

2011/2012 HALF YEAR PERFORMANCE REPORT

FOR

ILEMBE DISTRICT MUNICIPALITY

18 JANUARY 2012

1. The first part of the document is a list of names and addresses of the members of the committee.

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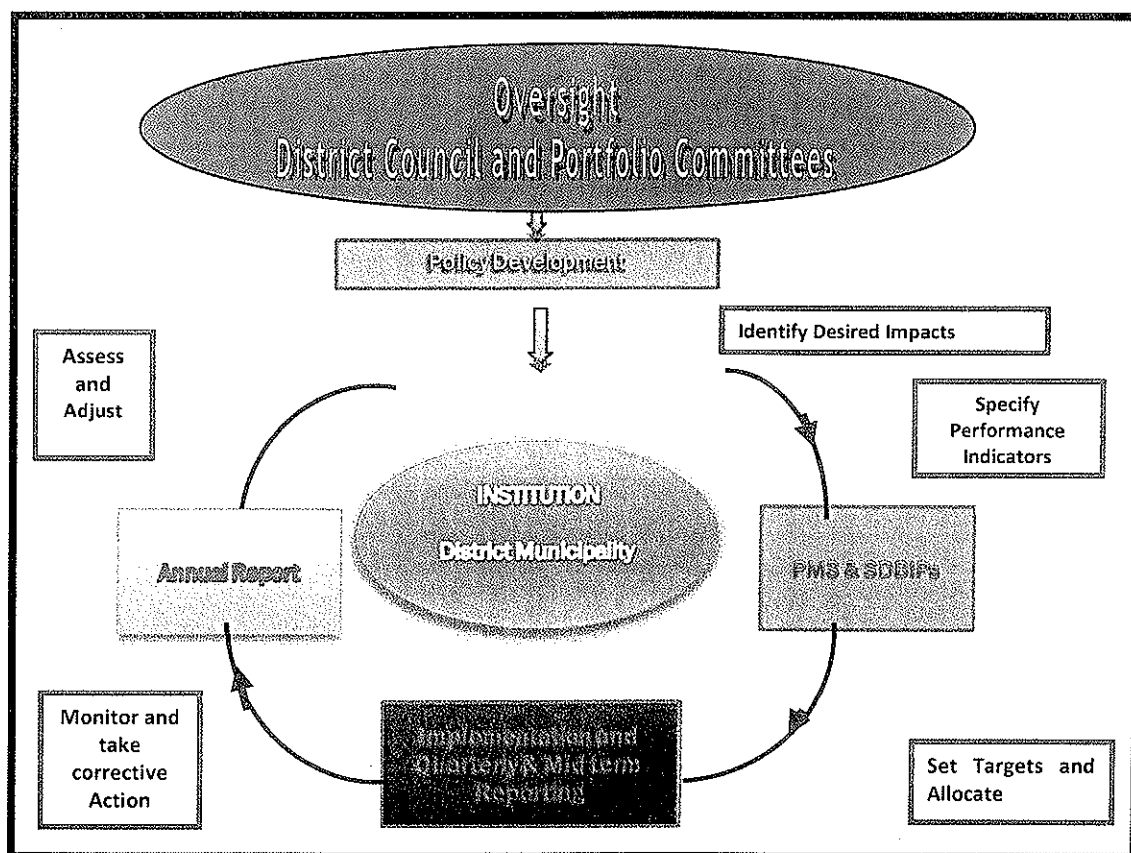
1. INTRODUCTION

Section 72 of the Municipal Finance Management Act requires that the accounting officer of a municipality by 25th January each year must:-

- (a) Assess the performance of a municipality during the first half of the financial year, taking into account
 - (i) the monthly statements
 - (ii) the municipality service delivery performance during the first half of the financial year and the indicators and targets as per the service delivery and budget implementation plan
- (b) Submit a report on such assessment to
 - (i) the Mayor of the municipality
 - (ii) the National Treasury
 - (iii) the relevant Provincial Treasury

1.1 PERFORMANCE MANAGEMENT IMPLEMENTATION IN ILEMBE DISTRICT MUNICIPALITY

The Model used by the Ilembe District municipality in terms of PMS Implementation is as depicted in the following diagram: -



It must be noted that the first half of the financial year, was an audit period where the Auditor General conducted audits on both finance and performance information. The 2010/11 FY was the first year of auditing the performance information.

The municipality once again received an unqualified audit opinion with improvements on the matters of emphasis compared to the previous financial year. The AGs report on Performance Management was also a positive one, considering this was the first year an audit on performance information was conducted. A detailed report on the AGs findings is attached as part of the Annual Report for 2010/11 financial year.

The second quarter of 2011/12 is a midterm assessment period for both budget and performance information as per the section 72 of the MFMA. The Budget and PMS unit went of departmental road shows to ensure alignment and credibility of information submitted through to both these business units.

2. ORGANISATIONAL SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP) AND MUNICIPAL MANAGER'S SCORECARD

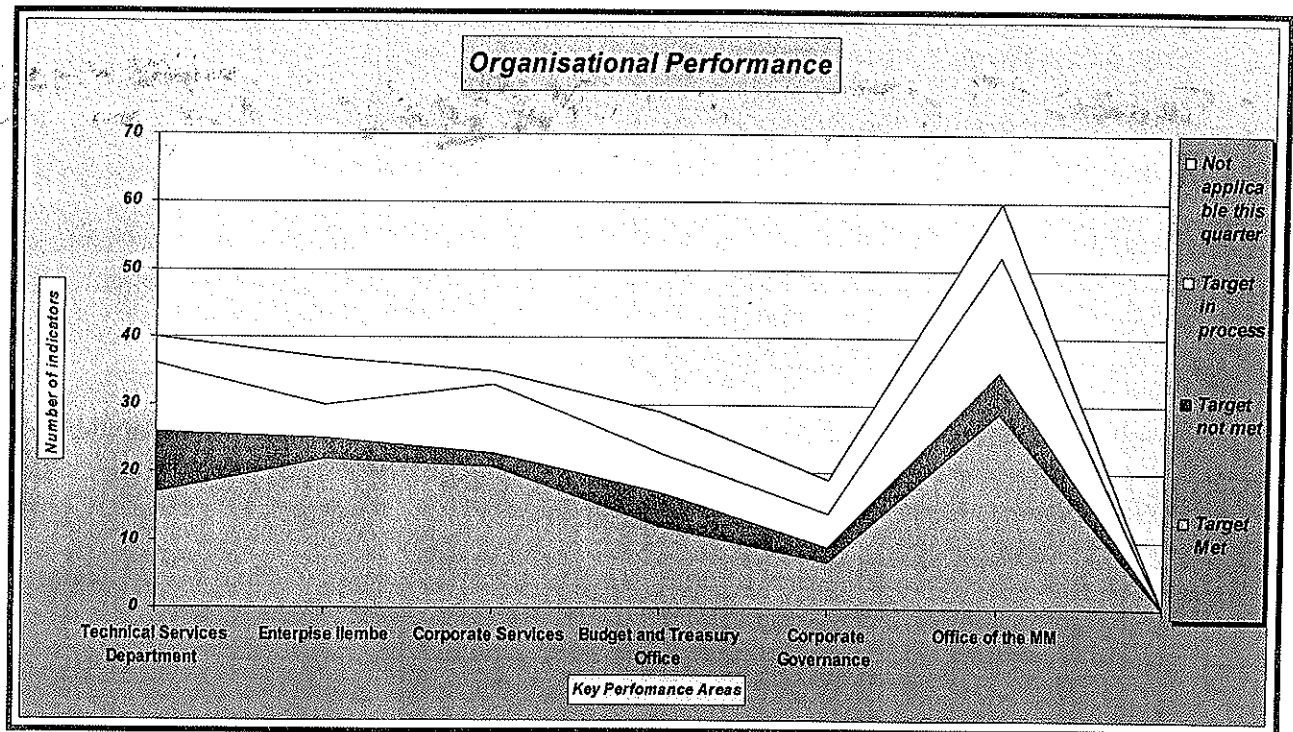
Ilembe's Organisational Scorecard continues to be organised according to the five prescribed national Key Performance Areas (KPA's). These are:

- ❖ Infrastructure & Service Delivery
- ❖ Socio-Economic Development
- ❖ Institutional Transformation.
- ❖ Financial Viability
- ❖ Good Governance & Public Participation and

2.1 OVERALL SUCCESS RATE

The Ilembe District municipality's overall performance was relatively good. The diagram below depicts the performance of the district in relation to the various business units. A more detailed look into each department is outlined in paragraph 2.

Figure 1: Summary of performance as per business Units



3. DEPARTMENTAL RESULTS

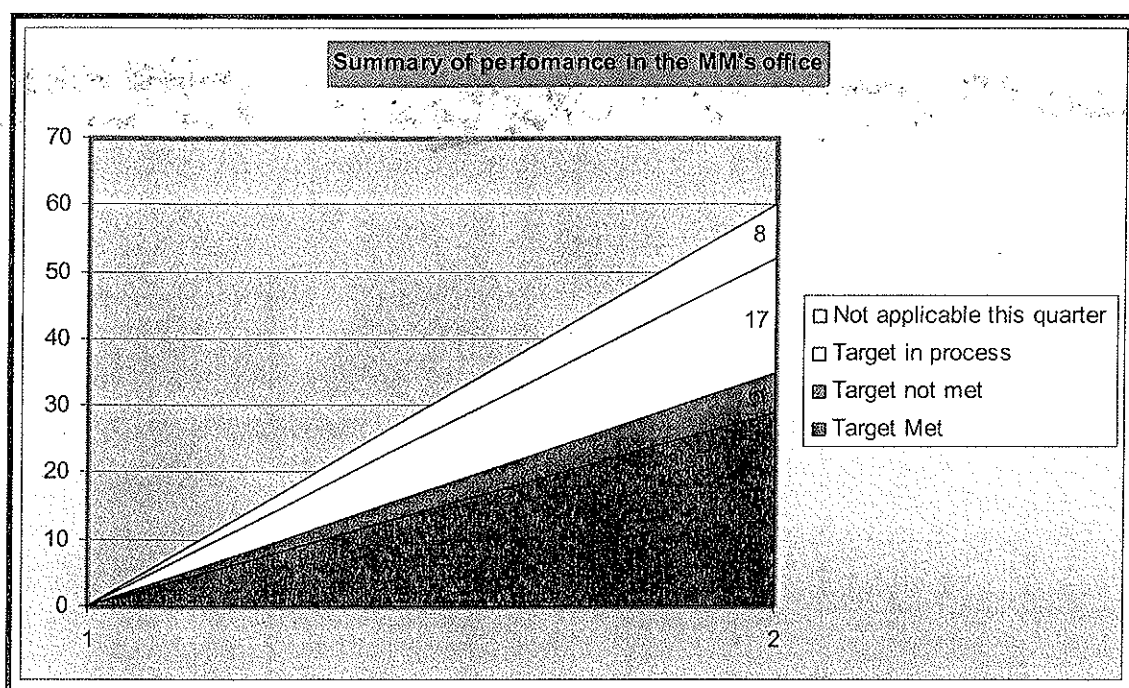
3.1. OFFICE OF THE MUNICIPAL MANAGER

The IDP Unit started with the process of formulation the IDP for 2012 – 2017. The IDP Framework and Process Plan were adopted by 13 September 2011. The public consultations were conducted and have been reported under Corporate Governance department. The municipality also undertook the strategic planning which was held in the first week of September 2011, and produced a 5 year strategic document for the Ileembe district which has been adopted in December 2011.

The PMS Unit concluded the Annual Performance Report and it was submitted to the Performance Audit committee, Manco and EXCO for approval. It was also submitted to the Auditor General on the 30 August 2011 for auditing purposes

Although the risk assessment has delayed the internal auditors in finalising the audit plan for this 2011/12 financial year, the unit reported the total number of nine Audit assignment engaged in the first two quarters of the financial year. The Municipal Manager is also submitting the required monthly reports to the Executive Committee

Figure 2: Summary of Performance in the MM office



3.2 TECHNICAL SERVICES

The total number of household that was connected to water during the first six months is at 0, as there was no planned connection in the first two quarters. However the projects have commenced and are on the ground. The budget indicators have shown that capital project funded with internal budget need reviewing as the municipality is experiencing problems collecting the revenue as projected.

The progress on the sanitation projects is moving better than the projections with an actual of **1071 household** against 0 hh projections.

There has been a general standard performance in the operations under this department. Out of 14 refurbishment projects, 8 of the projects are in progress. The % on the services that are **re-instated within 48hrs and 24 hrs respectively are averaging 100%.**

It must also be noted that there are gaps in the system that is currently being used to log the complaints and response timeframe may not be reliable. The challenge most experienced in the reinstatement of services is still with the Water Tankers.

Telemetry system, which was going to assist in this regard, had been in line for this financial year, however, funds are still being sourced to implement that project. The Alternative is to link Technical Services to the **Disaster Call Centre** to ensure calls are logged for easy monitoring of the reinstatement of services.

The Information Technology Manager is briefing the service providers to link the systems for easy tracking of customer complaints.

Siza Water contract was finally approved, but the municipality is still waiting for Siza Water to sign the Service level Agreement. Manager Legal has been tasked to prepare a letter to Siza Water to fast track the signing of the SLA.

3.2.1 EXPENDITURE

The overall expenditure looks at all our capital projects, from external funders as well as the internal funded projects. Below is the summary of expenditure for the six months of 2011/12 financial year:

The following is the allocation and expenditure on the MIG projects:

Allocation	Expenditure as Target for Dec 2011	Dec 2011
R147,8m	R50,6m	R73,9m

DWA funded projects: -

Allocation	Expenditure as Target for Dec 2011	Dec 2011
R17,6m	R7,9m	R8,8m

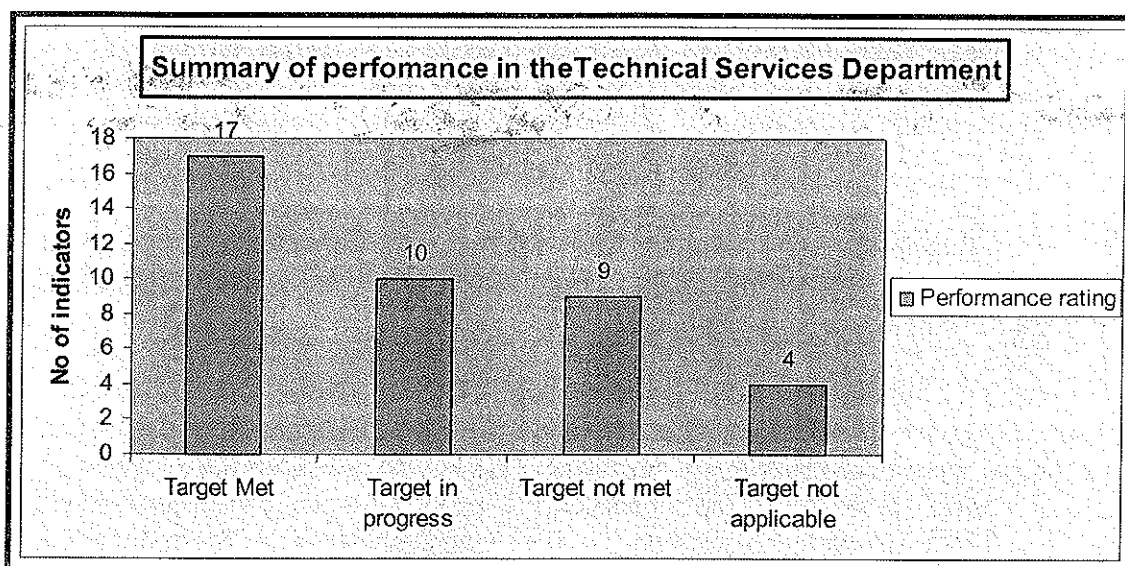
COGTA funded projects:-

Allocation	Expenditure as Target for Dec 2011	Dec 2011
R7,7m	R333,000	R6m

Internal funded projects:-

Allocation	Expenditure as Target for Dec 2011	Dec 2011
R66,1m	R15,5m	R30m

Figure 3: Summary of Technical Services Department performance



3.3 FINANCE DEPARTMENT

The Unit saw the appointment of a Chief Finance Officer in the last month of the quarter; however most of the measures are on target therefore we could safely say there has been a progressive improvement in this second quarter.

The Budget Unit has met all its targets starting from the statutory report to province being submitted by deadline dates, as well as the Budget programme submitted to council. It must also be noted that the municipality is in the process of doing their mid term adjustment budget.

The Expenditure unit is on target for most of their indicators. Problems are still being experienced in Creditors payment as the percentages are showing that 88% of our creditor receives their payment within the specified timeframes, which is 30 days. The fixed Asset Register is at 90% complaint with GRAP standards.

The municipality reported 30 days cash on hand in the first quarter of the financial year, however, the recommendation to review the cash flow management to range **between 30 and 90 days (with 60 days being the ideal target)** was implemented. The municipality reported **54 days cash at hand for the second quarter**.

Revenue collection is **at 67%** in this quarter, however it must be noted that the customers are being handed over for collection in line with the policy. During the first quarter it was reported that **48% of the debtors** were handed over for collection.

The internal funded capital budget had to be revised due to the revenue collection payment rate.

A service provider has been appointed to conduct an extensive data cleansing exercise, to ensure that the debtor's book is accurate and identify the root causes for the low payment rate against the projections. This will finally assist in addressing the issues the municipality has been faced with on revenue collection and also maximise the payment rate.

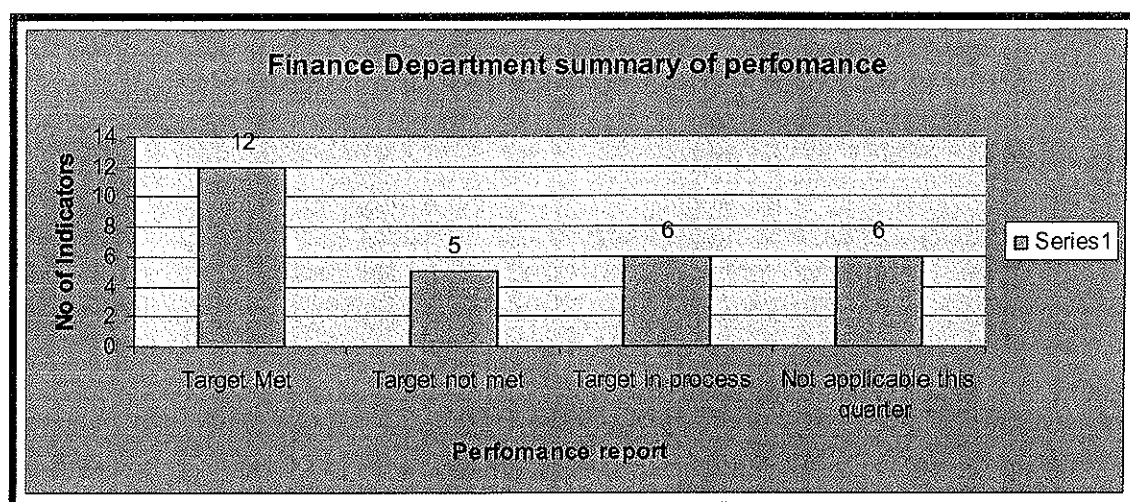
The process will be done through strengthening the implementation of the credit control policy and using the **Standard Operating Procedures (SOPs)** which are currently being developed, and will be used to hold people accountable.

The new CFO has already begun to provide direction in terms of benchmarking the district in the required financial indicators to move the municipality from one level to another. This will ensure that we do not report on these indicators for compliance only but with the intention to ensure the financial sustainability of the municipality with the resources that it has.

Supply Chain Management was one of the main focuses for the newly appointed CFO, and this quarter they have reported an average of 2.2 days turnaround for the quotations; however the turnaround time of processing the bids still requires more intervention and improvement.

It is also a pleasure to report that the municipality once again received an unqualified audit opinion and had significant improvements in the matters of emphasis as opposed to the previous financial year.

Figure: Summary of Finance Department performance



3.4 CORPORATE SERVICES

The department's overall performance was on target. Human Resources have well exceeded their target on filling up the vacant posts and the reported figure of the structure as at end December is 93% of critical post filled, 78% posts filled in the organogram, and 23% of budgeted post for this financial year have been filled.

The employees are going under induction to ensure they are well aware of the organisation and its culture. Skills retention policy is under review to address the high labour turnover, in the two highest levels of employment which the municipality is experiencing.

Training budget expenditure is slightly behind with **47%** against the **50%** projected, but that is as a result of most training resuming in January and February which is the third quarter in the municipal financial year.

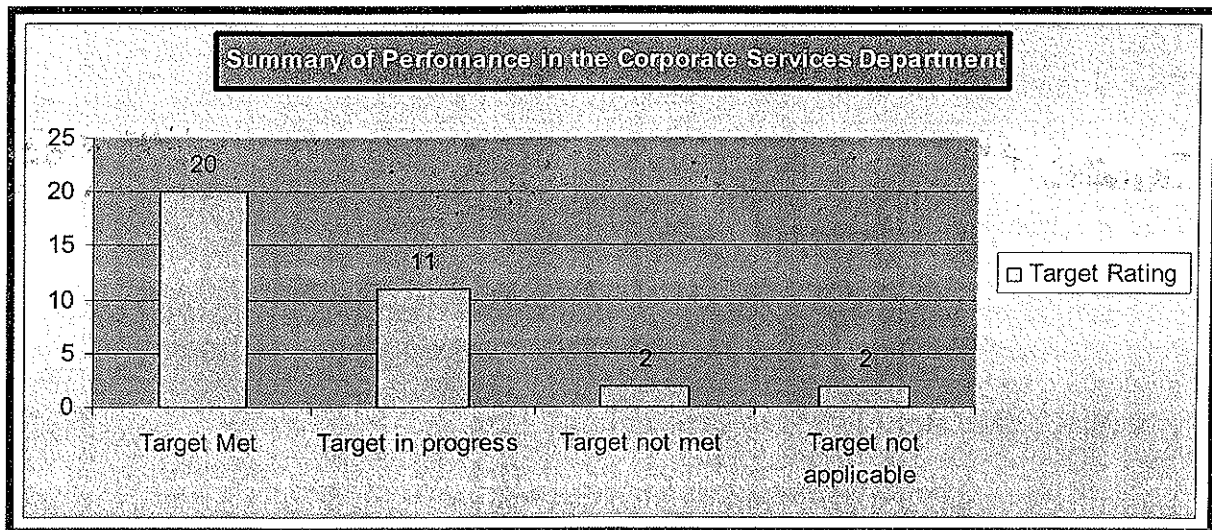
The need to reduce the costs of fleet within the municipality was also identified in this financial year. The department reduced the cost of fleet **by 2%** during the midterm period, this is slightly behind from the set target however, a tender is going out in January 2012 to address this issue.

Environmental Health is progressing well in their various inspections and building scrutiny. The water quality samples also improved as none were found to be non-compliant. Council support is functioning well with all the meetings requested held.

Legal Services has reviewed the measure on SLA. This indicator will now monitor the turnaround time for drawing up and vetting legal documents. The manager achieved an average of 2, 2 days against a target of 10 days.

There has also been a slight decrease in the % of legal matters of the municipality that are resolved averaging **61, 5%** against **77%** in this quarter. A recommendation to review target was suggested in the coaching sessions however strengthening the implementation of the Standard Operating Procedures will also deal with how the system currently flows. **All the Standard Operating Procedures** are due by end June 2012 for all the business Units.

Figure: Summary of Corporate Services Department performance



3.5 CORPORATE GOVERNANCE

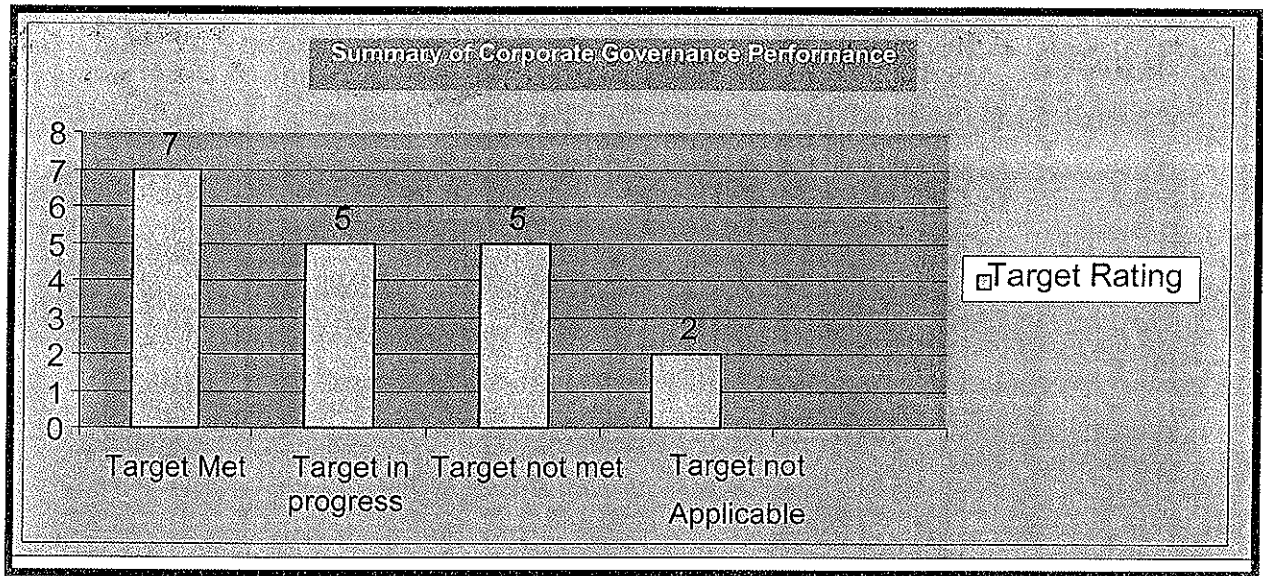
The Corporate Governance department has been able to meet most of their target for this quarter. King Shaka celebrations were held on the 24 September 2011. Diwali parcels were also given to organisations celebrating the event.

Fifteen public participation meetings were held throughout the district for IDP Izimbizo as well as project feedback sessions. A need for the development of **Standard Operating Procedures** for both Internal and External communication has been identified. The municipality is also taking Intergovernmental Relation very seriously. To date a consultant (Juba Fly) was appointed to assist the District in implementing the published IGR Framework. The IGR is currently operating at 60% efficiency with Planning, PMS, Infrastructure, LED and Technical and Mayors Forums functioning.

The second quarter also saw the appointment of the Manager: Disaster Unit in December 2011. The unit reported a **100%** of incidents responded to. The unit is slightly behind in terms of awareness campaign due to the fact that the district was hit by a lot of disasters within the month of December so the newly appointed Manager had a lot to attend to within that first month.

The Unit has also been tasked to co-ordinate all **Operation Sukuma Sakhe** requests. The District measures the turnaround time to respond to the request as well as interventions done within the municipality. A budget allocation for OSS will be done during the adjustment budget. The Manager Corporate Governance is currently in the process of developing the **Standard Operating Procedures** for the roll out of OSS.

Figure: Summary of Corporate Governance Department performance



3.6 MUNICIPAL ENTITY – ENTERPRISE ILEMBE

In terms of section 93B of the Municipal Systems Act, the parent municipality must ensure that the performance objectives and indicators for the municipal entity are established by agreement with the entity and included in the municipal entity's multi year business plan in accordance with section 87 (5) (d) of the MFMA. It is for this reason that the report for the Enterprise Ilembe has been included in the mid term performance report.

The EI has had a generally good working progress within the six months of the financial year. The Ilembe is visible in the media, networking sessions are happening as planned and an economic and intelligent report was generated, to understand the status quo of the Ilembe as a region.

A number of projects have been identified and are currently underway. This includes iLembe Agri-processing Hubs, Vineyards and Winery project, Bio diesel processing plant, Moringa plantations and Open Farms projects.

The above mentioned project have created **135 new jobs** in the new financial year and **retained 254 jobs** from the previous financial year.

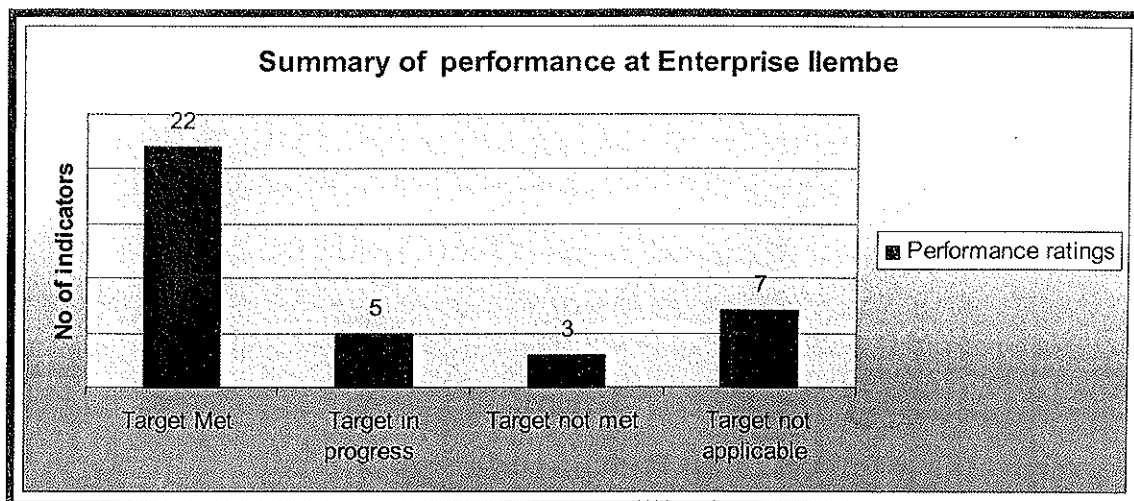
The EI is also currently conducting a market research on a high impact project which in our case is AGRi-PARK Concept. This should assist in creating more jobs and boosting the local economy within the Ilembe Region.

The entity is also required to secure funding from both the district and the external funders which in this case is Industrial Development Corporation

(IDC). They were required to do it within specified timelines, which they managed to achieve.

The detailed report is attached as part of the annexure, however the summary of achievements is illustrated in the figure below:-

Figure: Summary of Enterprise Ilembe performance



4. PERFORMANCE OF SERVICE PROVIDERS

Although there was generally a slow start in reporting on service provider performance, the departments have improved significantly in the second quarter in this regard.

The following are the service provider engaged in each business unit during the first six months of the financial year.

Office of the Municipal Manager

- ✚ No service provider engaged within this period under this unit

Technical Services Department

- ✚ Vulindlela - Replacement of Water Mains in Mandeni
- ✚ Afropipelines - AC Replacement in Mandeni
- ✚ Winwater - Refurbishment of Waste Water treatment works.

Corporate Governance

- ✚ Sonke Consulting
- ✚ Juba Fly consultants
- ✚ Oricon Consulting

± Singatha Afrika Management Services

Corporate Service

± Hlungwa consulting

Finance Department

± Bizworks Consulting

The Service Level Agreements are signed within 30 days, however Directors are encouraged to provide proper Portfolio of Evidence as SLA without signatures and dates cannot be evidence. Reports from Service providers are also in, to report on the progress of the project plans, attached as annexure on the SLAs.

5. MEASURES TO IMPROVE PERFORMANCE

The financial year has generally started on a slow but good mode. The PMS Unit has been conducting departmental visits discussing the 1st quarter reports and amending the SDBIP in line with the mid term budget adjustment and Cabinet Lekgotla resolutions. The revised tools will then be tabled to EXCO for final adoption and these will now be the final performance tools for 2011/2012 financial year

The Corrective measures on the target not met are part of the departmental reports attached as annexure.

6. CONCLUSION

The Ilembe District wishes to reinforce its commitment and dedication in ensuring the service delivery and changing the lives of the people within our district.

SIGNED BY



**HONORABLE MAYOR
CLLR S.W. MDABE**

ANNEXURE

Annexure A

Organisational

Scorecard

Organisational Scorecard 2011/2012

NATIONAL KPA's	IDP OBJECTIVE	KPA	BACKLOG	BASELINE	KPI's	UNIT OF MEASURE	ANNUAL TARGET	1st QUARTER TARGET	1ST QUARTER ACTUAL	HALF-YEAR TARGET	HALF YEAR ACTUAL	Responsible department
Basic Service Delivery	To eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented within the Lembe District Municipality	Water Projects	50,277	3609	Number of hh with new access to water	Number	3664	N/A	0	N/A	0	Technical Services Department
	To eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented within the Lembe District Municipality	Sanitation Projects	53,452	1650	Number of hh with new access to sanitation	Number	4200	0	75	0	1071	Technical Services Department
	To provide sustainable infrastructure that will render water and sanitation services	Water Projects Expenditure	N/A	R53,478,333	Rand Value of expenditure - Water	Rand value	R101,65m	R25,41m	R13,105,803.21	R50,750m	R35,648,720.31	Technical Services Department
	To provide sustainable infrastructure that will render water and sanitation services	Sanitation Projects Expenditure	N/A	R27,312,063	Rand Value of expenditure - Sanitation	Rand value	R27m	R7.5m	R2,949,744.65	R15m	R9,381,681.96	Technical Services Department
	To provide sustainable infrastructure that will render water and sanitation services	Refurbishment	N/A	a) 50% b) New indicator	a) % progress in implementation of refurbishment projects b) The number of projects completed by June 2012	% and number	a) 100% b) 13 by June 2012	a) 5% b) 0	a) 35% b) 0	a) 25% b) 0	a) 57% b) 2	Technical Services Department
	To eradicate the backlogs and cater for future demands that may arise out of the new developments that are likely to be implemented within the Lembe District Municipality	Size Water	N/A	Drift Plan	Approved Size Water Plan by deadline	Date	End Dec 2011	First draft submitted	Plan in place	Approved plan by 31 Dec 2011	Ready but not signed by Size Water	Technical Services Department
	To provide sustainable infrastructure that will render water and sanitation services	Capital Budget	N/A	New Indicator	% capital Budget spent on capital Projects (internal funded)	%	20%	5%	2%	10%	5%	Technical Services Department
	To provide sustainable infrastructure that will render water and sanitation services	Lembe DMS specific Water Infrastructure	N/A	100%	% household with water services reinstated within 48hrs	%	100%	100%	100%	100%	99.6%	Technical Services Department
	To provide sustainable infrastructure that will render water and sanitation services	Green drop status	N/A	30,40%	% improvement on the overall assessments in green drop status	%	85%	N/A	N/A	N/A	100%	Technical Services Department
	To ensure the quality of drinking water in the region is improved	Blue drop status	N/A	85,50%	% improvement on the overall assessments in blue drop status	%	90%	85%	N/A	N/A	N/A	Technical Services Department
Financial Viability and Management	To provide sustainable infrastructure that will render water and sanitation services	Operational Budget	N/A	New Indicator	% operational budget spent on repairs and maintenance	%	10%	2%	1,07%	3%	8,6%	Technical Services Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Compilation of Financial Statements 2010/2011	N/A	Completed and submitted 15 September 2010	Completed financial statement by deadline	Date	31 August 2011	Completed 2010/2011 financial statements	Completed financial statements were submitted on the 31 August to AG	N/A	N/A	Finance Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Compa Budget for 2012/2012	N/A	Done by 10 May in previous year	Approved fully funded Capital/Operating Budget for 2012/2013 by deadline date	Date	31 May 2012	Submit Budget programme to the Mayor	Budget Programme submitted to Council	Continue with Budget Process	Started the process for mid term assessment and adjustment budget	Finance Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Chair unqualified audit report for 2010/11	N/A	Unqualified Report for 2010/2011	Unqualified audit report in respect of financial statements	Unqualified Report	Unqualified audit report in respect of financial statements	Attend to Audit queries	Attending to audit queries	Attend to audit queries and respond to AG's audit report	Received unqualified audit report by Auditors	Finance Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Capital Expenditure	N/A	New Indicator	% quarterly capital expenditure as of planned expenditure (Actual opex capped/budgeted opex) x100	%	100%	100%	71%	100%	87%	Finance Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Operational Expenditure	N/A	New Indicator	% quarterly operational expenditure as of planned expenditure (Actual opex /budgeted opex) x100	%	100%	100%	83%	100%	86%	Finance Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Revenue Collection	N/A	85%	Quarter collection rate on billings	%	85%	85%	87%	85%	86%	Finance Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Compliance with the SCM Policy	N/A	a) 9 days b) 121.5 days	a) Turnaround time for the SCM supply to recommending preferred suppliers etc b) Turnaround time for processing all the	Number	a) 10 days turnaround time b) 63 days	a) 10 days turnaround time b) 63 days	a) Not reported b) Not reported	a) 2.25 days on average b) 61 days on average		Finance Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Payment of creditors	N/A	91%	Percentage of creditors paid within 30 days	%	100%	100%	70%	100%	85%	Finance Department
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Statutory reports	N/A	Submitted by the 14th of each month	Percentage of monthly reports that are submitted by the 14th of each month	%	100%	100%	100%	100%	100%	Finance Department
Institutional and Development	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Human Resources	0%	a) 48% b) 78% c) New indicator	a) % of critical posts filled b) % of filled posts in the organogram c) % of budgeted posts filled	%	a) 100% b) 85% c) 100%	a) 25% b) N/A c) N/A	a) 55% b) N/A c) N/A	a) 83% b) 75% c) 20%	a) 83% b) 75% c) 20%	Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Mental service provider	N/A	New Indicator	Reports from service providers received in line with signed SLAs	Days	monthly	monthly	4 reports	monthly	4 reports	Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Labour turnover	N/A	New Indicator	% Reduction in Labour Turnover in the two highest levels of employment	%	10%	0%	0%	0%	0%	Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Employment Equity	N/A	a) New indicator b) New indicator	a) % compliance b) Number of the previously disadvantaged individuals employed in the 3 highest levels of employment	% and number	a) 100% b) 19	a) 25% b) N/A	a) 0% b) N/A	a) 60% b) 19	a) 34% b) 20	Corporate Services

NATIONAL KPA's	IDP OBJECTIVE	KPA	BACKLOG	BASELINE	KPI's	UNIT OF MEASURE	ANNUAL TARGET	1st QUARTER TARGET	1st QUARTER ACTUAL	HALF-YEAR TARGET	HALF YEAR ACTUAL	Responsible department
Institutional Transformation and Development	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Legal matters	N/A	75%	% increase in the total number of legal cases that are resolved	%	80%	75%	80%	77%	61.5%	Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	WSP	N/A	New indicator	% of budget spent on WSP	%	100%	25%	25.2%	80%	47%	Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Training	N/A	WSP & ATR completed 30 June 2011	WSP & ATR complied by deadline	Date	30 June 2012	N/A	N/A	N/A	N/A	Corporate Services
	To build a strong Project Management Unit – to be able to bridge 1 st & 2 nd economies through catalytic and high-impact projects and to nurture new ideas which have commercial potential BUT have high impact potential poverty, jobs and empowerment.	Local Economic Development	N/A	450	a) Number of jobs created through LED initiatives b) % progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 128 permanent & temp created	N/A	N/A	N/A	a) 135 new & 254 related b) 325 c) 100 d) 27	Ilembe Enterprise
Social Economic Services	To Establish Disaster Management Centre	Disaster Management Centre	N/A	No building	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to emergencies, and empowered to improve the institutional capabilities for service delivery.	Disaster Management	N/A	No building	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to emergencies, and empowered to improve the institutional capabilities for service delivery.	Emergency Relief	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To provide appropriate environment and facilities for the provision of Social Services.	Occupational Health & Safety	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To provide appropriate environment and facilities for the provision of Social Services.	Health & Safety Lab reports - Water Quality	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Annual Management Performance Report	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Disaster Management	N/A	No building	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Emergency Relief	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Occupational Health & Safety	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Health & Safety Lab reports - Water Quality	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
Good Governance & Public Participation	To Provide co-ordination of Government work	Annual Management Performance Report	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Disaster Management	N/A	No building	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Emergency Relief	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Occupational Health & Safety	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Health & Safety Lab reports - Water Quality	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Annual Management Performance Report	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Disaster Management	N/A	No building	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Emergency Relief	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Occupational Health & Safety	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise
	To Provide co-ordination of Government work	Health & Safety Lab reports - Water Quality	N/A	100%	a) Ilembe Vineyard & Winery b) 100% progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	Number	a) 100% by June 2012 b) 100% by June 2012 c) 100% by June 2012 d) 60 direct	N/A	N/A	N/A	b) 0.35% c) 1.5% d) 4%	Ilembe Enterprise

Annexure B

Municipal Manager

2011/2012 Municipal Manager's Performance Plan Capital Budget

Performance – as per target

National KPA	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicators (KPI's)	Annual Target	Budget	Quarter ending 31-Dec-11		Quarter 2		Bi Annual		Reason for variance/ Comments	Evidence reference Number	Evidence	Performance Symbol
						Projected	Actual	Actual	Projection	Actual					
NEW WATER & SANITATION INFRASTRUCTURE															
Delivery & Infrastructure	New Water Access	3609 hh		Number of hh with access to 8864hh new water	R101,65m	N/A		N/A		N/A			1	N/A	N/A
	New Sanitation Infrastructure - 4 LMs sanitation	1650 hh		a) Number of hh with access to new sanitation - VIPs	R27m	0	1071	0	1071				2	N	☺
	Expenditure - Water projects	68%		Rand value of expenditure	R101,650m	R50,750m		R 35,648,720.31	R50,750m		R 35,648,720.31		3	Y	☹
	Expenditure - LMs sanitation	60%		Rand value of expenditure	R27m	R15m		R 9,391,681.96	R15m		R 9,391,681.96		4	Y	☹

REFURBISHMENT

Service Delivery & Infrastructure	Refurbishment	Previous FY projects 90% complete	a) % progress in implementation of refurbishment project b) The number of projects completed by 30 June 2012	a) 100% b) 13		a) 25% b) 0		a) 57% b) 2		a) 25% b) 0		a) 57% b) 2		5	Y	☺










TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW WATER PROVISION: 8664 hh

TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW SANITATION PROVISION: 4 200 hh

National KPA	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicators (KPI's)	Annual Target	Budget	Performance – as per target				Reason for Variance/ Comments	Corrective measure	Evidence reference Number	Evidence	Performance Symbol	
						Quarter 1 31 Dec-11	Quarter 2	BI Annual Projection	BI Annual Actual						
															Projected
Service Delivery & Infrastructure	District Infrastructure Management Plans	top level plan underway	Siza Water 5 year contract signed by deadline	End Dec 2011	Salaries	Signed Contract	Ready but not signed		Ready but not signed	Siza Water delaying signing	Spoke to Manager Legal with Siza Water. Manager Legal to prepare letter to Siza water. Must be finalised before the 25 January 2012.	6	Y - refer TS evidence file number 1		
	Repairs & maintenance for water services	95%	Services to be re-instated within 48 hours	100%	Salaries plus	100% of services to be re-instated within 48 hours	99.2%	100% of services to be re-instated within 48 hours	99.6%	Challenges still exist at water tankers	To improve response time to water tankers.	7	Y - refer Ts evidence file 2		
	Repairs & maintenance for sanitation services	100%	Services to be re-instated within 24 hours	100% compliant	Salaries plus	100% of services to be re-instated within 24 hours	100%	100% of services to be re-instated within 24 hours	100%			8	Y - refer Ts evidence file 1		
	Blue drop status	85.50%	% improvement on the overall assessments in blue drop status	90%	R250k	N/A	N/A		N/A			9	N/A	N/A	
	Green Drop status	80.40%	% improvement on the overall assessments in green drop status	85%	R250k	N/A	N/A		N/A			10	N/A	N/A	
	Completion of Financial Statements	Done by August 31 in previous year	Completed financial statements	Completed 2010/2011 financial statement - 31 August 2011	Salaries	N/A	N/A		Completed financial statements were submitted on the 31 August to AG				11	N/A	
	Completion of Budget	Done by May in previous year	Approved fully funded Capital/Operating Budget for 2012/2013	31 May 2012	Salaries	Continue with Budget Process	Started the process for mid term assessment and adjustments budget (memo issued). Have met with some of the departments, process to be finalized in January		Started the process for mid term assessment and adjustments budget (memo issued). Have met with some of the departments, process to be finalized in January				12	Y	
	Revenue Collections	75%	Quarterly collection rate on billings	85%	Salaries	85%	85%		85% average	Moratorium on debt collection in some areas pending door to door project which has been postponed 3 times due to various reasons	Establish a pattern on how we receiving monies. Categorise debt and recover. Credibility of database will improve revenue.	13	Y		
	Outstanding debtors	New indicator	R debtors outstanding as a % of revenue received for services	400%	Salaries	250%	683%		990% on average over 2 quarters	Moratorium on debt collection in some areas pending door to door project which has been postponed 3 times due to various reasons	Establish a pattern on how we receiving monies. Categorise debt and recover. Credibility of database will improve revenue.	14	Y		

2011/2012 Municipal Manager Performance Plan Operating Budget

National KPA	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicators (KPIs)	Annual Target	Budget	Performance – as per target				Reason for Variance/ Comments	Corrective measure	Evidence reference Number	Evidence	Performance Symbol	
						Quarter ending 31/03/12	Quarter 2		BI Annual						
							Projected	Actual	Projection						Actual
Economic Viability	Debt control	New indicator	Debt coverage/ % of debtors handed over for collection	80%	Salaries	40%	0%	40%	48% for Quarter 1			15	Y		
	Customer Relations - revenue enhancement	3 days	Turnaround time to responding to customers queries	3 days	Salaries	3 days	Not reported	3 days	Not reported			16	Y	N/A	
	Expenditure - payment of creditors	90%	Percentage of creditors paid within 30 days	100%	Salaries	100%	88%	100%	88%	Paperwork submitted not correct therefore delays process.	The standard operation procedures and expenditure committee setup to monitor.	17	Y		
	Statutory monthly reports to National & Provincial Treasuries	100%	Percentage of monthly reports that are submitted by the 14th of each month	100%	Salaries	100% of reports submitted by 14th of every month.	100%	100% of reports submitted by 14th of every month.	100%			18	Y		
	Statutory monthly from Municipal Manager to Exco	Report by 15th of every month.	Reports submitted by 15th of every month.	Monthly	Salaries	Reports submitted by 15th of every month	Submitted by the 15th of every month	Reports submitted by 15th of every month	Submitted by the 15th of every month			19	N		
	Procurement of goods & services in terms of the SCM Policy	121.5 days	Turnaround time for processing all the bids	63 days	Salaries	63 days	61 days	63 days	61 days on average		CFO to submit a report as evidence submitted by the unit not credible	20	Y		
	Monitor service provider performance	New indicator	Reports from service providers received in line with signed SLA.	monthly		monthly	0 reports	monthly	0 reports	None engaged in the Office of the MM		21	N/A	N/A	
	Human Resources	a) 48% b) 78% c) New indicator	a) % of critical posts filled b) % of filled posts in the organogram c) % of budgeted posts filled	a) 100% b) 85% c) 100%	Salaries	a) 50% b) 75% c) 50%	a) 75% b) 80% c) 80%	a) 50% b) 75% c) 50%	a) 93% b) 78% c) 23%			22	Y	a) b) c)	
	Council Support	100%	% of Total scheduled meetings of council, ExCo and PCs that are actually conducted	100%	Salaries	100%	100%	100%	100%			23	Y		
	Performance Management	New indicator	No of coaching sessions or employees' performance conducted timeously	4	Salaries	1	1	2	2			24	Y		
Development & Transformation	Organisational Organogram	Outdated Organisation Organogram	Revised Organogram submitted to Exco by deadline	Sept 2011	Salaries	Implement	Not approved	Organogram approved & implemented	Not approved	Departmental delay	Scheduled to be tabled to MANCO on the 23/01/2012 and then submitted to EXCO for approval	25	Y		

National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI's)	Annual Target	Budget	Performance – as per target				Reason for Variance/ Comments	Corrective measure	Evidence reference Number	Evidence	Performance Symbol	
						Quarter 1		Quarter 2	Bi Annual						
						Projected	Actual		Projection						Actual
Institutional Development	WSP	New indicator	% of budget spent on WSP	100%		50%	21.8%	50%	47%	Target not met due to training being cancelled, refunds have been made to the municipality	Most training commences in Jan therefore target will improve	26	Y		
	Skills Retention	New indicator	% Reduction in Labour Turnover in the two highest level of employment	10%		0%	0%	0%	0%	Staff not happy with increase. Low staff morale in IDM.	Policy under review. Delegation to approach Mayor as per minutes of the 12 December 2012	27	Y		
	Legal matters	75%	% increase in the total number of cases that are resolved	5% increase to 80%	Salaries	77%	43%	77%	61.5%	Some legal issues out of Managers Control.	Director CS to review target.	28	Y		
	Public Participation Plan Implementation	No previous survey	Number of Public Participation meetings held	16	Salaries	10	11	10	15			29	Y - refer CG evidence file 1 evidence number 5		
	Intergovernmental Relations	60%	% Efficiency of operations of Mayors Forum (Calculated by number of sub committees that are functional as a proportion of the total of 5)	100% Efficiency	200000/ Salaries	Mayors Forum operates at 60% efficiency	60%	Recommendations submitted and 60% efficiency	60%			30	Y		
	Annual IDP Review	Approved by Exco on 15 June 2011	IDP Review adoption by deadline	2012/13 IDP Review adopted by June 2012	Salaries	Finalise Process Plan and align process with budget processes	Submitted Final Process Plan to COGTA in Sept 2011. IDP Public Participation meetings.	Finalise Process Plan and align process with budget processes	Submitted Final Process Plan to COGTA in Sept 2011. IDP Public Participation meetings.			31	Y		
	Conduct Audit Assignments as per Annual Plan	10 Assignments 2010/11	Number of audit assignments completed by deadline	12 complete audit assignments by June 2012	Salaries	6	6	9	9			32	Y		
	Performance Management System	2009/2010 Annual Municipal Performance Report done	2010/2011 AMPR done by deadline	End 31 August 2011	Salaries	N/A	N/A	31 August 2011	Submitted 30 August 2011			33	N/A		
	2010/2011 IDM Annual Report		2010/2011 IDM Annual Report completed by deadline	31 January 2012		N/A	N/A	N/A	N/A			34	N/A	N/A	
	Emergency Relief Aid	100%	% of all incidents responded to	100%	Salaries	100%	100%	100%	100%			35	Y - refer CG evidence file 2 evidence number 14		
Good Governance & Public Participation															

LED & Social Services




National KPA	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicators (KPI's)	Annual Target	Budget	Performance – as per target				Reason for Variance/ Comments	Corrective measure	Evidence reference Number	Evidence	Performance Symbol		
						Quarter 1		Quarter 2							BI Annual Projection	BI Annual Actual
						Projected	Actual	Projected	Actual							
	Vector Control	a) 3 b) 541	a) Reduction in numbers of notifiable vector borne cases reported b) Number of sites serviced within budget	a) 0 b) 542	R134 500	a) 0 b) 265	a) 0 b) 69 sites were serviced	a) 0 b) 265	a) 0 b) 197			41	Y	a)		
														b)		
	Water Quality Monitoring and Analysis	a) New Indicator b) 541	a) Number of samples taken and analysed b) Percentage of unsatisfactory samples reported and rectified	a) 144 b) 100%	R134 500	a) 72 b) 100%	a) 24 samples of potable were taken and analysed b) 100%	a) 72 b) 100%	a) 60 b) 100%	a) Sample results were acceptable none were referred to Technical Services		42	Y	a)		
														b)		
	Food Control	a) 680 b) New Indicator	a) Number of premises inspected b) Percentage of food poisoning cases reported	a) 690 b) 10%	Salaries	a) 340 b) 4%	a) 155 Food premises were inspected -No food poisoning cases were reported b) 4%	a) 340 b) 4%	a) 353 b) 4%			43	Y - for a only	a)		
														b)		
	Occupational Health & safety	a) 80 staff b) 48	a) No of staff trained b) Reduction in the IODs as a result of training	a) 80 b) 40	R108 000	a) 40 b) 4	a) 84 b) 7	a) 40 b) 4	a) 142 b) 9			44	Y	a)		
														b)		

Performance Symbols			
Target Met	In progress	Target not met	Total
29	17	6	60

Annexure C

Technical Services




National KPA	Municipal Strategies (KPA)	Baseline indicator	Key Performance Area KPI's	Annual Target	Budget	Performance - as per target				Reason For Variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Individual	Performance Symbol
						Quarter ending 31-Dec-11	2nd Quarter Actual	BI Annual Projection	BI Annual Actual							
						Projected	Actual	Signed Contract	Ready but not signed							
Infrastructure & Service Delivery	Siza Water 5 year Plan/Contract	Previous 5yr Siza Water Plan Reviewed	Siza Water 5 year contract signed by deadline	End December 2011	Salaries	Signed Contract	Ready but not signed	100% compliant with SABS sid	100% compliant with SABS sid	Siza Water delaying signing	Spoke to Manager Legal with Siza Water, Manager Legal to prepare letter to Siza water	1	Y	Not relevant	Director TS	☹
	Effluent Treatment	95% compliant with SABS sid	% compliance with SABS standard	100% compliant with SABS sid	Salaries	100% compliant with SABS sid	100%	100% compliant with SABS sid	100%			2	Y		DD	☺
	Repairs and Maintenance	New indicator	% operational budget spent on repairs and Maintenance	5%	Rxx	3% cumulative	2%	3% cumulative	8.6%			3	Y		Director TS	☺
	Blue drop status	85.50%	% improvement on the overall assessments in blue drop status	90%	R250k	N/A	N/A	N/A	N/A			4	N/A		Director TS	N/A
	Green Drop status	80.40%	% improvement on the overall assessments in green drop status	85%	R250k	N/A	N/A	N/A	N/A			5	N/A		Director TS	N/A
	Use of Telemetry System	Telemetry in KwaDukuza at 70%	Fully functional Telemetry System in KwaDukuza	100%	R3.5m	80%	0%	80%	0%	No funds available	Director TS to prepare business plan to source funding by March 2012	6	N		DD	☹
	Ilembe DM specific Sanitation Infrastructure	24 hrs	Percentage of households responded with services reinstated within 24 hours on sanitation	within 24 hours	Nil	Service reinstated within 24 hours	100%	Service reinstated within 24 hours	100%			7	Y		DD	☺
	Ilembe DM specific Water Infrastructure	48hrs	Percentage of households responded with services reinstated within 48 hours on water	within 48 hours	Nil	Service to be re-instated within 48 hours	99.2%	100%	99.6%			8	Y		DD	☺
	Health & Safety Lab reports	New indicator	Percentage of Lab reports from Health & Safety Department responded to	100%	Salaries	100%	0%	100%	0%	None referred		9	N		DD	N/A
	Monitor service provider performance	New indicator	Turnaround time of signing the SLA after the appointment of the service provider	30 days	Salaries	30 days	Not reported accurately	30 days	Not reported accurately	Reported - 2 signed		10	N	Need number of days taken to sign	Director TS	☹
	Monitor service provider performance	New indicator	Reports from service providers received in line with signed SLA	monthly	Salaries	Monthly	Not reported accurately	Monthly	Not reported accurately	Reported - 50%		11	N	Need s/provider reports	Director TS	☹
	Financial Management	New indicator	% Budget spent	100%	Salaries	50%	25%	50%	25%		Manager Budget & Director Technical Services to hold meeting with MM & CFO	12	Y		Director TS	☹

Financial Management	New Indicator	% Reduction of telephone expenditure	10% reduction	Salaries	4% cumulative	5%	4% cumulative	5%	System upgraded to produce departmental reports from January 2012	13	Y	Director TS	
Socio Economic Development	Operation Sukuma Sakhe	Turnaround time to respond to OSS requests	48hrs	Salaries	Within 48hrs	Not reported accurately	Within 48hrs	Not reported accurately	No specified SOPs in place with regards to the OSS. Reported - Plan not finalised	14	N	Director TS	
	Standard Operating Procedures	Formulation of SOPs by deadline	End March 2011	Salaries	N/A	N/A	N/A	N/A		15	N/A	Director TS	N/A
Institutional Transformation & Development	Performance Management	No of coaching sessions of employees' performance conducted timeously	4	Salaries	2	1	2	1		16	Y	Director TS	

National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Performance - as per target				Reason For Variance/ Comments	Corrective Measure	Evidence Reference Number	PMS Comments	Responsible Individual	Performance Symbol		
						Quarter ending 31-Dec-11	2nd Quarter		BI Annual								
						Actual	Projected	Actual	Actual								
NEW WATER ACCESS																	
Infrastructure & Service Delivery	To provide a sustainable Bulk water System - Ngcobo /KwaDukuza Water Supply (Maphumulo Ward 7, Ndwedwe Ward 7 and Ndwedwe Ward 9)	a) 2300 hh out of 8695 R & S contract and 90% on Ashville contract construction b) 95% progress c) R 31,278,180	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1109 hh served b) 100% completion c) R28m spent	R38m	a) 0 hh b) 100% completion c) R1.2m	a) 0 hh b) 100% completion c) R1.2m	a) 0 hh b) 100% completion c) R1.2m	a) 0 hh b) 100% completion c) R1.2m	a) 0 hh b) 100% completion c) R1.2m	Progress a little behind	PMU to expedite project to meet target	47	Y - c only	Manager Technical Services	☹️	
	To provide a sustainable Bulk water System - Ngcobo Community Water Supply	a) 0 hh b) 0% c) R1,979,180	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1800 hh served b) 100% completion c) R2.8m spent	R2.8m	a) 0 hh b) 60% c) R1.2m	a) 0 hh b) 60% c) R1.2m	a) 0 hh b) 60% c) R1.2m	a) 0 hh b) 60% c) R1.2m	a) 0 hh b) 60% c) R1.2m			18	Y - c only	Manager Technical Services	☹️	
	Himbilthwa 1 Water Supply	a) 0 hh b) 45% progress c) R 4,657,501.00	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 747 hh served b) 100% completion c) R1.85m spent	R 1,850,000.00	a) 0 hh b) 50% c) R1.85m	a) 0 hh b) 50% c) R1.85m	a) 0 hh b) 50% c) R1.85m	a) 0 hh b) 50% c) R1.85m	a) 0 hh b) 50% c) R1.85m	a) 0 hh b) 50% c) R1.85m			19	Y - c only	Manager Technical Services	☹️
	San Souci Bulwer Farm Extension (KwaDukuza Ward 1)	a) 0 hh b) 100% progress c) R 4,657,501.00	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1790 hh served b) 100% completion c) R2m spent	R2m	a) 0 hh b) 50% c) R1.25m	a) 0 hh b) 50% c) R1.25m	a) 0 hh b) 50% c) R1.25m	a) 0 hh b) 50% c) R1.25m	a) 0 hh b) 50% c) R1.25m	a) 0 hh b) 50% c) R1.25m			20	Y - c only	Manager Technical Services	☹️
	Ozwathini Gwense/Mamula Water Supply (Ndwedwe Ward 4)	a) 0 hh b) 6% progress c) R927,541	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 408 hh served (was 3270) b) 60% completion c) R9 m spent	R9m	a) 0 hh b) 60% c) R1.8m	a) 0 hh b) 60% c) R1.8m	a) 0 hh b) 60% c) R1.8m	a) 0 hh b) 60% c) R1.8m	a) 0 hh b) 60% c) R1.8m	a) 0 hh b) 60% c) R1.8m			21	N	Manager Technical Services	😊
Macambini Water Supply Phase 2	a) 0 hh b) 70% (N & E) 50% (G) 50% construction c) R 5,622,059.94	a) No of hh with access to water b) Progress towards construction c) Expenditure	a) 0 hh out of 7310 hh served b) 90% construction c) R24m spent	R24m	a) 0 hh b) 40% c) R4m	a) 0 hh b) 40% c) R4m	a) 0 hh b) 40% c) R4m	a) 0 hh b) 40% c) R4m	a) 0 hh b) 40% c) R4m	a) 0 hh b) 40% c) R4m	Reservoir at bid evaluation committee	Director TS & CFO to fast track process	22	Y - c only	Manager Technical Services	☹️	
Role out water reticulation infrastructure to address both the backlogs and the 'frontlogs' (future growth needs) - Ndulunde Water Supply Scheme (Munduli Ward 5)	a) 60hh b) 100% (P1), 100% (P2) & 5% (P3) - % construction c) R3,702,507 Expenditure	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 2814 hh served b) 100% construction c) R24m spent	R17m	a) 0 hh b) 60% c) R4m	a) 0 hh b) 60% c) R4m	a) 0 hh b) 60% c) R4m	a) 0 hh b) 60% c) R4m	a) 0 hh b) 60% c) R4m	a) 0 hh b) 60% c) R4m			23	Y - c only	Manager Technical Services	😊	
TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW WATER PROVISION: 8664 hh TOTAL EXPENDITURE TARGETED: R101.65m																	

2011/2012 Departmental SDBIP - Technical Services (Capital)








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National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Performance - as per target				Reason For Variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Individual	Performance Symbol	
						Quarter ending 31-Dec-11	2nd Quarter	Bi Annual	Bi Annual								
						Projected	Actual	Projection	Actual								
NEW SANITATION ACCESS																	
Infrastructure & Service Delivery	To role out the sanitation infrastructure to meet the National target (2014) - Ndwedwe	a) 169 hh b) R3,586 971	a) No of hh with access to VIP b) Expenditure	a) 1400 hh b) R9m	R9m	a) 0hh b) R5m	a) 867 hh b) 953,046.04	a) 0hh b) R5m	a) 867 hh b) 953,046.04			24	N		Manager Technical Services		
	To role out the sanitation infrastructure to meet the National target (2014) - Mandeni	a) 30 hh b) R3,048 067	a) No of hh with access to VIP b) Expenditure	a) 1400 hh b) R9m	R9m	a) 0hh b) R5m	a) 155 hh b) R 3,987,785.37	a) 0hh b) R5m	a) 155 hh b) R 3,987,785.37			25	Y - for b only		Manager Technical Services		
	To role out the sanitation infrastructure to meet the National target (2014) - Maqumbi Phase 2 (Maphumulo)	a) 246 hh b) R1,169 341	a) No of hh with access to VIP b) Expenditure	a) 1400 hh b) R 9m	R9m	a) 0hh b) R5m	a) 48 hh b) R 1,124,775.59	a) 0hh b) R5m	a) 48 hh b) R 1,124,775.59			26	N		Manager Technical Services		

TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW SANITATION PROVISION:

4200 hh (VIPs)

TOTAL EXPENDITURE TARGETED: R27m

National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Performance – as per target				Reason For Variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Individual	Performance Symbol	
						Quarter ending 31-Dec-11	2nd Quarter		Actual								
							Bi Annual	Bi Annual									
																	Actual
REFURBISHMENT																	
Infrastructure & Service Delivery	KwaDukuza Sewer Retention upgrades	a) 35% b) R 2,290,609	a) Percentage completion of sewer replacement by deadline b) Townview c) Strelitzia Road d) Tensing Clim Rd e) Cannia Road f) Darnell/Melville b) Percentage expenditure spent	a) % by 30 June 2012 b) 100% - Townview Road c) 100% - Strelitzia Road d) 100% - Tensing Clim Rd e) 80% - Cannia Road f) 20% - Darnell/Melville b) R5m	R5m	a) % progress b) 80% - Townview Road c) 80% - Strelitzia Road d) 100% - Tensing Clim Rd e) 80% - Cannia Road f) 5% - Darnell/Melville b) R2,067,005.22	a) % progress b) 80% - Townview Road c) 80% - Strelitzia Road d) 100% - Tensing Clim Rd e) 80% - Cannia Road f) 5% - Darnell/Melville b) R2,067,005.22	a) % progress b) 80% - Townview Road c) 80% - Strelitzia Road d) 100% - Tensing Clim Rd e) 80% - Cannia Road f) 5% - Darnell/Melville b) R2,067,005.22	a) % progress b) 80% - Townview Road c) 80% - Strelitzia Road d) 100% - Tensing Clim Rd e) 80% - Cannia Road f) 5% - Darnell/Melville b) R2,067,005.22	Darnell is currently at Bid spec stage	To finalise bid process asap	27	Y		Manager WSP KZN292/293		
	KwaDukuza Water Conservation & Demand	a) 0 km b) R1,646 223.09	a) Length of pipe replaced (kms) b) Expenditure	a) 6.5 km b) R4 mil	R4 mil (Previously R6m)	a) 800 m b) R229875.94	a) 1.2 km b) 1.2 m	a) 800 m b) R229875.94	a) 1.2 km b) 1.2 m	Under target	Director TS to fast track project	28	N		Manager WSP KZN292/293		
	Ndwedwe Nsuzi River Abstraction Renovation	a) 0% b) R0	a) Percentage construction b) Expenditure	a) 100% by end June 2012 b) R4.2m	R4.2m	a) 0% b) R0m	a) 10% b) R1.7m	a) 0% b) R0m	a) 0% b) R0m	Transfer of Documentation from SSI to Ibhongo delayed progress	Director TS to fast track project	29	N		Manager WSP KZN292/293		
	Shangeri Sewerage works upgrade	New project	a) Percentage construction b) Expenditure	a) 100% by end June 2012 b) R6.5m	R6.5m	a) 20% b) R1,259,069.74	a) 10% b) R1.5m	a) 20% b) R1,259,069.74	a) 10% b) R1.5m			30	Y - for b only		Manager WSP KZN292/293		
	KwaDukuza Sewer Pump stations	New project	a) Percentage construction b) Expenditure	a) 100% by end June 2012 b) R1.5m	R1.5m	a) 0% b) R500k	a) 10% b) R500k	a) 0% b) R0k	a) 0% b) R0k	a) Bid spec stage	Director TS to fast track project	31	N		Manager WSP KZN292/293		
	KwaDukuza Reservoirs cleaning	a)No reservoirs upgraded b) R0	a) No of reservoirs cleaned b) Expenditure	a) 3 reservoirs b) R300k	R300k	a) 7 Reservoir cleaned b) R68 000.00	a) 1 Reservoir cleaned b) R100k	a) 7 Reservoir cleaned b) R68 000.00	a) 7 Reservoir cleaned b) R68 000.00			32	N		Manager WSP KZN292/293		
	Relocation of Sundumbili Reticulation pipeline - Phase 3	a) Frequent breaks / water loss - Mid block pipelines - no meters - Phase(1) 100% & Phase (2) 95% b) 0 meters c)R819 792	a) Length of pipeline relocated b) Number of meters installed c) Expenditure	a) 28km pipeline to be replaced b) 800 Meters to be replaced c) R6m exp	R6m	a) 25.09km b) 450 Meters c) R3,098,269.32	a) 4km b) 0 Meters c) R1.2m	a) 25.09km b) 450 Meters c) R3,098,269.32	a) 25.09km b) 450 Meters c) R3,098,269.32			33	Y		Manager WSP KZN291/294		

Performance - as per target

National KPA	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicator's	Annual Target	Budget	Performance – as per target						Reason For Variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Individual	Performance Symbol
						Quarter ending 31-Dec-11		2nd Quarter		3rd Quarter								
						Projected	Actual	Actual	Projection	BI Annual	BI Annual							
Infrastructure & Service Delivery	Mandeni Water Conservation & Demand Management	a) Aged AC pipelines - Frequent burst b) 0 meters c) R0	a) Number of Kilometres Pipes replaced in Mandeni b) Number of meters installed c) Expenditure	a) Replacement of 2km AC Pipes in Mandeni b) 500 c) R 8.5m	R8.5m	a) 1 km b) 100 c) 1.5m	a) 6.39km b) 160 water meters c) R7,182,621.50	a) 1 km b) 100 c) 1.5m	a) 6.39km b) 160 water meters c) R7,182,621.50				Need evidence for a	Y for b & c only	34	Manger WSP KZN291/294		
	Sundumbili Sewerage works upgrade	New project	a) % Progress in fencing the sewerage works b) Expenditure	a) 100% b) R500k	R 500,000.00	a) 20% b) R100k exp	a) 0% b) R0k exp	a) 20% b) R100k exp	a) 0% b) R0k exp				Project advertised, but cancelled. Advert attached.	N	35	Manger WSP KZN291/294		
	Water Demand Management & Conservation (Nunjabilli) Maphumulo	a) 0 b) R0	a) Number of meters installed by deadline b) Expenditure	a) 1300 meters to be installed b) R2.3m	R2.3m	a) 300 meters b) R600k	a) 0 meters b) R0k	a) 300 meters b) R600k	a) 0 meters b) R0k				Nunjabilli areas still has a challenge with water source	N	36	Manger WSP KZN291/294		
	Water Demand Management & Conservation (Masibambisane) Maphumulo	a) 0 b) R0	a) Number of meters installed by deadline b) Expenditure	a) 1400 meters to be installed b) R2m	R2m	a) 350 b) R1m	a) 0 meters b) R71,729.29	a) 350 b) R1m	a) 0 meters b) R71,729.29				Meter Audit in progress.	Y	37	Manger WSP KZN291/294		
	Maphumulo Reservoirs cleaning	New project	a) % Progress completion in removing all silt from all reservoirs b) expenditure	a) 100% c) R100k	R 100,000.00	a) 40% b) R50k	a) 100% b) R52,500	a) 40% b) R50k	a) 100% b) R52,500				Cleaning complete, Invoice not yet submitted.	Y - for b only	38	Manger WSP KZN291/294		
Infrastructure & Service Delivery	Mandeni Reservoirs cleaning	New project	a) % Progress completion in removing all silt from all reservoirs b) expenditure	a) 100% c) R100k	R 300,000.00	a) 40% b) R120k	a) 10% b) R0k	a) 40% b) R120k	a) 10% b) R0k				Service Provider appointed, cleaning is in progress	N	39	Manger WSP KZN291/294		
	Sludge removal in Mandeni Area	New project	% Progress completion in removing all sludge from all ponds	a) 100% b) R1m	R1m	a) 20% b) R200k	a) 0% b) R168,000.00	a) 20% b) R200k	a) 0% b) R168,000.00				Project advertised, closing date 09December 2011. Advert	Y - for b only	40	Manger WSP KZN291/294		

Performance Symbols

Target Met	In progress	Target not met	Total
17	10	9	40

Annexure D








Finance

Department

Financial Management & Viability

National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31-Dec-11		2nd Quarter		BI Annual		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Person	Performance Symbol
						Projected	N/A	Actual	N/A	Projected	Actual							
	Completion of Financial Statements 2010/2011.	2009/2010 Financial Statements	Completed 2010/2011 financial statement by deadline.	Completed 2010/11 financial statement - 31 August 2011	Salaries	N/A				N/A				1	N/A		Manager Budget	N/A
	Obtain unqualified audit report for 2010/11	Unqualified audit report for the 2009/10 financial year in respect of AFS.	Unqualified audit report by the AG for 2010/11.	Unqualified audit report by the AG for 2010/11.	2000000	Attend to audit queries and respond to AG's audit report		Received unqualified audit report by Auditor General.		Attend to audit queries and respond to AG's audit report	Received unqualified audit report by Auditor General.			2	Y		Manager Budget & CFO	☺
	Complete Budget for 2012/2013.	2011/2012 Operating and Capital Budget	Approved fully funded Operating & Capital Budget for 2012/2013 by deadline	30 June 2012 Secure final adoption of budget 31 May 2012 (Table for consideration of approval/adoption)	Salaries	Continue with Budget Process		Started the process for mid term assessment and adjustments budget (memo issued). Have met with some of the departments, process to be finalized in January		Continue with Budget Process	Started the process for mid term assessment and adjustments budget (memo issued). Have met with some of the departments, process to be finalized in January			3	Y		Manager Budget	☺
	Asset Management	Not previously measured	Percentage accuracy of a fully GRAP compliant Fixed Asset Register	100%	Salaries	50%	90%		50%	90%		There had been some issues with the service provider concerned around agreed deliverables. This affected payments due to the service provider and unfortunately unwarranted delays in successfully completing the project on time. As a result, while the stock take and verification of assets has been successfully completed, the Asset Register has not yet been populated on the BAUD System. Achievement of this milestone will mark 100% completion of the project.		4	Y		Manager Expenditure	☺
	Management of cashflow	30 days cash on hand	Cashflow Management (Ability of council to meet its financial obligations) (Cost coverage)	60 days cash on hand	Salaries	60 days cash on hand.	54 days cash on hand		60 days	54 days		The currently excessive operational cost structure coupled with cash obligations accumulated over the past financial years as well as below the target revenue collection rate are amongst the prime challenges which are currently making it impractical to achieve the set target of 60 days cash on hand.	Expenditure Committee is set to be established in January 2012 to monitor expenditure right from acquisition stage. User Depts have been requested to submit procurement plans as part of controlling expenditure. To review target between 30-50 days. 60 being excellent	5	Y		Manager Expenditure	☺
	Payment of creditors	30 days	% of claims submitted to Finance paid within 30 days	100%	Salaries	100%	88%		100%	88%		Paperwork submitted not correct therefore delays process.	The standard operation procedures and expenditure committee setup to monitor.	6	Y		Manager Expenditure	☹

2011/2012 Departmental SDBIP - Finance Department																		
Performance - as per target																		
National KPA	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31-Dec-11		2nd Quarter		BI Annual		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Person	Performance Symbol
						Projected	Actual	Actual	Projected	Actual	Actual							
Financial Management & Viability	Debtors control	37	Debt coverage - ((Total operating revenue received) - operating grants received) / operating grants due, including payments due, including Quarterly collection rate on billings	9	Salaries	9	9	9	9	9	9	Data integrity is questionable.	BI/works appointed to do data cleansing exercise	7	Y		Manager Expenditure & CFO	
	Revenue Collection	75%	Quarterly collection rate on billings	85%	Salaries	85%	85%	85%	85%	65%	65%	Moratorium on debt collection in some areas pending door to door project which has been postponed 3 times due to various reasons	Establish pattern on how we receiving monies. Categorise debt and recover. Credibility of database will improve revenue.	8	Y		Manager Revenue & CFO	
	Outstanding debtors	254.21%	R debtors outstanding as a % of revenue received for services	200%	Salaries	250%	683%	250%	683%	990% average over 2 quarters	990% average over 2 quarters	Moratorium on debt collection in some areas pending door to door project which has been postponed 3 times due to various reasons	Establish pattern on how we receiving monies. Categorise debt and recover. Credibility of database will improve revenue.	9	Y		Manager Revenue & CFO	
	Debtors control	New indicator	% of debtors handed over for collection	80%	Salaries	40%	0%	40%	0%	48% for Quarter 1	48% for Quarter 1			10	Y		Manager Revenue & CFO	
	Revenue collection- Meter reading	3500 estimations (MAY REPORT)	Decrease in number of estimated readings	Decrease to 2500 estimations at year end	Salaries	600 reduction	increased by 1902	600 reduction	increased by 1902	2580 average over 2 quarters	2580 average over 2 quarters	Contractor who was working on the Sundumbill meter relocation project did not submit meter change forms resulting in meters having to be estimated whilst T/Services was resolving the issue with the Contractor. Delay in replacement of faulty meters and relocation of inaccessible meters also results in increased estimations. In Newetwe & Mandeni there was a delay in recruitment of meter readers which resulted in some areas being read bi-monthly and estimated.	Finance to submit a list of faulty meters to Technical services with a specific turnaround time to fix as per SLA	11	Y		Manager Revenue	
	Capital Budget	New indicator	% Capital Budget (Internally Funded) spent on Capital Projects	20%	Salaries	10%	5%	10.00%	5%	5%	5%	Not collecting enough money	Target to be reviewed	12	Y		Manager Budget	
	Capital Expenditure	New indicator	% quarterly capital expenditure as of planned expenditure (Actual capex/budgeted capex) x100	95%	Salaries	95%	87%	95%	87%	79% average over 2 quarters	79% average over 2 quarters	It has emerged that part of the capital budget otherwise forming part of the denominator in the % calc is not realistic in the sense that funds originally expended to fund such budget will not be realised. As a result such unrealistic portion of the capital budget will be adjusted through adjustment budget process.		13	Y		Manager Expenditure	

01/2012 Departmental SDBIP - Finance Department																	
National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Performance - as per target				Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Person	Performance Symbol	
						Quarter ending 31-Dec-11	2nd Quarter	Bi Annual Projected	Bi Annual Actual								
	Statutory Monthly & Quarterly Reports	2010/2011 statutory reporting submitted by deadline	Submission of monthly reports and quarterly reports by deadline Monthly Reports - CFA - RME - AC - AD - OSA - CAA - FNG - MGS - MSG - RTSG - BSAC Quarterly Reports - BM - CE - ME - LTC - MFM1	monthly reports by 14th each month and quarterly reports by 21st after end of each quarter	Salaries	Projected Reports submitted by deadline	Actual Monthly Reports - CFA (14/12/2011) - RME (13/12/2011) - AC (14/12/2011) - AD (13/12/2011) - OSA (13/12/2011) - CAA (13/12/2011) - FNG (13/12/2011) - MGS (13/12/2011) - MSG (13/12/2011) - RTSG (13/12/2011) - BSAC (13/12/2011) Quarterly Reports - BM - CE - ME - LTC - MFM1 Evidence - National Treasury Acknowledgement of receipt	Reports submitted by deadline	Monthly Reports - CFA (14/12/2011) - RME (13/12/2011) - AC (14/12/2011) - AD (13/12/2011) - OSA (13/12/2011) - CAA (13/12/2011) - FNG (13/12/2011) - MGS (13/12/2011) - MSG (13/12/2011) - RTSG (13/12/2011) - BSAC (13/12/2011) Quarterly Reports - BM - CE - ME - LTC - MFM1 Evidence - National Treasury Acknowledgement of receipt	Quarterly reports will only be reported on by the 21st of January as they are not yet due				Manager Budget			
	Operational expenditure	New indicator	% quarterly operational expenditure as of planned expenditure (Actual opex / budgeted opex) x100	100%	Salaries	100%	88%	100%	80% average over 2 quarters			14	Y				
	Revenue Collection - Credit Control	Previously not measured	% of overdue accounts to be restricted submitted to Technical Services per month	80%	Salaries	60%	84%	60%	88%			15	Y			Manager Expenditure	
	Customer Care - Public awareness/outreach	7	No of revenue outreach held per quarter	16 Revenue outreach	Salaries	8	7	8	12			16	Y			Manager Revenue	
	Customer Care - turnaround for queries	Not previously measured	No of days to respond to consumers regarding progress of queries referred to the Municipal Manager	3 days to respond	Salaries	3 days	0 days	3 days	0 days	Not measured	To be reviewed at mid term adjustment	17	Y			Manager Revenue	
	Procurement time in line with the SCM Policy	8 days	Turnaround time for the SCM processes in recommending preferred supply to Departments (quotations, adverts etc)	10 days turnaround time	Salaries	10 days	10 days	10 days	2.25 days on average			18	N			Manager Revenue	N/A
	Compliance with the SCM Policy	121.5 days	Turnaround time for processing all the bids	63 days	Salaries	63 days	61 days	63 days	61 days on average		CFO to submit a report as evidence submitted by the unit not credible	19	Y			Manager SCM	
	Stores	New indicator	Percentage progress in refurbishment of stores	100%	Salaries	80%	0%	80%	0%	The project is now in the hands of Corporate Services. The budget for such exercise was taken by Corporate Services	To be reviewed and moved to appropriate department	20	Y			Manager SCM	
												21	N			Manager SCM	N/A

Performance - as per target

National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31-Dec-11		2nd Quarter		Bi Annual		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Person	Performance Symbol
						Projected	Actual	Projected	Actual	Projected	Actual							
Socio Economic Development & Institutional Transformation	Indigent Register	Indigent Register	% Progress in the updating of the Indigent Register	100%	Salaries	60%	0%	60%	0%	0%	0%	Data not credible	CFO to review KPI at mid term adjustment	22	N		Manager Revenue	☹️
	Monitor service provider performance	New indicator	Turnaround time of signing the SLA after the appointment of the service provider - Bizworks	30 days	Salaries	30 days	30 days	30 days	30 days	30 days	30 days			23	Y		CFO	😊
	Monitor service provider performance	New indicator	Reports from service providers received in line with signed SLA.	monthly	Salaries	Monthly	No report	Monthly	No report	No report	No report	Work not commenced therefore no report submitted		24	N		CFO	N/A
	Financial Management	New indicator	% Budget spent	100%	Salaries	50%	13%	50%	18%	18%	18%		Some projects will only start during the beginning of the calendar year.	25	Y		CFO	☹️
	Financial Management	New indicator	% Reduction of telephone expenditure	10% reduction	Salaries	4%	-5%	4%	-5%	-5%	-5%		System upgraded to produce departmental reports from January 2012	26	Y		CFO	😊
	Operation Sukuma Sakhe	New indicator	QSS budget allocation at mid adjustment	QSS budget	Salaries	N/A	N/A	N/A	N/A	N/A	N/A			27	N/A		CFO	N/A
	Standard Operating Procedures	New Indicator	Formulation of SOPs	June 2012	Salaries	N/A	N/A	N/A	N/A	N/A	N/A			28	N/A		CFO	N/A
	Performance Management	New indicator	No of coaching sessions of employees' performance conducted timously	4	Salaries	1	0	2	0	0	0	CFO commenced employment on 1st December	Will be conducted in next Quarter	29	N		CFO	☹️

Performance Symbols

Target Met	In progress	Target not met	Total
😊	☹️	☹️	
12	6	5	23

Annexure E

Corporate Services








2011/2012 Departmental SDBIP - Corporate Services




National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Performance - as per target				Reason For Variance/ Comments	Corrective measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Person	Performance Symbol
						Quarter ending 31-Dec-11	Quarter 2 Actual	Bi Annual	Bi Annual Actual							
						Projected	Actual	Projected	Actual							
Institutional Transformation & Development	Human Resource Management	a) 48% b) 78% c) New indicator	a) % of critical posts filled b) % of filled posts in the organogram c) % of budgeted posts filled	a) 100% b) 85% c) 100%	Salaries	a) 50% b) 75% c) 50%	a) 35% b) 78% c) 23%	a) 50% b) 75% c) 50%	a) 33% b) 78% c) 23%			1	Y		Manager HR & Director CS	a) b) c)
	Induction	New indicator	% of employees inducted	100%	Salaries	100%	26%	100%	26%	Only 5 since rest of the staff were internal transfers		2	Y		Manager HR & Director CS	
	Employment Equity	a) New indicator b) New indicator	a) % compliance b) Number of the previously disadvantaged individuals employed in the 3 highest levels of employment	a) 100% b) 18	R100 000	a) 60% b) 19	a) 34% b) 20	a) 60% b) 19	a) 34% b) 20	Employment equity plan not finalised	A report to request service provider to assist in Employment Equity, letter was approved waiting for services provider to sign the contract.	3	Y - a only		Manager HR & Director CS	a) b)
	WSP	New indicator	% of budget spent on WSP	100%	R800 000	50%	21.8%	50%	47%	Target not met due to training being cancelled, refunds have been made to the municipality	Most training commences in Jan therefore target will improve	4	Y		Manager OD & Director CS	
	Employee Wellness	New indicator	Develop an Employee Wellness programme by deadline	End June 2012	R100 000	N/A	N/A	N/A	N/A			5	N/A		Manager OD & Director CS	N/A
	Performance Management	New indicator	No of coaching sessions of employees performance conducted timeously	4	Salaries	2	0	2	0	No coaching sessions were conducted because Managers performance is acceptable, however meetings are held with Managers to deal with low level rentals	Director to hold coaching sessions regardless of staff progress or achievements	6	Y		Director CS	
	Fleet Management	R7.1m	% reduction on cost of fleet management	20%	R7.5m	100%	2%	100%	2%	High level rentals therefore low reductions	Fleet management tender to go out in Jan 2012	7	Y		Director CS	
	Standard Operating Procedures	New indicator	Formulation of SOPs for objections, transport and HR completed by deadline	End December 2011	Salaries	Completed SOPs for objections, transport and HR	HR only	Completed SOPs for objections, transport and HR	SOPs for HR only	SOPs for objections were the responsibility of SCM, moved to Manager Legal and will be produced by 2012		8	Y		Director CS	
	Council Support	100%	% of Total scheduled meetings of council, ExCo and PCs that are actually conducted	100%	Salaries	100%	100%	100%	100%			9	Y		Director CS	
	Training	WSP & ATR complied within previous FY	WSP & ATR complied by deadline	WSP & ATR submitted to LOSETA by 30	Salaries	N/A	N/A	N/A	N/A			10	N/A		Manager HR & OD	N/A
	Skills Retention	New indicator	% Reduction in Labour Turnover in the two highest level of employment	10%	Salaries	0%	0%	0%	0%	Staff not happy with increase. Low staff morale in IDM.	Policy under review. Delegation to approach Mayor as per minutes of the 05 December 2012	11	N		Manager OD & Director CS	

2011/2012 Departmental SDBIP - Corporate Services

National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Performance – as per target				Reason For Variance/ Comments	Corrective measure	Evidence Reference Number	PMS Comments	Responsible Person	Performance Symbol
						Quarter ending 31-Dec-11	Quarter 2 Actual	BI Annual Projected	BI Annual Actual						
Financial Viability & Management	Legal matters	75%	% Increase in the total number of cases that are resolved	5% increase to 80%	R1m	Projected 77%	Actual 43%	Projected 77%	Actual 61.5%	Some legal issues out of Managers Control.	Director CS to review target.	12	Y	Manager Legal Services	
	Legal matters	New indicator	Number of days for drawing up and vetting legal documents	10 days	Salaries	10 days	2.2 days average	10 days	2.2 days average			13	Y	Manager Legal Services	
	Objections	New indicator	Number of days for finalising objections	1 month	Salaries	1 month	27.5 days	1 month	27.5 days average			14	Y	Manager Legal Services	
	Contracts with developers	100%	Percentage of services agreement received that are concluded	100%	Salaries	100%	100%	100%	90%			15	Y	Manager Legal Services	
	Monitor service provider performance for Hunga & Bizworks	New indicator	Turnaround time of signing the SLA after the appointment of the service provider	30 days	Salaries	30 days	28 days average	30 days	28 days average			16	Y	Director Corporate Services	
	Monitor service provider performance	New indicator	Reports from service providers received in line with signed SLA.	monthly	Salaries	Monthly	monthly	monthly	monthly			17	Y	Director Corporate Services	
	Financial Management	New indicator	% Budget spent	100%	Salaries	50%	21%	50%	21%		January 2012 training will start	18	Y	Director Corporate Services	
	Financial Management	New indicator	% Reduction of telephone expenditure	10% reduction	Salaries	4%	-5%	4%	-5%		System upgraded to produce departmental reports from January 2012	19	Y	Director Corporate Services	
	Vector Control	a) 3 b) 541	a) Reduction in numbers of notifiable vector borne cases reported b) Number of sites serviced within budget	a) 0 b) 542	R134 500	a) 0 b) 265	a) 0 b) 69 sites were serviced	a) 0 b) 265	a) 0 b) 197			20	Y	Manager Health & Safety	a) b)
	Water Quality Monitoring and Analysis	a) 144 b) New Indicator	a) Number of samples taken and analysed b) Percentage of unsatisfactory samples reported and rectified	a) 144 b) 100%	R134 500	a) 72 b) 100%	a) 24 samples of potable were taken and analysed b) 100%	a) 72 b) 100%	a) 80 b) 100%	a) Sample results were acceptable none were referred to Technical Services		21	Y	Manager Health & Safety	a) b)
omient	Processing of license applications for food handling premises	a) 76.3% b) 84.6%	a) Percentage of license application processed b) Percentage of applications processed with 14 days	a) 85% b) 90%	Salaries	a) 85% b) 90%	a) 100% b) 100%	a) 95% b) 90%	a) 100% b) 100%	16 Business licence applications received		22	Y	Manager Health & Safety	a) b)

2011/2012 Departmental SDBIP - Corporate Services

National KPA	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Performance - as per target				Reason For Variance/ Comments	Corrective measure	Evidence Reference Number	Evidence	PMS Comments	Responsible Person	Performance Symbol
						Quarter ending 31-Dec-11	Quarter 2 Actual	BI Annual Projected	BI Annual Actual							
						Projected	Actual	90%	100%							
Socio Econ Developm	Building Plans	85%	Percentage building plans scrutinised within 4 days	90%	Salaries	a) 340 b) 4%	a) 155 Food premises were inspected -No food poisoning cases were reported b) 4%	a) 340 b) 4%	a) 353 b) 4%	3 Building plans were received and scrutinised within 4 days of receipt		23	Y		Manager Health & Safety	
	Food Control	a) 680 b) New indicator	a) Number of premises inspected b) Percentage reduction in corrective letters issued	a) 680 b) 10% reduction	Salaries	a) 340 b) 4%	a) 155 Food premises were inspected -No food poisoning cases were reported b) 4%	a) 340 b) 4%	a) 353 b) 4%			24	Y - for a only		Manager Health & Safety	a)  b) 
	Occupational Health & safety	a) 80 staff b) 48	a) No of staff trained b) Reduction in the LODs as a result of training	a) 80 b) 40	R108 000	a) 40 b) 4	a) 84 b) 7	a) 40 b) 4	a) 136 b) 9			25	Y		Manager Health & Safety	a)  b) 
	Funeral, undertakers & industries	a) New indicator b) New indicator	a) Percentage of funeral undertakers applications processed b) Reduction in the number of illegal funeral undertakers in within the municipal area	a) 100% b) 95%	Salaries	a) 100% b) 95%	a) 100% b) 100%	a) 100% b) 95%	a) 100% b) 100%			26	Y - a only		Manager Health & Safety	a)  b) 






Performance Symbols			
Target Met	In progress	Target not met	Total
			
20	11	2	36

Annexure F

Corporate

Governance

Good Governance & Public Participation

National KPA	Key Performance Area KPA's	Baseline indicator	Key Performance Indicator KPI's	Annual Target	Budget	Performance - as per target			BI Annual Target	BI Annual actual	Reason for variance/Comments	Corrective Measure	Evidence Reference Number	PMS Comments	Responsible Person	Performance Symbols
						Quarter ending 31-Dec-11	2nd Quarter Actual	Projected								
	Social Cohesion	3	Number of Heritage Celebrations held	3 (King Shaka Day/50 anniversary of Chief Albert Lutuli (Nobel Peace) /Dwali)	R2,090M	Dwali	Diwali Hampers were given to societal Groups and Religious Groups for Eid		King Shaka Day and Diwali	King shaka and Diwali celebration held			1	Y	Director Corporate Governance	
	Monitor service provider performance	New Indicator	Turnaround time of signing the SLA after the appointment	30 days	Salaries	30 days	Done		30 days	Done			2	Y	Director Corporate Governance	
	Inter Governmental Relations	58%	% Efficiency of operations of Mayors Forum (Calculated by number of sub committees that are functional)	100% Efficiency	R 417,000	Mayors Forum operates at 60% efficiency	60%		Recommendations submitted and 60% efficiency	60%			3	Y	Manager Corporate Communications	
	Inter Governmental Relations	New project	% Progress in auditing the efficiency of the IGR Model and enhancement thereof	100% by end December 2011	R 417,000	Project completed by 31 December 2011	Project in progress		Project completed	In progress	Appointed late therefore project delayed	Extension of mandate to finalise report to satisfaction of Director	4	Y	Director Corporate Governance	
	Public Participation	New Indicator	Number of Public Participation meetings held	16	R3m	10	11		10	15			5	Y	Manager Communication	
	Communication	New Indicator	Progress in developing SOPs for both external and internal communication by deadline	June 2012	Salaries	N/A	N/A		N/A	N/A	The development of the SOP is in its initial stages, approximate at 10% development. Other communication work that has been happening is as follows: Press Releases sent, IDP adverts placed, Legislated information on the website updated, this includes mayoral speeches. 1 major event happened this reporting period : Sustainable Energy Access.		6	N/A		N/A
	Gender & Youth programmes	New Indicator	Number of youth assisted in the skills development (Nathi Mhembu bursaries and scholarship programmes)	32	R 770,000	N/A	N/A		N/A	N/A			7	N/A	Manager Corporate Governance	N/A
	Special Projects (Youth)	a) New indicator held b) No plan in place	a) Youth summit held by deadline b) Develop a youth plan by deadline	a) Feb 2012 b) Youth plan by June 2012	R 400,000	a) N/A b) N/A	a) N/A b) N/A		N/A	N/A			8	N/A	Manager Corporate Governance	N/A
	Annual Report	Annual report for 2009/10 submitted	2010/2011 IDA Annual Report completed by deadline	Jan-12	R500,000	N/A	N/A		N/A	N/A			9	N/A	Director Corporate Governance	N/A
	Sport Development	New Indicator	Close out report on successful implementation on SALGAKZN games by	Close out report by end March 2012	R2m	N/A	N/A		N/A	N/A			10	N/A	Director Corporate Governance	N/A

National KPA	Key Performance Area KPA's	Baseline Indicator	Key Performance Indicator KPI's	Annual Target	Budget	Performance - as per target			Bi Annual Target	Bi Annual actual	Reason for variance/Comments	Corrective Measure	Evidence	PMS Comments	Responsible Person	Performance Symbols
						Quarter ending 31-Dec-11	2nd Quarter Actual	3rd Quarter Actual								
Socio Economic Development	Awareness Campaign	27 held	No of Awareness Sessions conducted	12 Sessions	R800 000	8 sessions	1 session		6	4	Only manager to do one session. Manager was not appointed.	Manager appointed	11	Y	Manager Disaster Management	
	Disaster Risk Reduction (Prevention & Mitigation)	No DRMP for LM	Number of disaster risk management plans developed for LM - level 1 (1 per Dis) by	4 Level one DRMP by June 2012	R 800,000	2	0		2	0			12	N	Manager Disaster Management	
	Disaster Management Centre	No building	Progress in completion in building up the disaster management centre by deadline	Project completed by June 2012	R7.5M	30%	90%		90%	90%	Engineers appointed.	Tenders to go out asap	13	Y	Manager Disaster Management	
	Emergency Relief Aid	100%	% of all incidents responded to	100%	R600 000	80%	100%		100%	100%			14	Y	Manager Disaster Management	
	Disaster Management Cell Centre	New indicator	Fully functional call centre by deadline	June 2012	R4, 372 000	Implementation Plan developed	Done		Implementation Plan developed	Sp-provider appointed & IP plan developed		Screens to go out to Umhali. Training for existing staff for dashboard. Obtain close out report from consultants by Jan 2012	15	Y	Manager Disaster Management	
Financial Management & Viability	Operation Sukuma Sakhe	New Indicator	a) Turnaround time to respond to OSS requests b) SOPs by deadline	a) 48hrs b) Dec 2011	Salaries	a) Within 48hrs b) Approved SOPs	a) 0 b) SOPs in progress		a) Within 48hrs b) Approved SOPs	a) Not reported b) Only OSS Plan Submitted		b) An explanation on the required SOP was given to the Manager and the deadline dated reviewed to June 2012	16	N	Manager Corporate Governance	
	Financial Management	New indicator	% Budget spent	100%	Salaries	50%	20%		50%	20%		MSP better mechanisms for communication to line departments	17	Y	Director Corporate Governance	
Transformation & Development	Financial Management	New indicator	% Reduction of telephone expenditure	10% reduction	Salaries	4%	-5%		4%	-5%		System upgraded to produce Departmental reports from January 2012	18	Y	Director Corporate Governance	
	Performance Management	New indicator	No of coaching sessions of employees' performance conducted/ timeously	4	Salaries	2	0		2	0	Managers were busy	Will hold coaching sessions before the 9th January 2012	19	N	Director Corporate Governance	

Performance Symbols			
Target Met	In progress	Target not met	Total
7	5	2	19

Annexure G

Enterprise

iLembe

2011/2012 Enterprise iLembe Scorecard

National KPA	IDP Objective	Departmental Objective	Key Performance Area (KPA)	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31-Dec-11		2nd Quarter		BI Annual		Reason for variance/Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Performance Symbol
							Projected	Actual	Actual	Projection	Actual	Actual						
To facilitate and stimulate economic growth in the District	To attract interest in investment in iLembe District and to assist in the retention and expansion of existing businesses.	To create new and maintain existing partnerships/relationships	Trade & Investment Promotion	Number of inbound trade delegation hosted	2		0	0		2	2		no variance	none required	1	Y		
				Number of external trade mission that Enterprise iLembe participated in.	3		1	1		2	2		The Mayor has instructed no further international travel allowed, it is recommended the ED/EXCO pronounce on this matter	none required	2	Y		
				Number of networking sessions, exhibitions, workshops & conferences attended	4		1	6		2	9		exceeded target	none required	3	Y		
				No of Economic & Intelligence Reports for iLembe region	4		1	1		2	2		no variance	none required	4	Y		
				% progress in the roll-out of business retention Expansion Visitation programme by deadline	100% by 31 December 2011		100% complete	100%		100% complete	100%		no variance	none required	5	Y		
				% progress in implementation of the project	100% by June 2012		35%	35%		35%	35%		no variance	none required	6	Y		
To facilitate and stimulate economic growth in the District	To assist in the facilitating the retention and expansion of existing businesses	Position iLembe as a preferred Investment Destination	iLembe Agri-Processing Hubs Project	Expenditure	100% by June 2012	R\$ 354 927	10%	10%		30%	28,4%		Delay in Eskom connecting electricity caused delays in project. December invoices not included	Continue to strengthen partnership with Eskom.	7	Y		
				Number of direct & indirect job opportunities created	128 permanent & temp		10	11		87	87		The additional 10 jobs were temporary.	none required	8	Y		
				% progress in implementation of the project	50 % by June 2012		35%	35%		35%	35%		no variance	none required	9	Y		
				Expenditure	50 % by June 2012	R11 346 656	8%	8%		10%	5,4%		Delay in the appointment of a TP for Phase 2 caused project progress delay December invoices not included	TP has now been appointed for Phase 2.	10	Y		
				Number of direct & indirect job opportunities created	60 direct		5	0		55	48		Project delayed due to appointment of TP. 2 labourer deaths occurred.	Service Provider now appointed, implementation plans submitted	11	Y		
				% progress in implementation of the project	50% by June 2012		20%	10%		20%	10%		Project delayed due to EIA process and appointment of TP.	Awaiting EIA outcome, TP has been appointed.	12	Y		
To facilitate and stimulate economic growth in the District			iLembe Biodiesel Processing Plant	Expenditure	50 % by June 2012	R3 114 800	5%	1%		5%	1%		Project delayed due to appointment of service provider and EIA requirements	Service Provider appointed EIA submitted to DOA	13	N		

National KPA	IDP Objective	Departmental Objective	Key Performance Area (KPA)	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending		2nd Quarter		BI Annual		Reason for variance/Comments	Corrective Measure	Evidence Reference Number	PMS Comments	Performance Symbol
							Projected	Actual	Projected	Actual	Projection	Actual					
SOCIO-ECONOMIC SERV				Number of direct & indirect job opportunities created	70 direct		0	0	0	0	0	0	Project delayed due to appointment of service provider and submitted to DDA-Awaiting approvals	Service Provider appointed EIA	14	N	☹️
			Moringa Plantations Project	% progress in implementation of the project	100% by June 2012		5%		5%		5%	5%	no variance	none required	15	N	☹️
				Expenditure	100% by June 2012	R4 561 947	0%		0%		0%	0%	no variance	moringa plantations have been identified delay is in the approval of the EIA	16	N	N/A
			iLembe Open Farms Project	Number of direct & indirect job opportunities created	40 direct		0	0	0	0	0	0	no variance	none required	17	N	N/A
				% progress in implementation, facilitations & co-ordination of the project	100% by June 2012		50%	30%	50%	30%	50%	50%	no variance	none required	18	Y	😊️
				Expenditure	100% by June 2012	R1 600 000	25%	32%	50%	32%	50%	31,2%	Dec Invoices not included	Corrective Measure	19	Y	☹️
			King Shaka Tourism Route Concept, Business & Implementation Plan	Number of direct jobs retained	381 direct jobs retained		381	264	381	264	381	254	no variance	none required	20	Y	😊️
				% progress in facilitation of the project	100% by June 2012		10%	10%	10%	10%	10%	10%	no variance	none required	21	Y	😊️
				Expenditure	100% by June 2012	R500 000	0%	0%	10%	0%	0%	0%	no variance	none required	22	N	N/A
			iLembe Packhouse	% progress in facilitating of the project	100% by June 2012		10%	10%	10%	10%	10%	10%	no variance	none required	23	Y	😊️
				Expenditure	100% by June 2012	R500 000	0%	0%	0%	0%	0%	0%	no variance	none required	24	N	N/A
			Agro-Park Park Concept	% progress in finalising market research for the project	100% by February 2012		20%	20%	20%	20%	20%	30%	no variance	none required	25	N	😊️
				Progress in site identification by deadline	Mar-12		N/A	N/A	N/A	N/A	N/A	N/A	no variance	none required	26	N	N/A
				A business plan completed by deadline	Jun-12		N/A	N/A	N/A	N/A	N/A	N/A	A SP will be appointed to build on proposal/concept business plan	A SP will be appointed to build on proposal/concept business plan	27	N	N/A
			Integrated Floriculture Centre	% progress in application for funding	100% by 31 December 2011		80%		80%		100%	100%	no variance	none required	28	Y	😊️
				Progress in Facilitation and co-ordination of establishing a NEWCO with community shareholding	100% by Jun-12		0%	0%	0%	0%	0%	0%	no variance	none required	29	N	N/A

2011/2012 Enterprise iLembe Scorecard

National KPA	IDP Objective	Departmental Objective	Key Performance Area (KPA)	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31-Dec-11		2nd Quarter		BI Annual		Reason for variance/Comments	Corrective Measure	Evidence Reference Number	PMS Comments	Performance Symbol
							Projected	Actual	Actual	Projection	Actual	Projection					
			New Project Identification	No of projects identified, facilitated, packaged and presented for funding.	4		1		1	2	2	no variance	none required	30	Y		
			SLA Delivery	a) % of vacant posts filled by June 2012 b) Number of Budget Performance Reports Submitted to IDM c) Number of Operational Reports Submitted to IDM d) No of Reports submitted to EDP	a) 100% b) 12 c) 3 d) 10		a) 50% b) 3 c) 1 d) 1	a) 73.3% b) 3 c) 1 d) 1	a) 50% b) 6 c) 1 d) 6	a) 73.3% b) 6 c) 1 d) 4	Only 1 EDP Report this quarter due to lack of quorum of EDP and same report serving at next meeting. Out of EI Control	none required	31	b) need 6 monthly budget reports. Submitted	a) b) c) d)		
	To facilitate and stimulate economic growth in the District		Secure funding	Turnaround time of securing all funding from IDC and Ilembe District	6 months		100% of funding received	100%	100%	100%	Invoices and receipt of funds from IDM. IDC audit underway	none required	32	Y			
Financial Viability and Organisational capacity			Good Governance	Turnaround time in responding to IDC/AG auditors queries	2 days		2 days	2 days	2 days	2 days	no variance	none required	33	Y			
Good Governance & Public Participation				Unqualified Auditor General's Report	unqualified audit report		Unqualified audit report in respect to Ent iLembe	Unqualified Report Received	Unqualified Report Received	Unqualified Report Received	no variance	none required	34	Y			

Performance Symbols			
Target Met	In progress	Target not met	Total
22	5	3	37

