID 6			Occupational Health And Safety	CS 17	Number of OHS awareness Road shows done	N/A	N/A	N/A	N/A	4	11	Achieved	Nil	Attendance Register; Programme of event
MTID 6				CS 18	Date Fire Management and other emergency risks plans Adopted	N/A	N/A	N/A	N/A	30-Sep-16	29-Aug-16	Achieved	Nil	Attendance Register; Programme
MTID 6				CS 19	Percentage compliance with Fire Equipment serviced	1	100%	N/A	N/A	100%	100%	Achieved	Nil	Report from Service Provider; Report to MANCO/Extended; Extract of Minutes MANCO/Extended
MTID 6				CS 20	Percentage of Compliance with OHS Act as per checklist	N/A	N/A	N/A	N/A	50%	50%	Achieved	N/A	Attendance Register; Checklist; Compliance Report to MANCO/Extended of OHS Plan; Extract of Minutes of MANCO/Extended
MTID 6				TREA 87	Percentage BTO Compliance with OHS Act as per checklist	100	100	N/A	N/A	50%	50%	Achieved	N/A	Attendance Register Copy of certificates
MTID 6				WS 36	Percentage WS compliance to OHS as per checklist	100	100	N/A	N/A	100%	100%	Achieved	N/A	Attendance Register Copy of certificates
MTID 7			Human Resources Administration	CS 21	Frequency of reporting on analysis of leave and sick leave management	N/A	N/A	N/A	N/A	Quarterly	Quarterly	Achieved	Nil	Quarterly Analysis Report of Leave and Sick Leave; Extract of Minutes MANCO/EXT
MTID 7				CS 22	Number of compliance checklists on leave management	N/A	N/A	N/A	N/A	2	2	Achieved	Nil	Completed compliance Checklist signed off by GMCS
MTID 7				CS 23	Number of compliance reports on leave management	100 percent compliance	100 percent compliance	N/A	N/A	4	4	Achieved	Nil	Report on Leave Compliance Analysis to MANCO/Extended Extract of Minutes MANCO/Extended
MTID 7				CS 24	Turn around time of filling of positions upon approval of authority to employ	N/A	N/A	N/A	N/A	2 months	2 Months	Achieved	Nil	Register of received authority to employ document/ Offer of employment/ letter of appointment
MTID 7				CS 26	Percentage compliance on overtime	N/A	N/A	N/A	N/A	100%	100%	Achieved	Nil	System Report