

ORGANISATIONAL SCORE-CARD 2017/18 - 2021/22																						
NEWCASTLE MUNICIPALITY																						
GOOD GOVERNANCE																						
OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	ANNUAL TARGET YR2	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YR5
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Good Governance	Good Governance	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy and service charter by 2021		Monthly Progress reports on execution of resolutions for Manco, Exec, Council and MPAC	Output		11	11	2	3	3	3	OFFICE OF THE MUNICIPAL MANAGER (Executive Support)	Quarterly	Minutes of Exec/Council / MPAC	11	11	11	11
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To develop a system of delegation that will maximise administrative and operational efficiencies		Annual Review of Delegations Policy by 30 June 2018	Output Indicator	Council Minutes and Approved Delegation Policy	Approved Delegations on 30 June 2014	Annual Review of Delegations Policy by 30 June 2018	n/a	n/a	Approval of Delegations Policy by Council by 30 March 2018	n/a	OFFICE OF THE MUNICIPAL MANAGER (Executive Support)	Annual	Manco,Exec, Council Minutes and attendance register	Annual review of Delegations Policy	Annual review of Delegations Policy	Annual review of Delegations Policy	Annual review of Delegations Policy
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To strengthen executive support		Approved Intergovernmental Relations Framework and Strategy by 30 June 2018	Output Indicator	Council Minutes and Approved Intergovernmental Relations Framework and Strategy	New KPI	Approved Intergovernmental Relations Framework and Strategy by 30 June 2018	n/a	n/a	n/a	Approval of the Strategy BY 30 June 2018	OFFICE OF THE MUNICIPAL MANAGER (Executive Support)	Annual	Council Resolutions and approved IGR Framework and Strategy	Annual review of IGR strategy	Annual review of IGR strategy	Annual review of IGR strategy	Annual review of IGR strategy
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.		Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2018	Output Indicator	Policy and Strategy	Existing Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy	Annual review of Risk Management Policy and strategy by 30 June 2018	n/a	n/a	n/a	Approval of Risk Management Policy and Strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2018	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annually	Council resolution and Approved Strategy and Policy	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2019	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2020	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2021	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2022
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.		Annual risk assessment report for 2018/19 as approved by Manco by 31 May 2018	Output	Minutes of Manco and Annual Risk Register	Risk Register 2016/17	Annual risk assessment report for 2018/19 as approved by Manco by 31 May 2018	N/A	N/A	N/A	Annual risk assessment report for 2018/19 as approved by Manco by 31 May 2018	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annually	Manco Resolution / Attendance registers for risk assessment workshops and Annual Risk assessment report/Risk assessment report , risk registers, and attendance registers for risk assessment workshops	Risk Register for 2018/19 financial year/Annual Risk assessment report	Risk Register for 2019/20 financial year/ Annual Risk assessment report	Risk Register for 2020/21 financial year/ Annual Risk assessment report	Risk Register for 2021/22 financial year/Annual Risk assessment report
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.		Quarterly risk Management reports on implementation of risk management action plan submitted to Audit Committee	Output Indicator	Audit Committee Minutes and Progress Report on Risk Management	To specify last report submitted to AC	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Quarterly	Audit Committee Resolution and Quarterly risk Management reports	4	4	4	4
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes		Finalised Clean Audit Strategy by 31 December 2017	Output Indicator	Strategy	Draft clean audit strategy	Clean Audit strategy approved by Audit Committee by 31 December 2017	N/A		Clean Audit strategy approved by Audit Committee by 31 December 2017	n/a	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annually	Reports /Minutes of Audit Committee	Reviewed Clean Audit strategy	Reviewed Clean Audit strategy	Reviewed Clean Audit strategy	Reviewed Clean Audit strategy
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes		Quarterly Compliance Monitoring reporting submitted to Audit Committee	Output Indicator	Number of reports	Current quarterly Compliance Monitoring reporting reports	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Quarterly	Quarterly Compliance Monitoring reporting reports	4	4	4	4
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.		%age of Projects implemented as per Internal Audit Plan	Outcome	Number	100%	100%	100%	100%	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Quarterly	Progress report against approved Internal Audit Plan and Internal audit reports	100%	100%	100%	100%
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.		Council Approval of audit committee charter by March 2018	Output	Council resolution approving Audit Committee Charter	Approved Audit Committee Charter by Council in May 2016	Council Approval of audit committee charter by March 2018	N/A	N/A	Council Approval of audit committee charter by March 2018	N/A	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Annual	Council resolution approving audit committee charter	Approved Audit Committee Charter by March 2019	Approved Audit Committee Charter by March 2020	Approved Audit Committee Charter by March 2021	Approved Audit Committee Charter by March 2022
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services		%age of contracts drafted and vetted as requested by departments	Output	%age	New KPI	100%	100%	100%	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Quarterly	Registers of all contracts received with a date received and date finalised , and contracts vetted and drafted	100%	100%	100%	100%
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services		Approved Contract Management Policy by June 2019	Output	Approved Contract Management Policy	New KPI	n/a	n/a	n/a	n/a	n/a	Office of the Municipal Manager	n/a	n/a	Approved Contract Management Policy by June 2019	n/a	n/a	n/a
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services		%age of objections addressed within 60days as per SCM Regulations	Output	Number of days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	Office of the Municipal Manager	Quarterly	Objections register with dates of objection received and resolved, Objections and communication to Objecter	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services		%age of bylaws published as prioritised by ManCo	Output	Published Bylaws	new KPI	100%	n/a	n/a	n/a	100%	Office of the Municipal Manager	Annually	Proof of publication of bylaws	100%	100%	100%	100%
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To improve both internal and external communication		Approval of Public Participation Strategy by June 2018	Output Indicator	Approved Public Participation	New KPI	Approved Public Participation Strategy by June 2018	n/a	n/a	n/a	Development of Public Participation Strategy by June 2018	DPHS	Quarterly	Council resolution and Approved Public participation policy	Implementation of Public Participation Strategy	Implementation of Public Participation Strategy	Implementation of Public Participation Strategy	Implementation of Public Participation Strategy
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functionality of ward committees		Approved Ward Committee Operational Plan by June 2018	Output Indicator	Plan	New KPI	Approved of Ward Committee Operational Plan by June 2018	Appointment of Service Provider	Development of Draft Ward Committee Operational Plan by June 2018	Consultation of relevant Stakeholders on Ward Committee Operational Plan by June 2018	Approval of Ward Committee Operational Plan by June 2018	DPHS	Quarterly	Council resolution, Draft Ward Committee Operational Plan, Appointment letter, Approved Ward Committee Operational Plan				
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep internal & external communities and stakeholders informed, empowered and involved by 2021.	To develop and implement an optimal communication strategy		Approved Communication strategy by June 2018	Output Indicator	Approved Communication strategy	Draft communication strategy	Approved Communication strategy by June 2018	n/a	n/a	n/a	Approved Communication strategy by June 2018	CORPORATE COMMUNICATIONS	Annual	Council resolution and approved Communication Strategy	Annual review of Communication strategy	Annual review of Communication strategy	Annual review of Communication strategy	Annual review of Communication strategy
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide an enhanced internal and external communication service		Number of Internal Communication Forum meetings held	Output Indicator	Number	12	12	3	3	3	3	Corporate Services	Quarterly	ICT Minutes and attendance registers	12	12	12	12
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote ICT governance by ensuring alignment of ICT and organisational objectives	To facilitate the annual implementation of good ICT governance processes		Number of ICT Steering Committee meetings	Output Indicator	Number	4	4	1	1	1	1	Corporate Services (IT)	Quarterly	Minutes&Attendance Register	4	4	4	4
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote ICT governance by ensuring alignment of ICT and organisational objectives	Review of ICT Strategy, ICT policies and procedures		Number of reviewed ICT Strategy / ICT policies / ICT procedures	Output	Number	1	1	n/a	n/a	n/a	1	Corporate Services (IT)	Annually	Council Resolution/ SED Approval for procedures	Reviewed ICT Strategy and ICT policies	Reviewed ICT Strategy and ICT policies	Reviewed ICT Strategy and ICT policies	Reviewed ICT Strategy and ICT policies
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote ICT governance by ensuring alignment of ICT and organisational objectives	To ensure that the ICT activities and investments are in alignment with organizational objectives and strategies		Approval of ICT Strategic Plan June by 2018	Output Indicator	Approved ICT Strategic Plan	New KPI	Approval of ICT Strategic Plan by 2018	ICT Strategic Plan adoption by ICT Steering Committee	ICT Strategic Plan adoption by Manco	ICT Strategic Plan adoption by Exec	ICT Strategic Plan adoption by Council	INFORMATION AND TECHNOLOGY	Quarterly	Minutes & Attendance Register	Approved ICT Strategic Plan	Approved ICT Strategic Plan	Approved ICT Strategic Plan	Approved ICT Strategic Plan
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To obtain a clean audit on the Audit of Performance Objectives by 2020	To facilitate the development , review and implementation of the PMS annually		Number of performance reports submitted to Audit Committee quarterly	Output Indicator	Number	4	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Quarterly	Audit Committee resolution and Quarterly performance report	4	4	4	4

OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To obtain a clean audit on the Audit of Performance Return by 2020	To implement outreach and awareness workshops on PMS to departments and other stakeholders		Number of PMS workshops held quarterly	Output Indicator	Number	New SPs	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Quarterly	Workshops attendance register	4	4	4	4
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual performance Reporting process		Annual Performance Report submitted to the Auditor General by 31 August 2017	Output Indicator	Reports	Annual Performance report submitted to AG on the 31 August 2018	Annual Performance Report submitted to the Auditor-General by 31 August 2017	Annual Performance Report submitted to the Auditor-General by 31 August 2017	N/A	N/A	N/A	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Annual	Acknowledgement of receipt from AG	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Annual Performance Report submitted to the Auditor-General by 31 August 2019	Annual Performance Report submitted to the Auditor-General by 31 August 2020	Annual Performance Report submitted to the Auditor-General by 31 August 2021
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual report process		Approval of Annual Report by 31 March 2018	Output Indicator	Reports	Approved Annual Report by Council 31 March 2017	Approval of Annual Report by 31 March 2018	n/a	N/A	Tabling of Annual Report to Council by 31 January 2018	Approval of Annual Report by 31 March 2018	OFFICE OF THE MUNICIPAL MANAGER	Quarterly	Council Resolution and Approved Annual Report	Approval of Annual Report by 31 March 2018	Approval of Annual Report by 31 March 2018	Approval of Annual Report by 31 March 2018	Approval of Annual Report by 31 March 2018