

SUBJECT	ITEM NO.
2011/2012 THIRD QUARTER PERFORMANCE REPORT	

**REPORT TO:** EXECUTIVE COMMITTEE  
**DIRECTORATE:** OFFICE OF THE MUNICIPAL MANAGER  
**SUB-DIRECTORATE:** PMS UNIT  
**AUTHOR:** MANAGER PMS  
**DATE:** 29 JUNE 2012

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**1. PURPOSE:**

The purpose of this report is to table before EXCO the 3rd quarter report for performance of all the departments as per the coaching sessions held between the Directors and the Municipal Manager.

**2. DELIBERATION(S)**

**2.1 Background**

The Performance Management Systems Framework requires that the municipality reports on their performance quarterly, for the Municipal Manager and Executive Committee to monitor the overall performance on a quarterly basis. The auditors from the Auditor General will also be verifying the functionality of the performance management systems, therefore all quarterly reports must have been submitted to EXCO for adoption.

**2.2 Considerations/Discussion**

The information reported in the report summarises the feedback from the coaching session as well as the portfolio of evidence submitted by the Departments to support their claims of actual performance.

In the spirit of ensuring that we comply with the Auditors General's best practices on tabling credible information, the report tabled at EXCO has gone through the auditing process, with the internal auditors auditing the report and the performance information and PMS Unit tabling the report to the Audit Committee as well.

**3. INSTITUTIONS CONSULTED**

None

**4. IMPLICATION(S)**

**4.1 Financial Implications**

Nil

**4.2 Legal Implications**

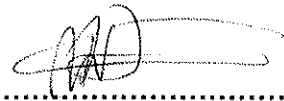
None

**4.3 Ethical Implications**

None

**5. RECOMMENDATION**

It is recommended that EXCO note and approves the third quarter report.



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**SIGNATURE OF AUTHOR**

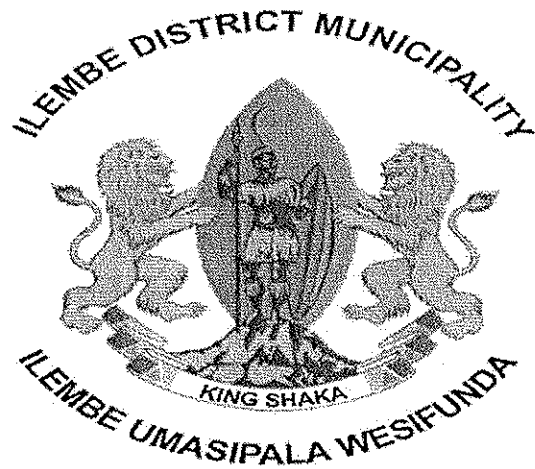
**APPROVED / NOT APPROVED** at KwaDukuza on the 29 of Dec 2012.



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**MUNICIPAL MANAGER'S SIGNATURE**

**MUNICIPAL MANAGER'S COMMENT (if any)**

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**2011/2012 THIRD QUARTER PERFORMANCE REPORT**

**FOR**

**ILEMBE DISTRICT MUNICIPALITY**

**18 MAY 2012**

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## 1. INTRODUCTION

The Ilembe District municipality has committed itself to be a candidate of the clean administration in the 2012/13 financial year. This essentially requires that the municipality receives a clean audit opinion on both financial and performance information. It is for this reason that the municipality has strengthened its internal control in the matters of evidence for all the works that it engages itself in.

The oversight role done at various levels needs to be strengthened to ensure that we do not only monitor progress but monitor it **against a set target** to enable speedy progress on the required arrears of responsibility. The municipality has embarked on a different approach in the way we conduct our business. The goal is to use a logic approach and synergise all departments so as to ensure that all our efforts are towards achieving our objectives.

This has been seen by the shift from a reasoning ideology to a more rational approach. The municipality however does need to shift its focus from only organisation/Oversight performance management to day-to-day performance management. This will ensure that we create a management culture and ensure functionality.

The benefit of having the system in place is also promoting organisational learning, and that can be seen on how we are probing and reviewing even the way we plan to ensure efficiency and effectiveness in the business of the day.

It must be stressed that although we are going through major changes in terms of managing performance and the responsibility thereof, management has shown commitment, and are willing to work with the PMS Unit in this regard. The Municipal Manager appreciates the effort and hopes the willingness continue for the municipality to realise its commitment to clean administration by 2012/2013.

Lots of the lesson learnt during this period will also influence improving our system as we plan for the 2012/2013 financial year.

The following is the summary of the performance of the municipality in the Organisational SDBIP.

## 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

### 2.1 OVERALL SUCCESS RATE

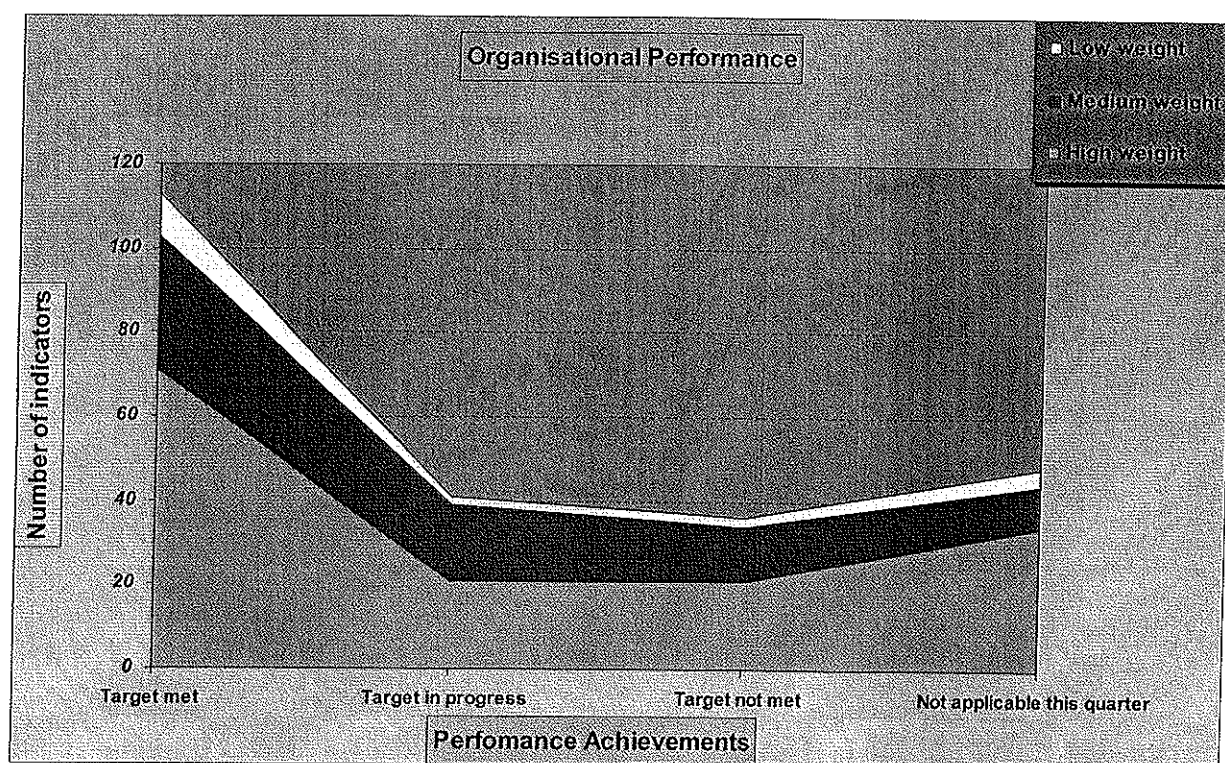
The Ilembe District municipality's overall performance was relatively good. The quality of the report has also improved immensely. The diagram below depicts the performance of the district in relation to the various business units.

In the last meeting, the Audit Committee made suggestion to weight our indicators, to ensure special focus is given to the indicators with high weightings. This will provide an indication of our effectiveness as an organisation, and we can be able to assess areas of improvement.

Indicators for all departments	High weight	Medium weight	Low weight		Total
Target met	71	32	10		113
Target in progress	21	18	2		41
Target not met	21	13	2		36
Not applicable this quarter	34	10	4		48
<b>Total</b>					<b>238</b>

A more detailed look into each department is outlined in paragraph 3.

**Figure 1: Summary of Organisational performance**



### **3. DEPARTMENTAL RESULTS**

#### **3.1. OFFICE OF THE MUNICIPAL MANAGER**

The IDP road shows were conducted as planned. The draft IDP was also tabled to council for consideration. The PMS Unit was able to successfully provide the bi-annual performance report as well as adjust all the SDBIPs and submitted to EXCO for approval. The Municipal Manager is submitting all the statutory reports to EXCO on a monthly basis,

#### **3.2 TECHNICAL SERVICES**

The total number of household that was connected to water this quarter was at **586 against** the planned **586 households**, therefore target was met.

Concerns were raised on a few projects that were behind due to delays of objections and some delays caused by the contractors on site. A recommendation to relook at the milestones and work out a realistic target was made, and the Mayor did approve the revised SDBIP for the department.

The current total projects expenditure is at **R61, 367,331.25** against a projection of **R77, 000, 000**. It must be noted that although the actual expenditure is below the projection, the progress in project implementation is being fast tracked and results should be seen by the month of May.

The progress on the sanitation projects is moving better than the projections with an actual of **1722 household** with access from a **projected of 1105hh**. The current sanitation expenditure is at **R 29,907,528.21** against the **R23, 000,000** projected for this quarter. The progress has been remarkable and the team is commended for the efforts displayed. There has been a general standard performance in the operations under this department. The % on the services that are **re-instated within 48hrs and 24 hrs respectively are at 100%**.

Siza Water 5 year review contract is still awaiting the signatures from Siza Water. Manager Legal has been tasked to facilitate the finalisation of this contract.

### **3.3 FINANCE DEPARTMENT**

The Unit was above average in most of their targets for the third 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 draft budget being tabled to council for consideration on the 29<sup>th</sup> March.

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 only **86.70%** of our creditor receives their payment within the specified timeframes, which is 30 days. The fixed Asset Register has been finalised and it is complying with GRAP standards.

The recommendation to review the cash flow management to range **between 30 and 90 days (with 60 days being the ideal target)** was implemented and the report was at **51 days cash at hand for the third quarter**.

Revenue collection is **at 62%** in this quarter, however it must be noted that the customers are being handed over for collection in line with the policy. This quarter it was reported that **38% of the debtors** were handed over for collection. This was due to the fact that sewer accounts were not handed over, as Bizworks was still in the process of finalising cleaning the debtor's book.

An Acting SCM Manager was appointed this quarter due to the suspension of the SCM Manager. The report on the compliance with SCM policy was required from this unit. No report was given in terms of quotations, as a register was not kept, therefore supporting evidence will not be available. The manager was given a template for recording all the quotation as a



corrective measure. The Bids were reported to be **averaging 165 days** which is still way higher than the required **63 days** as per the procurement policy. An annual procurement plan has been identified as a corrective measure and so far it seems to deal with the backlog appropriately.

### **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 March 2012 is **97, 5%** of critical post filled, **78%** posts filled in the organogram, and **28%** of budgeted post for this financial year have been filled. It must be noted that the organogram is still going for approval so figure can change once the organogram has been approved, which is set to be before June 2012.

The employees are going under induction to ensure they are well aware of the organisation and its culture. A induction manual has been developed and approved and will be used to induct all new employee to the municipality. The Labour turnover has subsided, with only two cases reported to date. **Training (WSP)** budget expenditure is on target with **75, 68%** against the **75%** projected. More controls were introduced to save cost of fleet, however due to the fuel price increase, the reduction was seen to be at **7%** against the **10%** set, which is still highly commendable.

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 meeting requested held.

Legal Services is on target with an average of 4 days turnaround time to vet legal document and Service Level Agreement. It's also noted that all the SLA requests in this quarter were concluded. The % of legal matters of the municipality that are resolved are averaging **89%** against **79% projection** in this quarter. **All the Standard Operating Procedures** are due by end June 2012 for all the business Units. The draft SOPs were however submitted to the municipal manager for his inputs.

The manager ICT has been hard at work putting systems and processes in place to ensure the smooth operation within the ICT department. Auditor General queries were made priority to avoid repeat findings.

There has been an increase of 3% in the telephone usage within the municipality, however, measure to improve are implemented and the top 20 defaulters have been suspended on the system until such time that the Managers approves their reinstatement with motivation on a case by case basis. Hlungwa Consulting is also making progress in performance enhancement strategies within the revenue section of the municipality.

### **3.5 CORPORATE GOVERNANCE**

The Corporate Governance department is doing fairly well and has been able to meet most of their target for this quarter. The IGR contract (**Juba consultants**) for the implementation of the IGR framework has been extended for the two month by the funders which are COGTA. The sub forum is also functioning with 5 forums meeting regularly. The IGR is currently operating at **71% efficiency**.

Eighteen public participation meetings were held throughout the district for IDP Izimbizo as well as project feedback sessions. The Draft SOP for communications both internal and external has been developed and will be tabled at Manco for approval.

The Disaster Risk management unit reported a **100%** of incidents responded to. Five awareness campaigns were held to date. The Manager also has a plan rolling out capacity building sessions for councillors, volunteers, vulnerable groups etc. One session was done this quarter. The local municipal disaster risk management plans are also in the process of being reviewed and developed where none exist. The construction of the disaster management centre has had delays, however a plan going forward had been tabled and this project will take off before the end of the financial year.

The department has also been tasked to co-ordinate all **Operation Sukuma Sakhe with relevant government departments as well as the municipalities where relevant**. The Manager Corporate Governance is has submitted the draft **Standard Operating Procedures** for the roll out of OSS. This quarter also saw the much publicized youth summit as well as the gender summit both done in March. The project plans for these groups have also been developed and their implementation will be monitored in the next financial year.

The 2010/2011 annual report was also finalised and adopted by council on the 31 January 2012. The director is commended for his co-ordination efforts.

### **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 as part of this performance report.

The EI has had good progress within this financial year, although it must be stated that some project were a little behind, and have now been handed over to the Project Management Unit to drive their implementation.

Ilembe Enterprise 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.

Projects have delayed because of various reasons as stated in the report attached as annexure, however, the plans to speed up the processes through the Project Management Unit and other measures, will assist the Enterprise in meeting with its targets.

So far the Enterprise Ilembe has created **186 new jobs** in the new financial year and **retained 381 jobs** from the previous financial year.

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

#### **4. PERFORMANCE OF SERVICE PROVIDERS**

The monitoring of the service provider performance is ensured through the signing of the Service Level Agreement. All our service providers engaged have signed an SLA. The reports are also forthcoming, however the function for oversight on their performance will have to be formalised. The SCM department will have to play a crucial role in facilitating this process and providing reports after consulting with various end user department to evaluate the service provider performance. This will then be incorporated in our annual report.

#### **5. MEASURES TO IMPROVE PERFORMANCE**

The financial has seen great improvement in the areas identified as weak within the organisation. As the system improves the management is gradually getting familiar with the system and where target is not met, meaningful corrective measures are stated to ensure that these tools are really assisting the management and adding value in streamlining their work. The departmental reports attached as annexure have corrective measures on all targets that were not met.

#### **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.

# **ANNEXURE**

# **Organisational Scorecard**









# Organisational Scorecard 2011/2012

NATIONAL KPA's	IDP OBJECTIVE	KPA	BACKLOG	BASELINE	KPI's	UNIT OF MEASURE	ANNUAL TARGET	3RD QUARTER TARGET	3RD QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	WEIGHTINGS	PERFORMANCE SYMBOLS
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 iLembe District Municipality	Water Projects	50,277	3609	Number of th with new access to water	Number	10532th	586th	586th			H	
	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 iLembe District Municipality	Sanitation Projects	53,452	1650	Number of th with new access to sanitation	Number	5365th	1105th	172th			H	
	To provide sustainable infrastructure that will render water and sanitation services	Water Projects Expenditure	N/A	R83, 478, 333	Rand Value of expenditure - Water	Rand value	R151,738m	R77,700m	R 61,367,331.25			H	
	To provide sustainable infrastructure that will render water and sanitation services	Sanitation Projects Expenditure	N/A	R27, 512,063	Rand Value of expenditure - Sanitation	Rand value	R 34,967,066	R23m	R 29,907,528.21			H	
	To provide sustainable infrastructure that will render water and sanitation services	Refurbishment	N/A	a) 80% b) New Indicator	a) % progress in implementation of refurbishment projects b) The number of projects completed by June 2012	% and number	a) 100% b) 19 by June 2012	a) 60% b) 0	a) 44 b) 5%			H	a) b)
	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 iLembe District Municipality	Size Water	N/A	Draft Plan	Size Water Plan signed by deadline	Date	End June 2012	N/A	N/A			H	N/A
	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 iLembe District Municipality	Capital Budget	N/A	New Indicator	% Capital Budget spent on Capital Projects (internal funded)	%	10%	10%	7%			M	
	To provide sustainable infrastructure that will render water and sanitation services	iLembe DM specific Water Infrastructure	N/A	100%	% household with water services reinstated within 48hrs	%	100%	100%	100%			H	
	To provide sustainable infrastructure that will render water and sanitation services	iLembe DM specific Sanitation Infrastructure	N/A	100%	% household with sanitation services reinstated within 24hrs	%	100%	100%	100%			H	
	To ensure the quality of drinking water in the region is improved	Green drop status	N/A	80.40%	% improvement on the overall assessments in green drop status	%	85%	N/A	N/A			H	
	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%	N/A	N/A			H	N/A
	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%	8%	5%	IS shows an expenditure of 7% however because of system Finance shows 5% on system as other inv have not been paid	Invoices not captured in Q3 will reflect in Q4	H	
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Completion of Financial Statements 2010/2011	N/A	Completed and submitted 15 September 2010	Completed financial statement by deadline	Date	31 August 2011	N/A	N/A			H	N/A

# Organisational Scorecard 2011/2012

NATIONAL KPAs	IDP OBJECTIVE	KPA	BACKLOG	BASELINE	KPI's	UNIT OF MEASURE	ANNUAL TARGET	3RD QUARTER TARGET	3RD QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	WEIGHTINGS	PERFORMANCE SYMBOLS
Financial Viability and Management	To ensure long-term financial viability and sustainability of Lembe District Municipality	Complete Budget for 2012/2013	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	Prepare 2011/2012 adjustment budget & 2012/2013 Draft budget	Adjustment budget done on 22 February 2012. Council to sit on 28 March to consider draft budget for 2012/13 financial year.			H	⊖
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Obtain 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	Submit audit report to Council	Audit Report submitted to Council			H	⊖
	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 capex/budgeted capex)	%	100%	100%	88%	Refer to latest PMU report		M	⊖
	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%	91%			M	⊖
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Revenue Collection	N/A	73%	Quarter collection rate on billings	%	75%	75%	62%	There are areas which were not being restricted hence credit control and debt collection policy not applied effectively	(i) All areas are now to be restricted and communication to this effect is being done to the public and (ii) Bitworks has started with the data cleansing and debt collection project which will improve our credit control and debt collection	H	⊖
	To ensure long-term financial viability and sustainability of Lembe District Municipality	Compliance with the SCM Policy	N/A	8 days	a) Turnaround time for the SCM processes in receiving preferred supply to Departments (quotations, adverts etc) (Between R20 000 & R200 000) b) Turnaround time for the SCM processes in recommending preferred supply to Departments (quotations, adverts etc) (Between R2000 and R25 999)	Number	a) 10 days turnaround time b) 5 days turnaround time	a) 10 days turnaround time b) 5 days turnaround time	a) Not reported b) Not reported	Did not keep a register of quotations	A template has been emailed to Acting Manager SCM to record all the RTPs received and processed by SCM unit and the time taken to process	H	a) ⊖ b) ⊖

# 2011/2012 Organisational Scorecard

NATIONAL KPAs	IDP OBJECTIVE	KPA	BACKLOG	BASELINE	KPI's	UNIT OF MEASURE	ANNUAL TARGET	3RD QUARTER TARGET	3RD QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	WEIGHTINGS	PERFORMANCE SYMBOLS
Financial Viability and Management	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Compliance with the SCM Policy	N/A	a) 121.5 days b) New indicator	a) Turnaround time for processing bids b) Turnaround time in processing bids for banking services	Number	a) 63 days b) 80 days	a) 63 days b) 80 days	a) Average = 165 days b) Not applicable	a) There were 12 bids that were awarded in this quarter, of the 12 only one was awarded within the 60 days due various reasons as detailed in the attached report. The key reasons for delays was due to (i) recommended bidders withdrawing due to underpricing, (ii) recommended bidders submitting fraudulent tax clearances and (iii) consultants from technical department taking longer to analyse the technical aspects of the bid. b) No banking services acquired.	(i) The technical department has been requested to verify the reasonableness of the lowest bid before submitting the bid (ii) Evaluation Committee Bid Evaluation Committee bidders who later withdraw and cause delays (iii) Bidders tax clearances are first verified with SARS and bidders are automatically disqualified if they submit fraudulent tax clearances as part of their bid (iv) Procurement timetable for consultants to submit assessments on time b) N/A	H	a)  b) N/A
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Payment of creditors	N/A	30 days	% of claims submitted to Finance paid within 30 days	%	100%	100%	85.79%	1) Departments are not submitting all the relevant documentation in time for payments to be made 2) Some of the suppliers submit incorrect invoices hence delaying the payment process	An expenditure management committee has been set up to deal with the issues	H	
	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%			H	
	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 organization c) % of budgeted posts filled	%	a) 100% b) 85% c) 100%	a) 75% b) 80% c) 80%	a) 87.5% b) 79% c) 25%			M	a)  b)  c) 
Institutional Development	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Monitor service provider performance	N/A	New indicator	Reports from service providers received in line with signed SLAs	Days	monthly	monthly	monthly			M	
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Skills Retention	N/A	New indicator	% Reduction in Labour Turnover in the two highest levels of employment	%	10%	5% cumm	8%	2 x Section 57 Managers resigned (MM - 29 Feb 2012, Director: Tech Services - 30 March 2012)	To seek approval for adjustment of Managers & Directors salaries, Bargaining Council process. Performance bonuses to be paid	M	



Organisational Scorecard 2011/2012

NATIONAL KPAs	IDP OBJECTIVE	KPA	BACKLOG	BASELINE	KPI's	UNIT OF MEASURE	ANNUAL TARGET	3RD QUARTER TARGET	3RD QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	WEIGHTINGS	PERFORMANCE SYMBOLS
Institutional Transformation and Development	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) 18	a) 75% b) N/A	a) N/A b) N/A	A Service Provider was appointed on 01 January 2012, a draft EE Plan tabled @ Memo and adopted. A request to LIF to nominate EEC members was submitted. Appointment of C/As and Unions to take place in May 2012.		M	●
	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%		78%			M	●
	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%	75%	75.68%	(43 employees received training - R 228 013.00) for Q3		M	●
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Training	N/A	WSP & ATR complied 30 June 2011	WSP & ATR complied by deadline	Date	30 June 2012	Training needs elicited from depts/Councillors & rough draft of training needs	No progress	The Training Officer was unaware that the deadline on the SQBP was end March, as it is always done in April	Training needs analysis to be conducted by 30 April 2012	M	●
Socio Economic Services	To build a strong Project Management Unit - so as to be able to bridge 1 <sup>st</sup> & 2 <sup>nd</sup> economies through catalytic and high-impact projects and to nurture new ideas which have commercial potential SUT have high impact potential poverty, jobs and empowerment	Local Economic Development	N/A	450	Number of jobs created through LED initiatives a) Agri - processing Hubs 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) 128 permanent & temp	a) 70% b) 45% c) 117	a) 80% b) 70% c) 135	In April 2012 cleaning out process will be conducted. 3000 tomato seedling trays for propagation for new planting. 2000 english cucumbers will be planted. Peppers will be harvested. Patty pans and marrows have been planted. Contingency plan has been done to fast track in April, a lot of backlog inv will be paid in the month of April which will increase project exp		H	● ● ● ●
Socio Economic Services	To build a strong Project Management Unit - so as to be able to bridge 1 <sup>st</sup> & 2 <sup>nd</sup> economies through catalytic and high-impact projects and to nurture new ideas which have commercial potential SUT have high impact potential poverty, jobs and empowerment	Local Economic Development	N/A	450	Number of jobs created through LED initiatives a) Agri - processing Hubs 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) 128 permanent & temp	a) 70% b) 45% c) 117	a) 80% b) 70% c) 135	In April 2012 cleaning out process will be conducted. 3000 tomato seedling trays for propagation for new planting. 2000 english cucumbers will be planted. Peppers will be harvested. Patty pans and marrows have been planted. Contingency plan has been done to fast track in April, a lot of backlog inv will be paid in the month of April which will increase project exp		H	● ● ● ●
Socio Economic Services	To build a strong Project Management Unit - so as to be able to bridge 1 <sup>st</sup> & 2 <sup>nd</sup> economies through catalytic and high-impact projects and to nurture new ideas which have commercial potential SUT have high impact potential poverty, jobs and empowerment	Local Economic Development	N/A	450	Number of jobs created through LED initiatives a) Agri - processing Hubs 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) 128 permanent & temp	a) 70% b) 45% c) 117	a) 80% b) 70% c) 135	In April 2012 cleaning out process will be conducted. 3000 tomato seedling trays for propagation for new planting. 2000 english cucumbers will be planted. Peppers will be harvested. Patty pans and marrows have been planted. Contingency plan has been done to fast track in April, a lot of backlog inv will be paid in the month of April which will increase project exp		H	● ● ● ●
Socio Economic Services	To build a strong Project Management Unit - so as to be able to bridge 1 <sup>st</sup> & 2 <sup>nd</sup> economies through catalytic and high-impact projects and to nurture new ideas which have commercial potential SUT have high impact potential poverty, jobs and empowerment	Local Economic Development	N/A	450	Number of jobs created through LED initiatives a) Agri - processing Hubs 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) 128 permanent & temp	a) 70% b) 45% c) 117	a) 80% b) 70% c) 135	In April 2012 cleaning out process will be conducted. 3000 tomato seedling trays for propagation for new planting. 2000 english cucumbers will be planted. Peppers will be harvested. Patty pans and marrows have been planted. Contingency plan has been done to fast track in April, a lot of backlog inv will be paid in the month of April which will increase project exp		H	● ● ● ●

# Organisational Scorecard 2011/2012

NATIONAL KPA's	IDP OBJECTIVE	KPA	BACKLOG	BASLINE	KPI's	UNIT OF MEASURE	ANNUAL TARGET	3RD QUARTER TARGET	3RD QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	WEIGHTINGS	PERFORMANCE SYMBOLS
Socio Economic Services	To Establish Disaster Management Centre	Disaster Management Centre	N/A	No building	<ul style="list-style-type: none"> <li>d) Moringa Plantations</li> <li>i) % progress in implementation of the project</li> <li>ii) Expenditure</li> <li>iii) Number of direct &amp; indirect job opportunities created</li> </ul>	Number	<ul style="list-style-type: none"> <li>d) 100% by June 2012</li> <li>i) 45%</li> <li>ii) 74%</li> <li>iii) 0</li> </ul>	<ul style="list-style-type: none"> <li>d) 45%</li> <li>i) 45%</li> <li>ii) 24</li> <li>iii) 381</li> </ul>	<ul style="list-style-type: none"> <li>d) 45%</li> <li>i) 45%</li> <li>ii) 74%</li> <li>iii) 0</li> </ul>	Decision to use internal PMU instead of appointing SP, therefore slight delay. Still awaiting for the Tribal Authority, the LM and the Ward Councilors to recommend co.		H	<ul style="list-style-type: none"> <li>i) </li> <li>ii) </li> <li>iii) </li> </ul>
					<ul style="list-style-type: none"> <li>e) Ilembe Open farms</li> <li>f) % progress in implementation, facilitations &amp; coordination of the project</li> <li>g) Expenditure</li> <li>h) Number of direct jobs retained</li> </ul>	Number	<ul style="list-style-type: none"> <li>e) 100% by June 2012</li> <li>f) 85%</li> <li>g) 100% by June 2012</li> <li>h) 381 direct jobs retained</li> </ul>	<ul style="list-style-type: none"> <li>e) 85%</li> <li>f) 381</li> <li>g) 381</li> <li>h) 381</li> </ul>	<ul style="list-style-type: none"> <li>e) 85%</li> <li>f) 381</li> <li>g) 381</li> <li>h) 381</li> </ul>	Reactions done, outstanding invoices to be paid in April. Seed for planting of potatoes can only be produced in April.		H	<ul style="list-style-type: none"> <li>i) </li> <li>ii) </li> <li>iii) </li> </ul>
	To prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters and to implement post-disaster recovery and rehabilitation within Ilembe District	Disaster Management Centre	N/A	No building	% Progress in completion in building up the disaster management centre by deadline	% and date	50% construction completed by June 2012	50% - consultant for construction appointed	0%	Supply Chain Management processes underway to appoint the service provider to build the disaster risk management centre. The updated project plan is in place with time frames and cash flow projections.	Monthly Project Steering Committee (PSC) Meetings to be conducted in monitoring the project against time frames. All outstanding issues have been identified in the status quo report for Disaster Risk Management at Ilembe district.	M	
	To prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters and to implement post-disaster recovery and rehabilitation within Ilembe District	Disaster Management Centre	N/A	New Indicator	Fully functional Call Centre by deadline	Date	June 2012	Establishment of call Centre	Communication system installed but not operational	All disaster management personnel need to be trained in operating the system. Once all staff members are trained, then all incidents will be logged on the system to generate reports. The system will be relocated to the new Disaster Risk Management Centre upon completion	Planned training for staff will commence during the month of May 2012, and thereafter all staff members will start to familiarise themselves with the system	M	
	To prevent or reduce the risk of disasters, mitigate the severity or consequences of disasters, prepare for emergencies, respond rapidly and effectively to disasters and to implement post-disaster recovery and rehabilitation within Ilembe District	Emergency Relief	N/A	100%	% of all incidents responded to	%	100%	90%	90%			H	
	To provide an effective and comprehensive environmental health service to the community	Occupational Health & Safety	N/A	a) 80 staff b) 48	a) No of staff trained b) Reduction in the IOOs as a result of training	Number	a) 80 b) 40	a) 60 b) 6	a) 181 b) 15 IOO cases			L	<ul style="list-style-type: none"> <li>a) </li> <li>b) </li> </ul>
Socio Economic Services	To provide an effective and comprehensive environmental health service to the community	Health & Safety Lab reports - Water Quality	N/A	a) 144 b) New Indicator	a) Number of samples taken and analysed b) Percentage of unsatisfactory samples reported and rectified	Number & %	a) 144 b) 100%	a) 108 b) 100%	a) 108 samples of potable water taken and analysed b) 100%			H	<ul style="list-style-type: none"> <li>a) </li> <li>b) </li> </ul>

Organisational Scorecard 2011/2012

NATIONAL KPA's	IDP OBJECTIVE	KPA	BACKLOG	BASELINE	KPI's	UNIT OF MEASURE	ANNUAL TARGET	3RD QUARTER TARGET	3RD QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	WEIGHTINGS	PERFORMANCE SYMBOLS
Good Governance & Public Participation	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Annual Management Performance Report	N/A	2009/10 AMPR done and submitted 01 Sept 2010	2010/11 AMPR done by Ilembe PMS Unit by deadline	Date	2011/09/31	N/A	N/A			H	N/A
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Auditor General report on Performance Management	N/A	Unqualified Report for 2010/2011	Unqualified audit report in respect of performance information	Unqualified Report	Unqualified audit report in respect of performance information	N/A	N/A			H	N/A
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Annual Report	N/A	Annual Report	Annual Report adopted by deadline	Date	2012/01/31	Annual report adopted by 31 Jan 2011	Approved 31 Jan 2012			H	
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Public Participation	N/A	8	Number of Public meeting held	Number	15	12	18	The second round of IDP review participation took place in form of the IDP review meeting instead of public meetings at local municipality level.		H	
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Special Projects (Youth)	N/A	a) New indicator held b) No plan in place	a) Youth summit held by deadline b) Develop a youth plan by deadline	Date	a) Feb 2012 b) Youth plan by June 2012	a) Youth summit held b) N/A	a) 01 March 2012 b) Gender Plan done			M	a) b)
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Inter Governmental Relations	N/A	86%	% Efficiency of operations of Mayor's Forum (Calculated by number of sub committees that are functional as a proportion of the total)	%	100%	Mayors Forum operates at 80% efficiency	71%	* DCF meeting did not quorate, TSF postponed due to unavailability of MW's. Therefore DIF had to be moved as well.	DCF to sit on 14th sat on 3 April 2012. DIF to sit on 19/04/12	M	
	To Provide co-ordination of Government work	Integrated Developmental Plan	N/A	Mar-11	IDP Review adoption by deadline	Date	2012/03/30	IDP reviewed and adopted	Ilembe 5 Year Draft IDP 2012/2017 approved by Exco			H	
	To Provide co-ordination of Government work	Internal Audit	N/A	10	Number of audit assignments completed by deadline	Number	12	9	10			H	
	To Provide co-ordination of Government work	Internal Audit	N/A	4	Number of report from Internal Auditors to Audit Committee to ensure effectiveness of the Unit	Number	4	3	1			H	
	To Provide co-ordination of Government work	Audit Committee	N/A	2	Number of report from Audit Committee to ExCo to ensure effectiveness of the committee	Number	2	0	2			H	

Performance Symbols			
Target Met	In Progress	Target not met	Total
			28
39	13	8	67

WEIGHTING SYMBOL			
H	M	L	TOTAL
48	17	2	67

# **Municipal Manager**

# 2011/2012 Municipal Manager Performance Plan Operating Budget

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI's)	Annual Target	Performance - as per target		Reason for variance/ Comments	Corrective Measures	Evidence Reference Number	PMS Comments	Weightings	Performance Symbols
						Projected	Actual						
Service Delivery & Infrastructure	To provide sustainable infrastructure that will render water and sanitation services	District Infrastructure Management Plans	top level plan underway	Size Water 5 year contract signed by deadline	End June 2012	N/A	N/A			1	N/A	H	N/A
	To provide sustainable infrastructure that will render water and sanitation services	Repairs & maintenance for water services	95%	Services to be re-instated within 48 hours	100%	100% of services to be re-instated within 48 hours	100%			2	Y - Ref TS file 1 evidence number 7	H	
	To provide sustainable infrastructure that will render water and sanitation services	Repairs & maintenance for sanitation services	100%	Services to be re-instated within 24 hours	100% compliant	100% of services to be re-instated within 24 hours	100%			3	Y - Ref TS file 1 evidence number 6	H	
	To ensure the quality of drinking water in the region is improved.	Blue drop status	65.50%	% improvement on the overall assessments in blue drop status	90%	N/A	N/A			4	N/A	H	N/A
	To ensure the quality of waste water in the region is improved.	Green Drop status	80.40%	% improvement on the overall assessments in green drop status	85%	N/A	N/A			5	N/A	H	N/A
	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Compilation of Financial Statements	Done by August 31 in previous year	Completed financial statements	Completed 2010/2011 financial statement - 31 August 2011	N/A	N/A			6	N/A	H	N/A
Financial Viability & Management	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Compilation of Budget	Done by May in previous year	Approved fully funded Capital/Operating Budget for 2012/2013	31 May 2012	Salaries	Prepare 2011/12 adjustment budget & 2012/13 draft budget. Council to sit on 29 March to consider draft budget for 2012/13 financial year.			7	Y	H	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Revenue Collections	73%	Quarterly collection rate on billings	75%	Salaries	82%	There are areas which were not being restricted hence credit control and debt collection policy not applied effectively	(i) All areas are now to be restricted and communication to this effect is being done to the public and (ii) Bizworks has started with the data cleansing and debt collection project which will improve our credit control and debt collection	8	Y	H	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Outstanding debtors	254.21%	R debtors outstanding as a % of revenue received for services	200%	Salaries	477%	There are areas which were not being restricted hence credit control and debt collection policy not applied effectively	All areas are now to be restricted and communication to this effect is being done to the public.	9	Y	M	

# 2011/2012 Municipal Manager Performance Plan Operating Budget

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI's)	Annual Target	Budget	Performance - as per target		Reason for variance/ Comments	Corrective Measures	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols
							Projected	Actual							
Finacial Viability & Management	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Debt control	New indicator	% of debtors handed over for collection	50%	Salaries	60%	38%	Sewer accounts not handed over to attorneys as we wanted to hand them over to Bizworks.	Bizworks has started with the data cleansing and debt collection project which will improve our credit control and debt collection	10	Y		M	☹
	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Expenditure - payment of creditors	30 days	Percentage of creditors paid within 30 days	100%	Salaries	100%	86.7%	1) Departments are not submitting all the relevant documentation in time for payments to be made 2) Some of the suppliers submit incorrect invoices hence delaying the payment process	An expenditure management committee has been set up to deal with the issues	11	Y		H	☹
	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	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% submitted by deadline			12	Y		H	☹
	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Statutory monthly form to 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.	100% submitted by deadline			13	Y		H	☹
	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Procurement of goods & services in terms of the SCM Policy	a) 121.5 days b) New indicator	a) Turnaround time for processing all the bids b) Turnaround time in processing bids for banking services	a) 63 days b) 90 days	Salaries	a) 63 days b) 90 days	a) Average - 165 days b) N/A	a) There were 12 bids that were awarded in this quarter, of the 12 only one was awarded within the 63 days due various reasons as detailed in the attached report. The key reasons for delays was due to (i) recommended bidders withdrawing due to underpricing, (ii) recommending bidders submitting fraudulent tax clearances and (iii) consultants from technical department taking longer to analyse the technical aspects of the bid. b) No banking services acquired.	a) A procurement plan and timetable has been prepared to deal with the timely procurement of bids going forward i) The technical department has been requested to verify the reasonableness of the lowest bid before submitting the bid to the Bid Evaluation Committee to avoid recommending bidders who later withdraw and cause delays ii) Bidders tax clearances are first verified with SARS and bidders are automatically disqualified if they submit fraudulent tax clearances as part of evaluation. iii) Procurement timetable forces consultants to submit assessments on time b) N/A	14	Y		H	a) b) N/A
	To promote an institution that is representative, participative and empowered to improve service delivery.	Monitor service provider performance	New indicator	Reports from service providers received in line with signed SLA.	monthly	Salaries	Monthly	Monthly			15	Y		M	☹
Institutional Development & Transformation	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Human Resources	a) 48% b) 78% c) New indicator	a) % of critical posts filled b) % of filled posts in the organization c) % of budgeted posts filled	a) 100% b) 85% c) 100%	Salaries	a) 75% b) 80% c) 80%	a) 87.5% b) 78% c) 28%			16	Y		M	a) b) c)

# 2011/2012 Municipal Manager Performance Plan Operating Budget

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI's)	Annual Target	Budget	Performance - as per target		Reason for variance/ Comments	Corrective Measures	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols
							Projected	Actual							
Institutional Development & Transformation	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Council Support	100%	% of Total scheduled meetings of Council, Exco and PCs that are actually conducted	100%	Salaries	100%	100%			17	Y		L	
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Performance Management	New indicator	No of coaching sessions of employees' performance conducted timeously	4	Salaries	3	3			18	Y		L	
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Organisational Organogram	Outdated Organogram	Revised Organogram submitted to Exco by deadline	Sept 2011	Salaries	N/A	N/A			19	N/A		M	N/A
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	WSP	New indicator	% of budget spent on WSP	100%	R 800,000	75%	75.68%	(43 employees received training - R 225 013.00) for Q3		20	Y		M	
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Skills Retention	New indicator	% Reduction in Labour Turnover in the two highest level of employment	10%	Salaries	5%	8%	2 x Section 57 Managers resigned (Mkt- 29 Feb 2012, Director: Tech Services - 30 March 2012) - Performance bonuses to be paid		21	Y		H	
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Legal matters	75%	% increase in the total number of cases that are resolved	5% increase to 80%	R1m	75%	89%			22	Y		M	
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Public Participation Plan Implementation	No previous survey	Number of Public Participation meetings held	16	R3.4m	12	18	The second round of IDP public participation took place in form of the IDP rep forum meeting instead of public meetings at local municipality level.		23	Y - Ref CG file 1 evidence number 5		H	
Good Governance & Public Participation	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Intergovernmental Relations	86%	% Efficiency of operations of Mayors Forum (Calculated by number of sub committees that are functional as a proportion of the total proportion of the total IDP Review adoption by deadline	100% Efficiency	R 417,000	Mayors Forum operates at 85% efficiency	71%	* DCF meeting did not quorate, TSF postponed due to unavailability of MM's. Therefore DIF had to be moved as well.	DCF to sit on 1st sat on 3 April 2012, DIF to sit on 19/04/12	24	Y	5 out of 7 forums sat	M	
	To improve spatial structure and definition of urban functions within the iLembe Municipality and to improve access to opportunities	Annual IDP Review	Approved by Exco on 15 June 2011	IDP Review adoption by deadline	2012/13 IDP Review adopted by June 2012	Salaries	Adopt IDP	100%			25	Y		H	
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	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	8	10			26	Y		H	
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Performance Management System	2009/2010 Annual Municipal Performance Report done	2010/2011 AMPR done by iLembe OMS unit by deadline	End 31 August 2011	Salaries	N/A	N/A			27	N/A		H	N/A

# 2017/2012 Municipal Manager Performance Plan Operating Budget

2011/2012 Municipal Manager Performance Plan Operating Budget														
National KPA	IDP Objective	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicators (KPI's)	Annual Target	Budget	Performance - as per target		Reason for variance/ Comments	Corrective Measures	Evidence Reference Number	PMS Comments	Weightings	Performance Symbols
							Projected	Actual						
Local Economic Development	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	2010/2011 IDW Annual Report		2010/2011 IDW Annual Report completed by deadline	31 January 2012	R500 000	Annual Report finalised and adopted by 31 Jan 2012	Approved 31 Jan 2012			28	Y	H	
	To implement mitigation & preventative measures to reduce the impact of potential disasters within the District	Emergency Relief Aid	100%	% of all incidents responded to	100%	R700 000	90%	90%			29	Y	H	
	To Promote Investments; Public/Private Partnerships and Tourism - including Co-ops and SMME	Local Economic Development	450	Number of jobs created through LED initiatives a) Agri - processing Hubs b) % progress in implementation of the project c) Expenditure d) Number of direct & indirect job opportunities created	a) 100% by June 2012 b) 100% by June 2012 c) 128 permanent & temp d) 128 permanent & temp	R5 354 927	a) 70% b) 80% c) 117 d) 136	a) 60% b) 45% c) 136		In April 2012 cleaning out tomatoe seedling trays for propagation for new planning. 2000 english cucumbers will be planted. Peppers will be harvested. Patty pans and marrowas have been planted. Contingency plan has been done to fast track in april, a lot of backlog inv will be paid in the month of april which will increase project exp	Y - Refer EI file 1 Evidence number 6/7/8		H	  
	To Promote Investments; Public/Private Partnerships and Tourism - including Co-ops and SMME	Local Economic Development		b) Ilombe Vineyards & Winery c) % progress in implementation of the project d) Expenditure e) Number of direct & indirect job opportunities created	b) 50% by June 2012 c) 50% by June 2012 d) 60 direct e) 60 direct	R11 346 355	b) 40% c) 42% d) 60 e) 46	b) 40% c) 45% d) 65% e) 46		In April submission of deposit to secure winery and building requirements will be done. Fencing to be completed. Detailed construction design to be finalised. Construction to commence. Electricity will be installed. Water connections will be in. Balance of materials and equipment will be procured.	Y - Refer EI file 1 Evidence number 9/10/11		H	  
LED & Social Services	To Promote Investments; Public/Private Partnerships and Tourism - including Co-ops and SMME			c) Ilombe Biodiesel d) % progress in implementation of the project e) Expenditure f) Number of direct & indirect job opportunities created	c) 50% by June 2012 d) 50% by June 2012 e) 7 direct f) 7 direct	R3 114 800	c) 40% d) 35% e) 3 f) 2	c) 45% d) 97% e) 2		2 Labourers are appointed through IT/Thala. Processing Plant not commissioned yet.	Y - Refer EI file 1 Evidence number 12/13/14		H	  
	To Promote Investments; Public/Private Partnerships and Tourism - including Co-ops and SMME			d) Moringa Plantations e) % progress in implementation of the project f) Expenditure g) Number of direct & indirect job opportunities created	d) 100% by June 2012 e) 100% June 2012 f) 40 direct g) 40 direct	R4 561 947	d) 45% e) 40% f) 24 g) 0	d) 45% e) 74% f) 0	Decision to use internal PMU instead of appointing SP, therefore slight delay. Still awaiting for the Tribal Authority, the LM and the Ward Councilors to recommend co-operatives.		33	Y - Refer EI file 1 Evidence number 15/16/17	H	  

LED & Social Services



# 2011/2012 Municipal Manager Performance Plan Operating Budget

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline indicator	Key Performance Indicators (KPI's)	Annual Target	Budget	Performance - as per target		Reason for Variance/ Comments	Corrective Measures	Evidence Reference Number	PMS Comments	Weightings	Performance Symbols
							Projected	Actual						
LED & Social Services	To Promote: Investments; Public/Private Partnerships and Tourism - including Co-ops and SMME			a) 100% by June 2012 b) 85% by June 2012 c) 381 direct	R1 600 000	e) 80% f) 85% g) 381	e) 85% f) 36% g) 381		Requisitions done, outstanding invoices to be paid in April. Seed for planting of potatoes can only be procured in April.		34	Y - Refer E file 1 Evidence number 18/19/20	H	i) ii) iii)
	To provide an effective and comprehensive environmental health service to the community	Vector Control	a) 3 b) 541	a) Reduction in numbers of notifiable vector borne cases reported b) Number of sites serviced within budget	R134 500	a) 0 b) 400	a) 13 b) 357 sites were serviced		a) 13 cases of Malaria were reported, however all were imported from outside the country. b) Lack of resources. Employees are proceeding on sick leave. Shortage of vehicles	a) Health education b) Requested for new vehicle. Requested for staff but no budget.	35	a) Y b) Y	M	a) b)
	To provide an effective and comprehensive environmental health service to the community	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	R134 500	a) 108 b) 100%	a) 108 samples of potable were taken and analysed b) 100%				36	a) Y b) Y	H	a) b)
	To provide an effective and comprehensive environmental health service to the community	Food Control	a) 680 b) New Indicator	a) Number of premises inspected b) Percentage of food poisoning cases reported	Salaries	a) 510 b) 7%	a) A total of 565 inspections were conducted b) 10%				37	a) Y b) N	M	a) b)
	To provide an effective and comprehensive environmental health service to the community	Occupational Health & Safety	a) 80 staff b) 48	a) No of staff trained b) Reduction in the IOCs as a result of training	R108 000	a) 60 b) 6	a) 161 b) 15 IO cases				38	a) Y b) Y	L	a) b)

2011/2012 Municipal Manager's Performance Plan Capital Budget										
National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPIs)	Annual Target	Budget	Projected	Actual	Reason for variance/ Comments	Corrective Measure
NEW WATER & SANITATION INFRASTRUCTURE										
Service Delivery & Infrastructure	To provide sustainable infrastructure that will render water and sanitation services	New Water Access	3605 hh	Number of hh with access to new water	10632hh	R151,739m	586hh	588hh		
	To provide sustainable infrastructure that will render water and sanitation services	New Sanitation Infrastructure - 4 LMs sanitation	165C hh	a) Number of hh with access to new sanitation - VIPs	5305hh	R 34,967,066	1105hh	1722		
	To provide sustainable infrastructure that will render water and sanitation services	Expenditure - Water projects	68%	Rand value of expenditure	R151,739m	R151,739m	R77,700m	R 61,367,331.25		
	To provide sustainable infrastructure that will render water and sanitation services	Expenditure - LMs sanitation	60%	Rand value of expenditure	R 34,967,066	R 34,967,066	R23m	R 29,907,528.21		
	To provide sustainable infrastructure that will render water and sanitation services	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) 16	R 44,206,920	a) 60% b) 0	a) 44% b) 5	a) Y b) Y	
TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW WATER PROVISION: 10632 hh										
TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW SANITATION PROVISION: 5305 hh										

Weighting Symbols			
HIGH	MED	LOW	TOTALS
H	M	L	61
43	14	4	61

Performance Symbols			
Target Met	In Progress	Target not met	Total
36	10	6	61

# **Technical Services Department**

Departmental 2011/2012 SDBIP - Technical Services (Operating)															
National KPA	IDP Objective	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	PMS Comments	Weightings	Performance Symbol	Responsible Individual
							Projected	Actual							
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	Size Water 5 year Plan/Contract	Previous 5yr Size Water Plan Reviewed	Size Water 5 year contract signed by deadline	End June 2011	Salaries	N/A	N/A			1	N/A	H	N/A	Director TS
	To provide sustainable infrastructure that will render water and sanitation services	Effluent Treatment	95% compliant with SABS std	% compliance with SABS standard	100% compliant with SABS std	Salaries	100%	61%			2	Y	H	☹	DD
	To provide sustainable infrastructure that will render water and sanitation services	Repairs and Maintenance	New indicator	% operational budget spent on repairs and maintenance	10%	R23m	8%	5%	TS shows an exp of 7% however because of system Finance shows 5% on system as other inv have not been paid	Inv not captured in Q3 will reflect in Q4	3	Y	H	☹	Director TS
	To ensure the quality of drinking water in the region is improved.	Blue drop status	85.50%	% improvement on the overall assessments in blue drop status	90%	Salaries	N/A	N/A			4	N/A	H	N/A	Director TS/Manager Demands &
	To ensure the quality of waste water in the region is improved.	Green Drop status	80.40%	% improvement on the overall assessments in green drop status	85%	Salaries	N/A	N/A			5	N/A	H	N/A	Director TS/Manager Demands &
	To provide sustainable infrastructure that will render water and sanitation services	Lembe DTA specific Sanitation Infrastructure	100%	Percentage of reported households responded with services reinstated within 24 hours on sanitation	100%	Nil	100%	100%			6	Y	H	☹	DD
	To provide sustainable infrastructure that will render water and sanitation services	Lembe DTA specific Water Infrastructure	100%	Percentage of reported households responded with services reinstated within 48 hours on water	100%	Nil	100%	100%			7	Y	H	☹	DD
	To provide sustainable infrastructure that will render water and sanitation services	Water Loss	6%	% reduction in water losses	8%	Nil	5%	0.4%			8	Y	H	☹	DD
	To provide sustainable infrastructure that will render water and sanitation services	Health & Safety Lab reports	New indicator	Percentage of Lab reports from Health & Safety Department responded to	100%	Salaries	100%	0%	No lab reports were received		9	N/A	H	N/A	DD
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Monitor service provider performance	New indicator	Turnaround time of signing the SLA after the appointment of the service provider	30 days	Salaries	30 days	0 days			10	Y	M	☹	Director TS
Financial Viability & Management	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public	Monitor service provider performance	New indicator	Reports from service providers received in line with signed SLA	monthly	Salaries	Monthly	Monthly			11	N	M	☹	Director TS
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Financial Management	New indicator	% Budget spent	100%	Salaries	75%	64%		Finance to assist with superfluous ops exp in budget	12	Y	M	☹	Director TS
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Financial Management	New indicator	% Reduction of telephone expenditure	10% reduction	Salaries	7%	N/A	Telephone Management System was not operational at the time of review		13	Y	M	N/A	Director TS
	To facilitate & stimulate socio-economic growth in the District	Operation Sukuma Sakhe	New indicator	Turnaround time to respond to OSS requests	48hrs	Salaries	Within 48hrs	N/A			14	N/A	M	N/A	Director TS
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Standard Operating Procedures	New indicator	Formulation of SOPs by deadline	End June 2012	Salaries	Draft SOPs	Draft SOP in place			15	N	M	☹	Director TS
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Performance Management	New indicator	No of coaching sessions of employees' performance conducted linewise	4	Salaries	3	0	Acting position only commenced on the 1st April 2012		16	N	L	☹	Director TS
Institutional & Development															

2011/2012 Departmental SDBIP - Technical Services (Capital)																
National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbol	Responsible Individual
							Projected	Actual								
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	To provide a sustainable Bulk water System - Ngebo Kwabukuzwa Water Supply (Maphumulo Ward 7, Ndwedwe Ward 7 and Ndwedwe Ward 3)	a) 2300 hh out of 5996 b) 95% construction on R & S contract and 50% of 1st phase construction c) R 31,278,160	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1109 hh served b) % completion c) Enkelen - 100% Zone AG - 80% Zone AL - 65% Zone AM - 65% Zone AN - 70% Zone AP - 70% Zone AR - 70% Zone AS - 70% Zone AT - 70% Zone AU - 70% Zone AV - 70% Zone AW - 70% Zone AX - 70% Zone AY - 70% Zone AZ - 70% Zone BA - 70% Zone BB - 70% Zone BC - 70% Zone BD - 70% Zone BE - 70% Zone BF - 70% Zone BG - 70% Zone BH - 70% Zone BI - 70% Zone BJ - 70% Zone BK - 70% Zone BL - 70% Zone BM - 70% Zone BN - 70% Zone BO - 70% Zone BP - 70% Zone BQ - 70% Zone BR - 70% Zone BS - 70% Zone BT - 70% Zone BU - 70% Zone BV - 70% Zone BW - 70% Zone BX - 70% Zone BY - 70% Zone BZ - 70% Zone CA - 70% Zone CB - 70% Zone CC - 70% Zone CD - 70% Zone CE - 70% Zone CF - 70% Zone CG - 70% Zone CH - 70% Zone CI - 70% Zone CJ - 70% Zone CK - 70% Zone CL - 70% Zone CM - 70% Zone CN - 70% Zone CO - 70% Zone CP - 70% Zone CQ - 70% Zone CR - 70% Zone CS - 70% Zone CT - 70% Zone CU - 70% Zone CV - 70% Zone CW - 70% Zone CX - 70% Zone CY - 70% Zone CZ - 70% Zone DA - 70% Zone DB - 70% Zone DC - 70% Zone DD - 70% Zone DE - 70% Zone DF - 70% Zone DG - 70% Zone DH - 70% Zone DI - 70% Zone DJ - 70% Zone DK - 70% Zone DL - 70% Zone DM - 70% Zone DN - 70% Zone DO - 70% Zone DP - 70% Zone DQ - 70% Zone DR - 70% Zone DS - 70% Zone DT - 70% Zone DU - 70% Zone DV - 70% Zone DW - 70% Zone DX - 70% Zone DY - 70% Zone DZ - 70% Zone EA - 70% Zone EB - 70% Zone EC - 70% Zone ED - 70% Zone EE - 70% Zone EF - 70% Zone EG - 70% Zone EH - 70% Zone EI - 70% Zone EJ - 70% Zone EK - 70% Zone EL - 70% Zone EM - 70% Zone EN - 70% Zone EO - 70% Zone EP - 70% Zone EQ - 70% Zone ER - 70% Zone ES - 70% Zone ET - 70% Zone EU - 70% Zone EV - 70% Zone EW - 70% Zone EX - 70% Zone EY - 70% Zone EZ - 70% Zone FA - 70% Zone FB - 70% Zone FC - 70% Zone FD - 70% Zone FE - 70% Zone FF - 70% Zone FG - 70% Zone FH - 70% Zone FI - 70% Zone FJ - 70% Zone FK - 70% Zone FL - 70% Zone FM - 70% Zone FN - 70% Zone FO - 70% Zone FP - 70% Zone FQ - 70% Zone FR - 70% Zone FS - 70% Zone FT - 70% Zone FU - 70% Zone FV - 70% Zone FW - 70% Zone FX - 70% Zone FY - 70% Zone FZ - 70% Zone GA - 70% Zone GB - 70% Zone GC - 70% Zone GD - 70% Zone GE - 70% Zone GF - 70% Zone GG - 70% Zone GH - 70% Zone GI - 70% Zone GJ - 70% Zone GK - 70% Zone GL - 70% Zone GM - 70% Zone GN - 70% Zone GO - 70% Zone GP - 70% Zone GQ - 70% Zone GR - 70% Zone GS - 70% Zone GT - 70% Zone GU - 70% Zone GV - 70% Zone GW - 70% Zone GX - 70% Zone GY - 70% Zone GZ - 70% Zone HA - 70% Zone HB - 70% Zone HC - 70% Zone HD - 70% Zone HE - 70% Zone HF - 70% Zone HG - 70% Zone HH - 70% Zone HI - 70% Zone HJ - 70% Zone HK - 70% Zone HL - 70% Zone HM - 70% Zone HN - 70% Zone HO - 70% Zone HP - 70% Zone HQ - 70% Zone HR - 70% Zone HS - 70% Zone HT - 70% Zone HU - 70% Zone HV - 70% Zone HW - 70% Zone HX - 70% Zone HY - 70% Zone HZ - 70% Zone IA - 70% Zone IB - 70% Zone IC - 70% Zone ID - 70% Zone IE - 70% Zone IF - 70% Zone IG - 70% Zone IH - 70% Zone II - 70% Zone IJ - 70% Zone IK - 70% Zone IL - 70% Zone IM - 70% Zone IN - 70% Zone IO - 70% Zone IP - 70% Zone IQ - 70% Zone IR - 70% Zone IS - 70% Zone IT - 70% Zone IU - 70% Zone IV - 70% Zone IW - 70% Zone IX - 70% Zone IY - 70% Zone IZ - 70% Zone JA - 70% Zone JB - 70% Zone JC - 70% Zone JD - 70% Zone JE - 70% Zone JF - 70% Zone JG - 70% Zone JH - 70% Zone JI - 70% Zone JJ - 70% Zone JK - 70% Zone JL - 70% Zone JM - 70% Zone JN - 70% Zone JO - 70% Zone JP - 70% Zone JQ - 70% Zone JR - 70% Zone JS - 70% Zone JT - 70% Zone JU - 70% Zone JV - 70% Zone JW - 70% Zone JX - 70% Zone JY - 70% Zone JZ - 70% Zone KA - 70% Zone KB - 70% Zone KC - 70% Zone KD - 70% Zone KE - 70% Zone KF - 70% Zone KG - 70% Zone KH - 70% Zone KI - 70% Zone KJ - 70% Zone KL - 70% Zone KM - 70% Zone KN - 70% Zone KO - 70% Zone KP - 70% Zone KQ - 70% Zone KR - 70% Zone KS - 70% Zone KT - 70% Zone KU - 70% Zone KV - 70% Zone KW - 70% Zone KX - 70% Zone KY - 70% Zone KZ - 70% Zone LA - 70% Zone LB - 70% Zone LC - 70% Zone LD - 70% Zone LE - 70% Zone LF - 70% Zone LG - 70% Zone LH - 70% Zone LI - 70% Zone LJ - 70% Zone LK - 70% Zone LM - 70% Zone LN - 70% Zone LO - 70% Zone LP - 70% Zone LQ - 70% Zone LR - 70% Zone LS - 70% Zone LT - 70% Zone LU - 70% Zone LV - 70% Zone LW - 70% Zone LX - 70% Zone LY - 70% Zone LZ - 70% Zone MA - 70% Zone MB - 70% Zone MC - 70% Zone MD - 70% Zone ME - 70% Zone MF - 70% Zone MG - 70% Zone MH - 70% Zone MI - 70% Zone MJ - 70% Zone MK - 70% Zone ML - 70% Zone MM - 70% Zone MN - 70% Zone MO - 70% Zone MP - 70% Zone MQ - 70% Zone MR - 70% Zone MS - 70% Zone MT - 70% Zone MU - 70% Zone MV - 70% Zone MW - 70% Zone MX - 70% Zone MY - 70% Zone MZ - 70% Zone NA - 70% Zone NB - 70% Zone NC - 70% Zone ND - 70% Zone NE - 70% Zone NF - 70% Zone NG - 70% Zone NH - 70% Zone NI - 70% Zone NJ - 70% Zone NK - 70% Zone NL - 70% Zone NM - 70% Zone NN - 70% Zone NO - 70% Zone NP - 70% Zone NQ - 70% Zone NR - 70% Zone NS - 70% Zone NT - 70% Zone NU - 70% Zone NV - 70% Zone NW - 70% Zone NX - 70% Zone NY - 70% Zone NZ - 70% Zone OA - 70% Zone OB - 70% Zone OC - 70% Zone OD - 70% Zone OE - 70% Zone OF - 70% Zone OG - 70% Zone OH - 70% Zone OI - 70% Zone OJ - 70% Zone OK - 70% Zone OL - 70% Zone OM - 70% Zone ON - 70% Zone OO - 70% Zone OP - 70% Zone OQ - 70% Zone OR - 70% Zone OS - 70% Zone OT - 70% Zone OU - 70% Zone OV - 70% Zone OW - 70% Zone OX - 70% Zone OY - 70% Zone OZ - 70% Zone PA - 70% Zone PB - 70% Zone PC - 70% Zone PD - 70% Zone PE - 70% Zone PF - 70% Zone PG - 70% Zone PH - 70% Zone PI - 70% Zone PJ - 70% Zone PK - 70% Zone PL - 70% Zone PM - 70% Zone PN - 70% Zone PO - 70% Zone PP - 70% Zone PQ - 70% Zone PR - 70% Zone PS - 70% Zone PT - 70% Zone PU - 70% Zone PV - 70% Zone PW - 70% Zone PX - 70% Zone PY - 70% Zone PZ - 70% Zone QA - 70% Zone QB - 70% Zone QC - 70% Zone QD - 70% Zone QE - 70% Zone QF - 70% Zone QG - 70% Zone QH - 70% Zone QI - 70% Zone QJ - 70% Zone QK - 70% Zone QL - 70% Zone QM - 70% Zone QN - 70% Zone QO - 70% Zone QP - 70% Zone QQ - 70% Zone QR - 70% Zone QS - 70% Zone QT - 70% Zone QU - 70% Zone QV - 70% Zone QW - 70% Zone QX - 70% Zone QY - 70% Zone QZ - 70% Zone RA - 70% Zone RB - 70% Zone RC - 70% Zone RD - 70% Zone RE - 70% Zone RF - 70% Zone RG - 70% Zone RH - 70% Zone RI - 70% Zone RJ - 70% Zone RK - 70% Zone RL - 70% Zone RM - 70% Zone RN - 70% Zone RO - 70% Zone RP - 70% Zone RQ - 70% Zone RR - 70% Zone RS - 70% Zone RT - 70% Zone RU - 70% Zone RV - 70% Zone RW - 70% Zone RX - 70% Zone RY - 70% Zone RZ - 70% Zone SA - 70% Zone SB - 70% Zone SC - 70% Zone SD - 70% Zone SE - 70% Zone SF - 70% Zone SG - 70% Zone SH - 70% Zone SI - 70% Zone SJ - 70% Zone SK - 70% Zone SL - 70% Zone SM - 70% Zone SN - 70% Zone SO - 70% Zone SP - 70% Zone SQ - 70% Zone SR - 70% Zone SS - 70% Zone ST - 70% Zone SU - 70% Zone SV - 70% Zone SW - 70% Zone SX - 70% Zone SY - 70% Zone SZ - 70% Zone TA - 70% Zone TB - 70% Zone TC - 70% Zone TD - 70% Zone TE - 70% Zone TF - 70% Zone TG - 70% Zone TH - 70% Zone TI - 70% Zone TJ - 70% Zone TK - 70% Zone TL - 70% Zone TM - 70% Zone TN - 70% Zone TO - 70% Zone TP - 70% Zone TQ - 70% Zone TR - 70% Zone TS - 70% Zone TU - 70% Zone TV - 70% Zone TW - 70% Zone TX - 70% Zone TY - 70% Zone TZ - 70% Zone UA - 70% Zone UB - 70% Zone UC - 70% Zone UD - 70% Zone UE - 70% Zone UF - 70% Zone UG - 70% Zone UH - 70% Zone UI - 70% Zone UJ - 70% Zone UK - 70% Zone UL - 70% Zone UM - 70% Zone UN - 70% Zone UO - 70% Zone UP - 70% Zone UQ - 70% Zone UR - 70% Zone US - 70% Zone UT - 70% Zone UU - 70% Zone UV - 70% Zone UW - 70% Zone UX - 70% Zone UY - 70% Zone UZ - 70% Zone VA - 70% Zone VB - 70% Zone VC - 70% Zone VD - 70% Zone VE - 70% Zone VF - 70% Zone VG - 70% Zone VH - 70% Zone VI - 70% Zone VJ - 70% Zone VK - 70% Zone VL - 70% Zone VM - 70% Zone VN - 70% Zone VO - 70% Zone VP - 70% Zone VQ - 70% Zone VR - 70% Zone VS - 70% Zone VT - 70% Zone VU - 70% Zone VV - 70% Zone VW - 70% Zone VX - 70% Zone VY - 70% Zone VZ - 70% Zone WA - 70% Zone WB - 70% Zone WC - 70% Zone WD - 70% Zone WE - 70% Zone WF - 70% Zone WG - 70% Zone WH - 70% Zone WI - 70% Zone WJ - 70% Zone WK - 70% Zone WL - 70% Zone WM - 70% Zone WN - 70% Zone WO - 70% Zone WP - 70% Zone WQ - 70% Zone WR - 70% Zone WS - 70% Zone WT - 70% Zone WU - 70% Zone WV - 70% Zone WW - 70% Zone WX - 70% Zone WY - 70% Zone WZ - 70% Zone XA - 70% Zone XB - 70% Zone XC - 70% Zone XD - 70% Zone XE - 70% Zone XF - 70% Zone XG - 70% Zone XH - 70% Zone XI - 70% Zone XJ - 70% Zone XK - 70% Zone XL - 70% Zone XM - 70% Zone XN - 70% Zone XO - 70% Zone XP - 70% Zone XQ - 70% Zone XR - 70% Zone XS - 70% Zone XT - 70% Zone XU - 70% Zone XV - 70% Zone XW - 70% Zone XX - 70% Zone XY - 70% Zone XZ - 70% Zone YA - 70% Zone YB - 70% Zone YC - 70% Zone YD - 70% Zone YE - 70% Zone YF - 70% Zone YG - 70% Zone YH - 70% Zone YI - 70% Zone YJ - 70% Zone YK - 70% Zone YL - 70% Zone YM - 70% Zone YN - 70% Zone YO - 70% Zone YP - 70% Zone YQ - 70% Zone YR - 70% Zone YS - 70% Zone YT - 70% Zone YU - 70% Zone YV - 70% Zone YW - 70% Zone YX - 70% Zone YY - 70% Zone YZ - 70% Zone ZA - 70% Zone ZB - 70% Zone ZC - 70% Zone ZD - 70% Zone ZE - 70% Zone ZF - 70% Zone ZG - 70% Zone ZH - 70% Zone ZI - 70% Zone ZJ - 70% Zone ZK - 70% Zone ZL - 70% Zone ZM - 70% Zone ZN - 70% Zone ZO - 70% Zone ZP - 70% Zone ZQ - 70% Zone ZR - 70% Zone ZS - 70% Zone ZT - 70% Zone ZU - 70% Zone ZV - 70% Zone ZW - 70% Zone ZX - 70% Zone ZY - 70% Zone ZZ - 70%	a) 0hh served b) % construction c) R24.5m	a) 0hh b) 75% c) R2.8m	a) 0hh served b) 20% c) R4,364,829.33	Delays due to late delivery of steel pipe as a result of shortages from the supplier	A meeting has been held with the supplier of the steel pipe who has confirmed that the supply to the project will be given priority. A meeting has also been scheduled to take place 1st week in April for an updated project plan.	a) N/A b) Y c) Y	a) N/A b) Y c) Y	H	a) N/A b) Y c) Y	DD Project Planning & Development	
	To provide sustainable infrastructure that will render water and sanitation services	To provide a sustainable Bulk water System - Ngebo Community Water Supply	a) 0hh b) 10% progress c) R 241,810.00	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	R2,850,000 (was R1,850,000)	a) N/A b) N/A c) N/A	a) 0hh served b) N/A c) R586,468.33	Contractor behind with construction	A revised programme has been submitted and the contractor has increased the number of skilled personnel on site so improvement should be noticeable by June 2012.	a) N/A b) N/A c) Y	a) N/A b) N/A c) Y	H	a) N/A b) Y c) Y	DD Project Planning & Development	
	To provide sustainable infrastructure that will render water and sanitation services	To provide a sustainable Bulk water System - San Soud Bulwer Farm Extension (Kwabukuzwa Ward 1)	a) 0 hh b) 0% progress c) R 4,657,501.00	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1750 hh served b) 100% completion c) R100m spent	R6m (was R2m)	a) 0hh served b) 80% c) R3.5m	a) 0hh served b) % construction c) R4,48,927.58	Expenditure to date is actual. Figures TS submitted is from SP which includes expenditure of previous years		a) N/A b) Y c) Y	a) N/A b) Y c) Y	H	a) N/A b) Y c) Y	DD Project Planning & Development	
	To provide sustainable infrastructure that will render water and sanitation services	To provide a sustainable Bulk water System - Ozvalithi Phambisa Water Supply (Ndwedwe Ward 4)	a) 0 hh out of 408 served b) 0% c) R 0	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 0 hh served b) 0% completion c) R0.5m spent	R0.5m (new)	a) 0hh served b) 80% c) R4.5m	a) 0hh served b) % construction c) R5,816,100.34	Expenditure to date is actual. Figures TS submitted is from SP which includes expenditure of previous years		a) N/A b) Y c) Y	a) N/A b) Y c) Y	H	a) N/A b) Y c) Y	DD Project Planning & Development	
	To provide sustainable infrastructure that will render water and sanitation services	To provide a sustainable Bulk water System - Ozvalithi Ndwengu Water Supply (Ndwedwe Ward 9)	a) 0 hh out of 585 served b) 0% c) R 0	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 585hh out of 585 served b) 100% completion c) R1m	R1m (new)	a) 585 hh b) 100% c) R1m	a) 585hh b) 100% c) R987,183.63	Expenditure to date is actual. Figures TS submitted is from SP which includes expenditure of previous years		a) N/A b) Y c) Y	a) N/A b) Y c) Y	H	a) N/A b) Y c) Y	DD Project Planning & Development	
To eradicate the backlog and cater for future demands that may arise out of the new developments that are likely to be implemented within the eGondwe District Municipality	To eradicate the backlog and cater for future demands that may arise out of the new developments that are likely to be implemented within the eGondwe District Municipality	a) 0hh (M&E) 52% (incl) construction b) 70% (M&E) 52% (incl) construction c) R 5,622,059.94	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 0 hh out of 7310 served b) 70% construction c) R1m	R13m (was R17m)	a) 0 hh b) 70% c) R1m	a) 0hh served b) 90% construction c) R5,532,505.43	Expenditure to date is actual. Figures TS submitted is from SP which includes expenditure of previous years		a) N/A b) Y c) Y	a) N/A b) Y c) Y	H	a) N/A b) Y c) Y	DD Project Planning & Development		

# Infrastructure & Service Delivery

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Current Standing 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbol	Responsible Individual
							Projected	Actual								
	To eradicate the backlog and cater for future demands that may arise out of the new developments that are likely to be implemented within the Lembede District Municipality.	Role out water reticulation infrastructure to address both the 'frontlogs' (future growth needs) - c) R3,702,507 Expenditure	a) 50th b) 100% (P1) c) Progress towards completion d) 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) Phase 2B - 85% d) Phase 3 - 100% e) Phase 4A - 60% f) R24m spent	R17m (was R24m)	a) 0th b) 86% c) Phase 2b - 55% d) Phase 3 - 90% e) Phase 4a - 30% f) R13.5m	a) 0th served b) 45% c) 88% d) Awarded e) R6,151,708.36	The contractor has promised to procure as much material as possible to ensure that progress is accelerated. Figures TS submitted is from SP which includes expenditure of previous years	The contractor has promised to procure as much material as possible to ensure that progress is accelerated.	24	a) N/A b) i) Y ii) Y iii) Y c) Y	TS to finalise the recovery acceleration plan and not only focus on expenditure through procurement of materials	H	a) N/A b) c)	DD Project Planning & Development
	To eradicate the backlog and cater for future demands that may arise out of the new developments that are likely to be implemented within the Lembede District Municipality.	Role out water reticulation infrastructure to address both the 'backlogs' and the 'frontlogs' (future growth needs) - c) R3,702,507 Expenditure	a) 820th out of 820th served to the reservoir b) 40% c) R1.5m	a) Project completed by deadline b) R384,000 by June 2012	a) June 2012 b) R384,000	R284,000 (new)	N/A	N/A	There were delays in the award of Phase 2B and 4A. Expenditure to date is actual. Figures TS submitted is from SP which includes expenditure of previous years		25	N/A		H	N/A	DD Project Planning & Development
	To eradicate the backlog and cater for future demands that may arise out of the new developments that are likely to be implemented within the Lembede District Municipality.	Role out water reticulation infrastructure to address both the 'backlogs' and the 'frontlogs' (future growth needs) - c) R3,702,507 Expenditure	a) 923th out of 923th with access to water b) 40% c) R1.5m	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 1285 hh out of 1285hh b) 100% completion by June 2012 c) R4.7m	R4.7m (was 413,426 retention)	a) 0th b) 65% progress c) R2.7m	a) 0th served b) 45% c) R2,127,080.16	The exp incurred by PHF2 was in the last financial year.	New contractor JB projects has taken over the completion of the projects	26	a) N/A b) Y c) Y		H	a) N/A b) c)	DD Project Planning & Development
	To eradicate the backlog and cater for future demands that may arise out of the new developments that are likely to be implemented within the Lembede District Municipality.	Role out water reticulation infrastructure to address both the 'backlogs' and the 'frontlogs' (future growth needs) - c) R3,702,507 Expenditure	New project	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 0th b) 50% completion by June 2012 c) R4.5m	R4.5m (new)	a) 0th b) 25% progress c) R2.5m	a) 0th served b) 45% c) R2,398,544.57	Contractor behind due to lack of materials on site	Contractor has bought more materials and has submitted a plan to speed up progress	27	a) N/A b) Y c) Y	POE on SP report indicates R705304.30. Need to look at start and end date	H	a) N/A b) c)	DD Project Planning & Development
	To eradicate the backlog and cater for future demands that may arise out of the new developments that are likely to be implemented within the Lembede District Municipality.	Role out water reticulation infrastructure to address both the 'backlogs' and the 'frontlogs' (future growth needs) - c) R3,702,507 Expenditure	New project	a) No of hh with access to water b) Progress towards completion c) Expenditure	a) 500 hh (Zinkwazi) b) Pipeline - 100% c) 500mm diameter rising main to Avon Peaking Power - 25% d) 200/850 diameter water main to Woodmead - 25% e) 5 MI concrete reservoir & pump station - 25% f) 2.5 MI reservoir - 25% c) R48m	R48m (new)	a) 0th b) 75% c) 500mm diameter rising main to Avon Peaking Power - 0% resolved d) 200/850 diameter water main to Woodmead - 0% e) 5 MI concrete reservoir & pump station - 0% f) 2.5 MI reservoir - 0% c) R10m	a) 0th served b) 45% c) 88% d) Awarded e) R6,151,708.36	Expenditure to date is actual. Figures TS submitted is from SP which includes expenditure of previous years	A meeting with the provider will be held in the 1st week of April to accelerate progress.	28	a) N/A b) Y c) Y	The report indicates the progress vs value of money as a percentage. In future please outline the progress and measure its percentage.	H	a) N/A b) c)	DD Project Planning & Development



# 2011/2012 Departmental SDBIP - Technical Services (Capital)

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbol	Responsible Individual
							Projected	Actual								
	To eradicate the backlog and cater for future demands that may arise out of the new frontiers (future growth developments that are likely to be implemented within the Lembe District Municipality.	Role out water reticulation infrastructure to address both the backlog and the new frontiers (future growth developments that are likely to be implemented within the Lembe District Municipality.	New project	a) No of bh with access to water completion b) Progress towards completion c) Expenditure	a) 0bh b) Detailed design completed by June 2012 c) R2m	R2m (new)	a) 0bh b) Draft design complete c) R1m	a) 0bh served b) Design complete c) R1,500,000.00				a) N/A b) Y c) Y		a) N/A b) c)	DD Project Planning & Development	
	To eradicate the backlog and cater for future demands that may arise out of the new frontiers (future growth developments that are likely to be implemented within the Lembe District Municipality.	Appropriate Technology Water Provision Programme that may arise out of Maphumulo/Ndwebe (Massification)	a) S/Provider appointed b) RO	a) % construction by deadline b) Expenditure	a) 70% by June 2012 b) R 8,005,000	R 8,005,000	a) 30% b) R5m	a) 50% b) R5,974,564.89				a) Y b) Y	The SP has submitted invoices to the value of R8180475.56 to date. However R5974554.89 has been pd out from finance sytem therefore the exp to date has been resolved to be at R5974554.89		a) b)	DD - Ops & Maintenance
TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW WATER PROVISION: 10632 hh																
TOTAL EXPENDITURE TARGETED: R 151,739,000																



# 2011/2012 Departmental SDBIP - Technical Services (Capital)

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbol	Responsible Individual	
							Projected	Actual									
NEW SANITATION ACCESS																	
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	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) R6m	R6m	a) 0hh b) R7.5m	a) 802 toilets built b) R6,420,425.81			31	a) Y b) Y		H	 	DD Project Planning & Development	
	To provide sustainable infrastructure that will render water and sanitation services	To role out the sanitation infrastructure to meet the National target (2014) - Mandeni	a) 30 hh b) R3,048 057	a) No of hh with access to VIP b) Expenditure	a) 1400 hh b) R 6m	(R6m final Amendment) R6m	a) 0hh b) R7.5m	a) 472 toilets built b) R5,804,673.24			32	a) Y b) Y		H	 	DD Project Planning & Development	
	To provide sustainable infrastructure that will render water and sanitation services	To role out the sanitation infrastructure to meet the National target (2014) - Mqumbi Phase 2 (Maphumulo 1)	a) 246 hh b) R1,168 341	a) No of hh with access to VIP b) Expenditure	a) 1400 hh b) R 6m	(R6m final Amendment) R6m	a) 0hh b) R7.5m	a) 447 toilets built b) R5,856,047.75			33	a) Y b) Y		H	 	DD Project Planning & Development	
	To provide sustainable infrastructure that will render water and sanitation services	To role out waterborne sewer to address both the backlog and the 'frontlogs' (future growth needs) - Inyoni Housing Project - Bulk Sewer Supply	New project	a) No of hh with access to waterborne sewer b) Progress towards completion c) Expenditure	a) 0hh b) 50% completion by June 2012 c) R1,967,066	R1,967,066.00 (new) R500 000	a) 0hh b) 25% progress c) R500 000	a) 0hh served b) 20% c) R155,386.49					a) N/A b) Y c) Y	According to POE submitted 20% is exp progress, % progress of the project is needed. In future the report must outline the % progress of the project. Exp to date on SP report R705304.36 and finance exp to date is R195386.49	H	  	DD Project Planning & Development
	To provide sustainable infrastructure that will render water and sanitation services	To role out waterborne sewer to address both the backlog and the 'frontlogs' (future growth needs) - Lindelani	a) 3527m of sewer pipelines, 34068m water pipelines and 145hh sewer conversions	a) No of hh with full waterborne sewerage b) Expenditure	a) 1105hh b) R6m	R6m (new)	a) 1105hh b) R6m	a) 0hh served b) R11,630,982.92					a) N b) Y	0hh serviced instead of 1105hh and there is over expenditure on budget	H	 	DD - Ops & Maintenance
TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW SANITATION ACCESS																	

TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW SANITATION PROVISION: 5305 hh (VIPs)

TOTAL EXPENDITURE TARGETED: R34,967,066

<b>REURBISHMENT</b>																
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	KwaDukuza Sewer Reticulation upgrades	a) 35% b) R 2,290,609	a) Percentage completion of sewer replacement by deadline b) Townview c) 100% - Strelitzia Road d) 100% - Tensing Clim Rd e) 100% - Canna Road f) 100% - Darnell/Melville g) 20% - Darnell/Melville expenditure spent	a) % by 30 June b) 100% - Townview c) 100% - Strelitzia Road d) 100% - Tensing Clim Rd e) 100% - Canna Road f) 100% - Darnell/Melville g) 20% - Darnell/Melville	R3m	a) % progress b) 100% - Townview c) 100% - Strelitzia Road d) 100% - Canna Road e) 100% - Darnell/Melville f) 100% - Darnell/Melville	a) % progress b) 100% - Townview c) 100% - Strelitzia Road d) 100% - Canna Road e) 100% - Darnell/Melville f) 100% - Darnell/Melville			a) Y b) Y c) Y d) Y e) Y f) Y g) Y		No evidence received for v and iv		H	Manager WSP - KZN292293
	To provide sustainable infrastructure that will render water and sanitation services	KwaDukuza Water Conservation & Demand	a) 0 km b) R1,646 223 09	a) Length of pipe replaced (kms) b) Expenditure	a) 5.5 km b) R6 mil	(Final Amendment) R6m	a) 3.6 km b) 3.6 m	a) 5.2km b) R4,435,771.06			a) N b) Y		Cannot find 5.2km in POE submitted need clarity from Manager. According to POE there is 82% progress on 180mm pipeline West & 460mm East of N2		a) b)	Manager WSP - KZN292293
	To provide sustainable infrastructure that will render water and sanitation services	Ndwedwe Nzuze River Abstraction Renovation	a) 0% b) R0	a) Percentage construction b) Expenditure	a) 100% by end June 2012 b) Nil	R4 mil (Previously R6m) Nil (Project inc into Technology Project)	N/A	N/A				N/A			H	Manager WSP - KZN292293



National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/Comments	Corrective Measure	Evidence Reference Number	Evidence	FMS Comments	Weightings	Performance Symbol	Responsible Individual
							Projected	Actual								
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	Refurbishment Water works	New project	a) Percentage construction b) Expenditure	a) 100% by end June 2012 b) R6.2m	R6.5m	a) 60% b) R3.3m	a) 70% b) R2,087,462.78			39	a) Y b) Y	Evidence submitted is for Aug 2011 & indicated 10% need updated report to prove 70%	H		Manager WSP - KZN292/293
	To provide sustainable infrastructure that will render water and sanitation services	KwaDukuza Reservoirs cleaning	a) No reservoirs cleaned b) R0	a) 3 reservoirs cleaned b) R300k	R300k	a) 2 Reservoir cleaned b) R200k	a) 15 reservoir cleaned b) R44328.10				40	a) N b) Y	POE submitted by TS is a progress report dated 11 April 2012 indicating work value of R44328.10 however Finance has not paid. FMS concerns are the budget is adj to R0	H		Manager WSP - KZN292/293
	To provide sustainable infrastructure that will render water and sanitation services	Extension of Pipelines	New project	a) Progress Completion in extension of pipeline between Srethida Road to Blythedale Beach b) Expenditure	a) 100% by June b) R600k	R600,000	N/A	N/A			41	N/A		H		Manager WSP - KZN292/293
	To provide sustainable infrastructure that will render water and sanitation services	Upgrade of Gledhow Sewer Pumps	New project	a) % Progress in upgrade of sewer pumps b) Expenditure	a) 100% by June 2012 b) R500k	R 500,000.00	N/A	N/A			42	N/A		H		Manager WSP - KZN292/293
	To provide sustainable infrastructure that will render water and sanitation services	Relocation of Sundumbili Retention pipeline - Phase 3	a) Frequent leaks / water loss - Mid block pipelines - no meters - Phase (1) - 00% & Phase (2) - 95% b) 0 meters c) R819 782	a) Length of pipeline to be replaced b) Number of meters to be replaced c) Expenditure	a) 28km pipeline to be replaced b) 800 Meters to be replaced c) R4.8m exp	R4.8m Final Amendment R6m	a) 12km b) 0 Meters c) R3.7m exp	a) 21.5km b) 678 c) R4,652,848.63			43	a) Y b) Y c) Y	According to POE submitted 21.5km is what has been completed thus far	H		Manager WSP - KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Mandeni Water Conservation & Demand Management	a) Aged AC pipelines - Frequent burst b) 0 meters c) R0	a) Number of Meters Pipes replaced in Mandeni b) Number of meters installed c) Expenditure	a) Replacement of 2km AC Pipes in Mandeni b) 500 c) R 2.7m	R2.7m Final Amendment R8.5m	a) 1.3 km b) 300 c) 4.5m	a) 1.5km b) 300 c) R3,289,752.62		Manager Budget to meet with Acting Director TS to sort Budget Phase 2 on tender stage	44	a) Y b) Y c) Y	Completion certificate were attached to confirm completion of project. PMS concerns over adjustment budget which is lower than expenditure.	H		Manager WSP - KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Sundumbili Sewerage works upgrade	New project	a) % Progress in fencing the sewerage works b) Expenditure	a) 100% b) R500k	R 500,000.00	a) 50% b) R250k exp	a) 0 b) 0	Tender stage		45	a) N b) N	Need reason for variance and CM	H		Manager WSP - KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Manyazweyo Scheme Extension	New project	a) Design completed by deadline b) Expenditure	a) 100% design complete by June 2012 b) R500k	R500,000.00 (new)	N/A	a) Design complete b) R152,925.02			46	a) N b) Y		H		DD - Ops & Maintenance
	To provide sustainable infrastructure that will render water and sanitation services	Water Demand Management & Conservation (Nunjamili)	a) 0 b) R0	a) Number of meters procured by deadline b) Expenditure	a) 500 meters to be procured by June 2012 b) R1m	R1m (was R2.3)	a) 0 meters b) R200k	a) 0 b) 0			47	a) N/A b) N/A		H		Manager WSP - KZN291/294

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicator's	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbol	Responsible Individual
							Projected	Actual								
Infrastructure & Service Delivery	To provide sustainable infrastructure that will render water and sanitation services	Water Demand Management & Conservation (Masbambane) Maphumulo	a) RO b) RO	a) Number of meters installed by deadline b) Expenditure	a) 10 meters to be installed b) R62,320	R62,320.00 (was R2m)	N/A	N/A			48	N/A		H	N/A	Manager WSP KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Maphumulo Reservoirs cleaning	New project	a) % Progress completion in removing all silt from all reservoirs b) expenditure	a) 100% c) R70k	R100,000 (VN-861)	a) 80% c) R70k	a) 100% b) R52,500			49	a) N b) Y		H	a)  b)	Manager WSP KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Mandeni Reservoirs cleaning	New project	a) % Progress completion in removing all silt from all reservoirs b) expenditure	a) 100% c) R100k	R300,000 (VN-678)	a) 80% c) R220k	a) 80% b) Nil			50	a) N b) Y	NO POE submitted for progress. 80% has been claimed, however exp from finance shows nil. Concerns are progress could be inaccurate or the finance could be booked under the wrong vote.	H	a)  b)	Manager WSP KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Sudge removal in Mandeni Area	New project	a) % Progress completion in removing all sudge from all ponds b) Expenditure	a) 50% b) R500,000	R500,000.00 (was R1m)	a) 0% b) R0	a) 0 b) 0	Evaluating stage		51	a) N/A b) N/A		H	N/A	Manager WSP KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Upgrade of water reticulation in KwaDukuza	New project	a) % Progress completion in upgrade of water retic by deadline b) Expenditure	a) 100% by June 2012 b) R2m	R2m (new)	a) N/A b) N/A	N/A			52	N/A		H	N/A	Manager WSP KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Extension of Masomane Schemes	New project	a) % progress of extension of schemes b) R500k	a) 100% by June 2012 b) R500k	R500k (new)	a) N/A b) N/A	N/A			53	N/A		H	N/A	Manager WSP KZN291/294
	To provide sustainable infrastructure that will render water and sanitation services	Siza Water Concession - Low cost housing - services upgrade	New project	a) Turnaround time in responding to request of desludging of Siza Water low cost housing VIP toilets b) Expenditure	a) 7 days b) R2.5m	R2.5m (new)	a) 7 days b) R200,000	a) 7 days b) Nil			54	a) N b) Y	According to finance exp is R0, however TS submitted invoices and claims R125400 to be exp to date. Concerns are finances could be booked under the wrong vote. Evidence confirmed desludging done but with no timeframes	H	a)  b)	Manager Demands & Concession
	To provide sustainable infrastructure that will render water and sanitation services	Intelligent Meters	New project	a) Number of intelligent meters installed by deadline b) Expenditure	a) 2000 b) R3m	R3m (new)	N/A	a) 1200 b) Nil			55	a) N b) Y	According to finance exp is R0, however TS submitted invoices and claims R3003900.00 to be expenditure to date. Concerns are finances could be booked under the wrong vote.	H	a)  b)	DD - Ops & Maintenance

Performance Symbols			Weighting Symbol		
Target Met	In Progress	Target not met	HIGH	MEDIUM	LOW
			H	M	L
43	15	14	94	6	1
Total			TOTAL		
101			101		

# **Finance Department**

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	PMS Comments	Weightings	Performance Symbols	Responsible Person
							Projected	Actual							
Financial Management & Viability	To ensure long-term financial viability and sustainability of iLembe District Municipality	Compilation 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	H	N/A	Manager Budget
	To ensure long-term financial viability and sustainability of iLembe District Municipality	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.	Salaries	Submit audit report to Council	Audit Report submitted to Council			2	Y	H		Manager Budget & CFO
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Complete Budget for 2012/2013.	2012/2012 Operating and Capital Budget.	Approved fully funded Operating & Capital Budget for 2012/2013 by deadline	30 June 2012 Secure final adoption of budget 1 May 2012 (Tabled for consideration of approval/adoption)	Salaries	Prepare 2011/12 adjustment budget & 2012/13 draft budget on 28 March to consider draft budget for 2012/13 financial year.	Adjustments budget done on 22 February 2012. Council to sit on 28 March to consider draft budget for 2012/13 financial year.			3	Y	H		Manager Budget
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Asset Management	Not previously measured	Percentage accuracy of a fully GAP compliant Fixed Asset Register	100%	Salaries	75%	100%			4	Y	M		Manager Expenditure
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Management of cash-flow	30 days cash on hand	Cashflow Management (Ability of council to meet its financial obligations) (Cost coverage)	60 days cash on hand (Range between 30 and 60 days with 60 days being ideal)	Salaries	60 days cash on hand (Range between 30 and 60 days with 60 days being ideal)	51 days			5	Y	M		Manager Expenditure
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Payment of creditors	30 days	% of claims submitted to Finance paid within 30 days	100%	Salaries	100%	86.70%	1) Departments are not submitting all the relevant documentation in time for payments to be made 2) Some of the suppliers submit Variance of one is accepted as immaterial	An expenditure management committee has been set up to deal with the issues	6	Y	H		Manager Expenditure
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Debtors control	37	Debt coverage - (Total operating revenue received) - (operating grants received) debt service payments due, including interest and capital	9	Salaries	9	8			7	Y	M		Manager Expenditure & CFO
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Revenue Collection	73%	Quarterly collection rate on billings	75%	Salaries	75%	62%	There are areas which were not being restricted hence credit control and debt collection policy not applied effectively	(i) All areas are now to be restricted and communication to this effect is being done to the public and (ii) Biworks has started with the data cleansing and debt collection project which will improve our credit control and debt collection	8	Y	H		Manager Revenue & CFO
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Outstanding debtors	284.21%	% of debtors outstanding as a % of revenue received for services	200%	Salaries	235%	477%	There are areas which were not being restricted hence credit control and debt collection policy not applied effectively	All areas are now to be restricted and communication to this effect is being done to the public.	9	Y	M		Manager Revenue & CFO
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Debtors control	New indicator	% of debtors handed over for collection	60%	Salaries	60%	38%	Slower accounts not handed over to Biworks as we wanted to hand them over to Biworks.	Biworks has started with the data cleansing and debt collection project which will improve our credit control and debt collection	10	Y	M		Manager Revenue & CFO
	To ensure long-term financial viability and sustainability of iLembe District Municipality	Revenue collection - Meter reading	3600 estimations (MAY REPORT)	Decrease in number of estimated readings	Decrease to 2500 estimations at year end	Salaries	600 reduction	1907 increase	Shortage of meter readers due to increased sick leave taken and delays in replacing 5 meter readers vacancies	Appointments for the 5 meter readers were made	11	Y	H		Manager Revenue

2011/2012 Departmental SDBIP - Finance Department														
National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Outcomes ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	PMS Comments	Weightings	Performance Symbols	Responsible Person
						Projected	Actual							
Financial Management & Viability	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Capital Budget	New indicator	% Capital Budget (internally funded) spent on Capital Projects	10%	10%	7%	Variance of 3% is accepted as immaterial		12	Y	M	⊖	Manager Budget/ Expenditure
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Capital Expenditure	New indicator	% quarterly capital expenditure as of planned expenditure (Actual capex/budgeted capex) x100	100%	100%	85%	Refer to latest PMU report		13	Y	M	⊖	Manager Expenditure
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	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 - CSA - CAA - FMG - MIG - NSIG - 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			Reports submitted by deadline		14	Y	H	⊖	Manager Budget
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Operational expenditure	New indicator	% quarterly operational expenditure as of planned expenditure (Actual opex /budgeted opex) x100	100%	100%	91%	Variance accepted as immaterial		15	N	M	⊖	Manager Expenditure
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Revenue Collection - Credit Control	Previously not measured	% of overdue accounts to be restricted submitted to Technical Services per month	80%	70%	75%			16	Y	H	⊖	Manager Revenue
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Customer Care - Public awareness/outreach	7	No of revenue outreach held per quarter	16 Revenue outreach	12	13			17	Y	H	⊖	Manager Revenue
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Procurement time in line with the SCM Policy	8 days	a) Turnaround time for the SCM processes in recommending preferred supply to Departments (quotations, adverts etc) (Between R30 000 & R200 000) b) Turnaround time for the SCM processes in recommending preferred supply to Departments (quotations, adverts etc)	a) 10 days turnaround time b) 5 days turnaround time	a) 10 days turnaround time b) 5 days turnaround time	a) Not reported b) Not reported	Did not keep a register of quotations  A template has been emailed to Acting Manager SCM to record all the RTPs received and processed by SCM unit and the time taken to process	a) Y b) Y	18		H	a) b)	Manager SCM

2011/2012 Departmental SDBIP - Finance Department																	
National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols	Responsible Person	
							Projected	Actual									
Financial Management & Viability	To ensure long-term financial viability and sustainability of Ilembe District Municipality	Compliance with the SCM Policy	a) 121.5 days b) New indicator	a) Turnaround time for processing all the bids b) Turnaround time in processing bids for banking services	a) 63 days b) 90 days	Salaries	a) 63 days b) 80 days	a) Average = 165 days b) Not applicable	a) There were 12 bids that were awarded in this quarter, of the 12 only one was awarded within the 63 days due various reasons as detailed in the attached report. The key reasons for delays was due to (i) recommended bidders withdrawing due to underpricing, (ii) recommended bidders submitting fraudulent tax clearances and (iii) consultants from technical department taking longer to analyse the technical aspects of the bid. b) No banking services acquired	(i) A procurement plan and timetable has been prepared to deal with the timely procurement of bids going forward (ii) The technical department has been requested to verify the reasonableness of the lowest bid before submitting the bid and ensuring report to the Bid Evaluation Committee to avoid recommending bidders who later withdraw and cause delays (iii) Bidders tax clearances are first verified with sars and bidders are automatically disqualified if they submit fraudulent tax clearances as part of evaluation (iv) Procurement timetable forces consultants to submit assessments on time b) N/A	a) Y b) Y					Manager SCM	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality	Indigent Register	Indigent Register	Updating of the indigent Register by deadline	Jun-12	Salaries	N/A	N/A	Variance accepted as immaterial		20	N/A		M	N/A	Manager Revenue	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality	Monitor service provider performance	New indicator	Turnaround time of signing the SQA after the appointment of the service provider	30 days	Salaries	30 days	Average 33 days 2 contracts signed			21	Y		L		CFO	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality	Monitor service provider performance	New indicator	Reports from service providers received in line with signed SQA	Monthly	Salaries	Monthly	3 reports			22	N	No POE received	M		CFO	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality	Financial Management	New indicator	% Budget spent	100%	Salaries	75%	54%	Certain payments are held until the s/p provider delivers, eg audit fees, collection fees.		23	Y		M		CFO	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality	Financial Management	New indicator	% Reduction of telephone expenditure	10% reduction	Salaries	7%	3% increase	Abuse of telephone	MM has approved the cancellation of the top 19 defaulters, and that the reinstatement of their telephones must be approved upon motivation by the Managers in the respective depats concerned on a case by case	24	Y		M		CFO	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality	Standard Operating Procedures	New indicator	Progress in developing SOPs for both external and internal communication by deadline	June 2012	Salaries	Draft SOPs	Draft SOPs			25	Y		M		CFO	
	To ensure long-term financial viability and sustainability of Ilembe District Municipality	Performance Management	New indicator	No of coaching sessions of employees' performance conducted timeously	4	Salaries	3	5 meetings		To keep attendance registers and signed forms going forward	26	N		L		CFO	
	Institutional Development & Transformation	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery															

Performance Symbols			
Target Met	In Progress	Target not met	Total
			28
12	7	6	25

WEIGHTING SYMBOL			
HIGH	MEDIUM	LOW	TOTALS
H	M	L	28
12	13	2	28

# **Corporate Services Department**

# 2011/2012 Departmental SDBIP - Corporate Services

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence reference Number	Evidence	PMS Comments	Weightings	Performance Symbols	Responsible Person
							Projected	Actual								
Institutional Transformation & Development	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Human Resource Management	a) 48% b) 78% c) New indicator	a) % of critical posts filled b) % of filled posts in the engogram c) % of budgeted posts filled	a) 100% b) 85% c) 100%	Salaries	a) 75% b) 80% c) 28%	a) 37.5% b) 78% c) 28%			a) Y b) Y c) Y			M	a) b) c)	Manager HR & Director CS
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Induction	New indicator	% of employees inducted	100%	Salaries	100%	33%	1 x new employee inducted, 1 x staff movement from same department, 4 x new Managers employed no induction conducted. The induction policy is to be implemented to be approved	Induction of 4 x new Managers will be held on 08 May 2012	2	Y	Need minutes	L		Manager HR & Director CS
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	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) 19	R100 000	a) 75% b) N/A	a) Draft EEP b) N/A	A Service Provider was appointed on 01 January 2012, a draft EE Plan tabled @ Manco and adopted. A request to LIF to nominate EEC members was submitted.		3	Y	To submit timelines	M		Manager HR & Director CS
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	WSP	New indicator	% of budget spent on WSP	100%	R800 000	75%	75.68%	( 43 employees received training - R 229 013.00) for Q3		4	Y		M		Manager HR & Director CS
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Employee Wellness	New indicator	Develop an Employee Wellness programme by deadline	End June 2012	R100 000	Draft programme	Draft programme submitted	- 1 x employee attended Alcohol Abuse counselling, - Revenue dept - office bound staff received one on one counselling session and field works received performance enhancement. (total 72 staff)	Draft programme to be submitted to Exco by 30 June 2012. Employee Wellness Open day scheduled for first week of May 2012	5	Y		M		Manager HR & Director CS
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Performance Management	New indicator	No of coaching sessions of employees performance conducted timeously	4	Salaries	3	3	Coaching session held on 19 March 2012		6	Y		L		Director CS



## Institutional Transformation & Development

2011/2012 Departmental SDBIP - Corporate Services (Amended)

# 2011/2012 Departmental SDBIP - Corporate Services




National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence reference Number	Evidence	PMS Comments	Weightings	Performance Symbols	Responsible Person
							Projected	Actual								
Institutional Transformation & Development	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	ICT Policies	Outdated policies	To review all ICT policies by deadline	30 June 2012	Salaries	N/A	N/A			16	N/A		M	N/A	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Service Level Agreements	No SLAs in place	4 SLAs in place by deadline	June 2012		N/A	1 SLA signed			17	Y		M		Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Procurement of Microsoft Licences	0	Microsoft Enterprise licenses	June 2012	707 000	N/A	N/A			18	N/A		M	N/A	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	ICT Security Management	5 addressed	Number of audit weaknesses addresses by deadline	June 2012	Salaries	3 audit weaknesses addressed	1 weakness has been addressed, DR	DR is happening daily. Munsoft has to do some developments of the system so that IDM can be able to implement the changes	Munsoft is doing developments that are going to allow us to address the audit findings. The development will be completed at the end of April according to Munsoft, then the upgrade will happen thereafter	19	Y		M		Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	District Governmental Information Technology Officers Council (DIGITOC)	0	No of DIGITOC meetings with the local municipalities	3	Salaries	1	1	Meeting held on 9 February 2012		20	Y		L		Manager ICT
Financial Viability & Management	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Monitor service provider performance	New indicator	Turnaround time of signing the SLA after the appointment of the service provider	30 days	Salaries	30 days	0 days	No service providers appointed		21	N/A		L	N/A	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Monitor service provider performance	New indicator	Reports from service providers received in line with signed SLA.	monthly	Salaries	Monthly	Hlunga Consulting			22	Y	Evidence submitted was done in Quarter 2 as it has a review date of 9th Dec 2011	M		Director Corporate Services
	To ensure long-term financial viability and sustainability of Lembe District Municipality.	Financial Management	New indicator	% Budget spent	100%	Salaries	75%	63%	SCM processes are not yet finalised	Tenders will be finalised in May 2012, and targets will be met	23	Y		M		Director Corporate Services

# 2011/2012 Departmental SDBIP - Corporate Services

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence reference Number	Evidence	PMS Comments	Weightings	Performance Symbols	Responsible Person
							Projected	Actual								
Financial Viability & Management	To ensure long-term financial viability and sustainability of iLembe District Municipality.	Financial Management	New indicator	% Reduction of telephone expenditure	10% reduction	Salaries	7%	3% increase	Abuse of telephones	MM has approved the cancellation of the top 19 defaulters, and that the reinstatement of their telephones must be approved upon motivation by the Managers in the respective departments concerned on a case by case.	24	Y		M		Director Corporate Services
Socio Economic Development	To provide an effective and comprehensive environmental health service to the community	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) 400	a) 13 b) 357 sites were serviced	a) 13 cases of Malaria were reported, however all were imported from outside the country. b) Lack of resources. Employees are proceeding on sick	a) Health education b) Requested for new vehicle. Requested for staff but no budget.	25	a) Y b) Y		M	a) b)	Manager Health & Safety
Socio Economic Development	To provide an effective and comprehensive environmental health service to the community	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) 108 b) 100%	a) 108 samples of potable were taken and analysed b) 100%	45 received and dealt with		26	a) Y b) Y		H	a) b)	Manager Health & Safety
Socio Economic Development	To provide an effective and comprehensive environmental health service to the community	Processing of license applications for food handling premises	a) 75.3% b) 84.6%	a) Percentage of license application processed b) Percentage of applications processed with 14 days	a) 85% b) 90%		a) 95% b) 80%	a) 100% b) 100%	7 Building plans were received and scrutinised within 4 days of receipt		27	a) Y b) Y		M	a) b)	Manager Health & Safety
Socio Economic Development	To provide an effective and comprehensive environmental health service to the community	Building Plans	86%	Percentage building plans scrutinised within 4 days	90%		100%				28	Y		M		Manager Health & Safety
Socio Economic Development	To provide an effective and comprehensive environmental health service to the community	Food Control	a) 680 b) New Indicator	a) Number of premises inspected b) Percentage reduction in corrective letters issued	a) 680 b) 10% reduction		a) 510 b) 7%	a) A total of 555 inspections were conducted b) 10%			29	a) Y b) N	Need evidence for b	M	a) b)	Manager Health & Safety
Socio Economic Development	To provide an effective and comprehensive environmental health service to the community	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) 80 b) 5	a) 161 b) 15 IOD cases			30	a) Y b) Y		L	a) b)	Manager Health & Safety

# 2011/2012 Departmental SDBIP - Corporate Services

National KPA	IDP Objective	Key Performance Area (KPA)	Baseline Indicator	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31 March 2012		Reason for variance/ Comments	Corrective Measure	Evidence reference Number	Evidence	PMS Comments	Weightings	Performance Symbols	Responsible Person
Socio Economic Development	To provide an effective and comprehensive environmental health service to the community	Funeral undertakers & mortuaries	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%		Projected	Actual	4 application was processed		31	a) Y b) N	Need evidence for b	L	a) b)	Manager Health & Safety

Performance Symbols				
Target Met	In progress	Target not met	N/A	Total
			N/A	
20	9	6	4	39

WEIGHTING SYMBOL			
HIGH	MEDIUM	LOW	TOTAL
H	M	L	39
2	26	11	39

# **Corporate Governance Department**

2011/2012 Departmental SDBIP - Corporate Governance																
National KPA	IDP Objective	Key Performance Area KPA's	Baseline indicator	Key Performance Indicator KPI's	Annual Target	Budget	Performance - as per target		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols	Responsible Person
							Projected	Actual								
Good Governance & Public Participation	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Social Cohesion	3	Number of Heritage Celebrations held	3 (King Shaka Day/50 anniversary of Chief Albert Lutuli (Noble Peace)/Dwali)	R2,050m	N/A	N/A			1	N/A		L	N/A	Director Corporate Governance
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Monitor service provider performance	New Indicator	Turnaround time of signing the SLA after the appointment	30 days	Salaries	30 days	30 days		Director to fast track Sonke to sign	2	Y	Aurecon only. Sonker signed by IDM only.	L	☹	Director Corporate Governance
	To Provide co-ordination of Government work	Inter Governmental Relations	85%	% Efficiency of operations of Mayors Forum (Calculated by number of sub committees that are functional)	100% Efficiency	R 417,000	Mayors Forum operates at 80% efficiency	71%	* DCF meeting did not quorate, TSF postponed due to unavailability of MM's. Therefore DIF had to be moved as well.	DCF to sit ON 1st sat on 3 April 2012. DIF to sit on 19/04/12	3	Y	5 out of 7 forums sat	M	☹	Manager Corporate Communications
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Inter Governmental Relations	New project	% Progress in auditing the efficiency of the IGR Model and enhancement thereof	100% by end December 2011		N/A	N/A		The contract for Juba Fly has been extended for 2 months	4	N/A		M	N/A	Director Corporate Governance
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Public Participation	8	Number of Public Participation meetings held	16	R3.4m	12	18	The second round of IDP public participation took place in form of the IDP rep forum meeting instead of public meetings at local municipality level.		5	Y		H	☹	Manager Communication
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Communication	New Indicator	Progress in developing SOPs for both external and internal communication by deadline	June 2012	Salaries	Draft SOPs	Draft SOPs completed for communication			6	Y		M	☹	Manager Communication
	To Provide support to women, children and designated groups	Gender & Youth programmes	New Indicator	Number of youth assisted in the skills development (Nathi Mthembu bursaries and scholarship programmes)	15	R 770,000	N/A	N/A			7	N/A		M	N/A	Manager Corporate Governance
	To Provide support to women, children and designated groups	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 March 2012	R1m	a) Youth summit held b) N/A	a) 14 March 2012 b) Youth plan done			8	a) Y b) Y		M	a) ☹ b) ☹	Manager Corporate Governance
	To Provide support to women, children and designated groups	Special Projects (Gender)	a) New Indicator held b) No plan in place	a) Gender summit held by deadline b) Develop a youth plan by deadline	a) Feb 2012 b) Youth plan by March 2012	R1m	a) Gender summit held b) N/A	a) 01 March 2012 b) Gender Plan done			9	a) Y b) Y		M	a) ☹ b) ☹	Manager Corporate Governance
	To facilitate & stimulate socio economic growth in the District	Operation Sukuma Sakhe	New Indicator	a) Turnaround time to respond to OSS requests b) SOPs by deadline	a) 48hrs b) June 2012	Salaries	a) Within 48hrs b) Draft SOPs	a) Not reported b) Special Projects SOP			10	a) N b) Y	Need to report for a and submit proof	M	a) ☹ b) ☹	Manager Corporate Governance
	To build systems and mechanisms for accountability to ensure functionality, efficiency, effectiveness and value for money including public participation	Annual Report	Annual report for 2009/10 submitted	Annual Report adopted by deadline	Jan-12	R500,000	Annual Report finalised and adopted by 31 Jan 2012	Approved 31 Jan 2012			11	Y		H	☹	Director Corporate Governance

# 2011/2012 Departmental SDBIP - Corporate Governance

National KPA	IDP Objective	Key Performance Area KPA's	Baseline indicator	Key Performance Indicator KPI's	Annual Target	Budget	Performance - as per target			Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols	Responsible Person
							Quarter ending 31 March 2012	Projected	Actual								
Socio Economic Development	To facilitate & stimulate socio economic growth in the District	Spont Development	New Indicator	Close out report on successful implementation on SALGAMZN games by deadline	Close out report by end March 2012	R2.5m	Approved close out report	2 Sessions	1 session	Report still in draft stage	Report to be tabled at next Exco meeting	12	Y	Need exco resolution	M		Director Corporate Governance
	To facilitate & stimulate socio economic growth in the District	Capacity Building Programmes	New Indicator	No of capacity building programmes	4 Sessions	R 100 000				Most of the time has been spent on responding to incidents, including assisting of stakeholders with incident management plans.	The district Capacity building programme has been finalised and will be rolled out from April 2012. The target groups include Volunteers, Stakeholders, Councillors and selected learners in vulnerable schools.	13	Y		H		Manager Disaster Management
	To facilitate & stimulate socio economic growth in the District	Awareness Campaign	27 held	No of Awareness Sessions conducted	12 Sessions	R 100 000				Planned awareness campaigns re-scheduled due to the increase in the number of incidents like floods, fires and tropical cyclone Irma. Other unplanned events attended include visits by stakeholders (i.e National Portfolio Committee).	Winter awareness campaign planned and targeting vulnerable schools within Ilembe district. List of vulnerable schools available, where awareness campaigns will be conducted.	14	Y		H		Manager Disaster Management
	To facilitate & stimulate socio economic growth in the District	Disaster Risk Reduction (Prevention & Mitigation)	No DRMP for LM	Number of disaster risk management plans developed for LM - level 1 (1 for Maphumulo LM and one for Ndwedwe LM) by deadline. Review of the Ilembe district disaster risk management plan.	3 Level one DRMP by June 2012	R 400 000				Terms of reference being finalised for the service provider to formulate 2 disaster management plans in local municipalities, and reviewing the district plan.	Maphumulo already advertised to appoint service provider to formulate level 1 disaster management plan. Draft terms of reference available to guide the service provider to appoint for the review and developing the disaster management plan.	15	N/A		H	N/A	Manager Disaster Management
	To Establish disaster Management Centre	Disaster Management Centre	No building	% Progress in completion in building up the disaster management centre by deadline	50% construction completed by June 2012	R4m	50% - consultant for construction appointed			Supply Chain Management processes underway to appoint the service provider to build the disaster risk management centre. The updated project plan is in place with time frames and cash flow projections.	Monthly Project Steering Committee (PSC) Meetings to be conducted in monitoring the project against time frames. All outstanding issues have been identified in the status quo report for Disaster Risk Management at Ilembe district.	16	Y		M		Manager Disaster Management
Socio Economic Development	To facilitate & stimulate socio economic growth in the District	Emergency Relief Aid	100%	% of all incidents responded to	100%	R/100 000	90%					17	Y		H		Manager Disaster Management

# 2011/2012 Departmental SDBIP - Corporate Governance

National KPA	IDP Objective	Key Performance Area KPA's	Baseline Indicator	Key Performance Indicator KPI's	Annual Target	Budget	Performance - as per target		Reason for variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols	Responsible Person
							Projected	Actual								
Socio Economic Development	To Establish disaster Management Call Centre	Disaster Management Call Centre	New indicator	Fully functional call centre by deadline	June 2012	R2.5m	Establishment of call centre	Communication system installed but not operational	All disaster management personnel need to be trained in operating the system. Once all staff members are trained, then all incidents will be logged on the system to generate reports. The system will also be relocated to the new Disaster Risk Management Centre upon completion	Planned training for staff will commence during the month of May 2012, and thereafter all staff members will start to familiarise themselves with the system	18	Y		M	☹	Manager Disaster Management
	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Financial Management	New indicator	% Budget spent	100%	Salaries	75%	83%	SCM process restricted	CFO has attended to matter	19	Y		M	☹	Director Corporate Governance
Financial Management & Viability	To ensure long-term financial viability and sustainability of Ilembe District Municipality.	Financial Management	New indicator	% Reduction of telephone expenditure	10% reduction	Salaries	7%	3%	Abuse of telephones	MM has approved the cancellation of the top 19 defaulters, and that the reinstatement of their telephones must be approved upon motivation by the Managers in the respective departments concerned on a case by case.	20	Y		M	☹	Director Corporate Governance
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery.	Performance Management	New indicator	No of coaching sessions of employees performance conducted timously	4	Salaries	3	3	Manager CG needs assistance in Sukuma Sakhe, Director to assist in improving	Director to assist communications and Sukuma Sakhe Unit as they need improvement	21	N	Need proof	L	☹	Director Corporate Governance

PERFORMANCE SYMBOLS			
Target met	In Progress	Target not met	Total
☹	☹	☹	
12	5	3	24

WEIGHTING SYMBOLS			
HIGH	MED	LOW	TOTALS
H	M	L	24
6	15	3	24



# **Enterprise iLembe Department**

# 2011/2012 Enterprise iLembe Scorecard

National KPA	IDP Objective	Key Performance Area (KPA)	Key Performance Indicators (KPI)	Annual Target	Budget	Quarterly Strategic Objectives 2012		Reason for Variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols
						Projected	Actual							
SOCIO-ECONOMIC SERVICES	To build partnerships between public sector support institutions and private sector players	Trade & Investment Promotion	Number of inbound trade delegation hosted	2	R 1,507,352	1	1			1	Y		M	⊕
			Number of external trade mission that Enterprise iLembe participated in.	3		1	0	Moratorium on International Travel from IDM	Report submitted, IDM to pronounce on matter.	2	Y		M	N/A
			Number of networking sessions	4		1	5			3	Y		M	⊕
			% progress in the roll-out of business retention Expansion Visitation programme by deadline	100% by 31 December 2011	R 79,960	N/A	N/A			4	N/A		M	N/A
	To nurture new ideas which have commercial potential but have high impact potential poverty, jobs and empowerment.	iLembe Agri-Processing Hubs Project	No of Economic & Intelligence Reports for iLembe region	4	R 412,688	1	1			5	Y		M	⊕
			% progress in implementation of the project	100% by June 2012	R5 354 927	70%	80%		In April 2012 cleaning out process will be conducted. 3000 tomato seedling trays for propagation for new planting. 2000 english cucumbers will be planted. Peppers will be harvested. Patty pans and marrows have been planted.	6	Y	Could not verify 80% on POE submitted	H	⊕
			Expenditure	100% by June 2012		80%	45%		Contingency plan has been done to fast track in April, a lot of backlog inv will be paid in the month of April which will increase project avg.	7	Y		H	⊕
			Number of direct & indirect job opportunities created	128 permanent & term		117	136			8	Y		H	⊕
	To nurture new ideas which have commercial potential but have high impact potential poverty, jobs and empowerment.	iLembe Vineyards & Winery Project	% progress in implementation of the project	50 % by June 2012	R11 346 656	40%	40%		In April submission of deposit to secure winery and building requirements will be done. Fencing to be completed. Detailed construction design to be finalised. Construction to commence. Electricity will be installed. Ware connections will be in. Balance of materials and equipment will be procured.	9	Y		H	⊕
			Expenditure	50 % by June 2012		42%	55%			10	Y		H	⊕
			Number of direct & indirect job opportunities created	60 direct		60	48	Two Labourers have passed away and the iLembe Winery Project is still in site selection Phase.		11	Y	Need CM	H	⊕

# 2011/2012 Enterprise iLembe Scorecard

National KPA	IDP Objective	Key Performance Area (KPA)	Key Performance Indicators (KPI)	Annual Target	Budget	Quarter ending 31 March 2012		Reason for Variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols
						Projected	Actual							
SOCIO-ECONOMIC SERVICES	To nurture new ideas which have commercial potential but have high impact potential poverty, jobs and empowerment.	iLembe Biodiesel Processing Plant	% progress in implementation of the project	50% by June 2012	R3 114 800	40%	45%			12	Y		H	
			Expenditure	50 % by June 2012		35%	97%			13	Y		H	
			Number of direct & indirect job opportunities created	7 direct		3	2	2 Labourers are appointed through iThala.		14	Y		H	
	To nurture new ideas which have commercial potential but have high impact potential poverty, jobs and empowerment.	Moringa Plantations Project	% progress in implementation of the project	100% by June 2012	R4 561 847	45%	45%		In April 2012, site will be ploughed & harrowed. Site marked for planting 26 April 2012. GIS drawings will be complete.	15	Y		H	
			Expenditure	100% by June 2012		40%	74%	Decision to use internal PMU instead of appointing SP.		16	Y	There is R1.6m on the progress and R2.5m reported to COGTA. Need clarity on actual expenditure eg invoices	H	
			Number of direct & indirect job opportunities created	40 direct		24	0	Still awaiting for the Tribal Authority, the LM and the Ward Councilors to recommend co-operatives.		17	N		H	
	To nurture new ideas which have commercial potential but have high impact potential poverty, jobs and empowerment.	iLembe Open Farms Project	% progress in implementation, facilitations & co-ordination of the project	100% by June 2012	R1 600 000	80%	85%			18	Y		H	
			Expenditure	100% by June 2012		85%	36%	Delays in payment	Requisitions done, outstanding invoices to be paid in April. Seed for planting of potatoes can only be procured in April.	19	Y		H	
			Number of direct jobs retained	381 direct jobs retained		381	381			20	Y		H	
	To nurture new ideas which have commercial potential but have high impact potential poverty, jobs and empowerment.	King Shaka Tourism Route Concept, Business & Implementation Plan	% progress in facilitation of the project	100% by June 2012	R500 000	80%	0%	Decision to use internal PMU instead of appointing SP, therefore slight delay.	An inception meeting on the 7 May 2012 is scheduled to take place to fast track the project	21	Y		H	

# 2011/2012 Enterprise iLembe Scorecard

National KPA	IDP Objective	Key Performance Area (KPA)	Key Performance Indicators (KPI)	Annual Target	Budget	Overall Budget FY 2011/2012		Reason for Variance/ Comments	Corrective Measure	Evidence Reference Number	Evidence	PMS Comments	Weightings	Performance Symbols
						Projected	Actual							
SOCIO-ECONOMIC SERVICES	To nurture new ideas which have commercial potential but have high impact potential poverty, jobs and empowerment.		Expenditure	100% by June 2012		50%	25%	Decision to use internal PMU instead of appointing SP, therefore slight delay.		22	Y		H	☹
	To nurture new ideas which have commercial potential but have high impact potential poverty, jobs and empowerment.	iLembe Packhouse	% progress in facilitating of the project	100% by June 2012	R500 000	60%	0%	Decision to use internal PMU instead of appointing SP, therefore slight delay.	An inception meeting on the 2nd April 2012 was held to fast track the project	23	Y		H	●
			Expenditure	100% by June 2012		50%	5%	Decision to use internal PMU instead of appointing SP, therefore slight delay.		24	Y		H	●
					Salaries	80%	80%			25	Y		H	●
			% progress in finalising market research for this project	100% by February 2012		Project site identified	Yes			26	Y		H	●
			Progress in site identification by deadline	Mar-12		N/A	N/A			27	N/A		H	N/A
			A business plan completed by deadline	Jun-12		N/A	N/A			28	N/A		H	N/A
			% progress in application for funding	100% by 31 December 2011		N/A	N/A			29	N/A		H	N/A
			Progress in Facilitation and co-ordination of establishing a NEVCO with Community	Jun-12		N/A	N/A			30	Y		H	●
			No of projects identified, facilitated, packaged and presented for funding.	4		1	1			31	N/A		M	N/A
Institutional Transformation & Development	To promote an institution that is representative, participative, and empowered to improve the institutional capabilities of the Municipality	SLA Delivery	% of vacant posts filled by June 2012	100%	Salaries	0%	0%			32	Y		M	●
			Number of Budget Performance Reports Submitted to IDM	12		3	3			33	Y		M	●
			Number of Operational Reports submitted to IDM	4		1	1			34	Y		M	●
			Number of reports submitted to EDP	10		2	2			35	Y		M	●
		Performance Management roll out to all	PMS rolled out to all staff by March 2012	March 2012		PMS rolled out Complete by March	Complete			36	Y		M	●
		Secure Funding	Turnaround time of securing all funding from IDC and iLembe	6 months	Salaries	N/A	N/A			37	Y		M	●
		Payment of creditors	% of claims submitted to Finance paid within 30 days	100%	Salaries	100%	100%			38	N/A		H	N/A
		Completion of Financial Statements	Completed 2010/2011 financial statement by deadline.	31-Aug-11	Salaries	N/A	n/a			39	Y	POE submitted does not confirm actual claimed	H	☹
		Compile Budget for 2012/2013	Approved Operating & Capital Budget for 2012/2013 by deadline	June 2012	Salaries	Complete	Complete			40	N/A		H	N/A
		Operational Expenditure	% quarterly operational expenditure as of planned expenditure (Actual opex / budgeted opex) x100	100%	Salaries	100%	126%	Under expenditure in previous quarter			Y		M	●
Financial Viability and Organisational capacity management and	Ensure adequate financial management.													
	Ensure adequate financial management.													
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