



**2012/2013 FIRST QUARTER PERFORMANCE REPORT**

**FOR**

**ILEMBE DISTRICT MUNICIPALITY**

**OCTOBER 2012**

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## 1. INTRODUCTION

The iLembe District Municipality has commenced with the 2012/2013 financial year, on a good note. As mentioned in the annual report of 2011/2012 financial year, we have also committed ourselves to become candidates 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. This has required a shift in the operation within the Performance Management Unit in terms of verification of information, and on the bi-annual basis, in loco inspection will have to be conducted on the main projects.

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. In this financial year we have introduced the planning phases for the projects which will be undertaken in the next financial year (2013/14) based on the MTEF which formed part of the IDP. This will ensure that we are proactive in terms of managing both projects as well as grant funding. It is important to spend your grants enabling you to receive more in order to deal with the backlogs that are currently within the district in terms of water and sanitation.

The oversight role done at various levels needs to be strengthened to ensure that we not only monitor progress but monitor it **against a set target** to enable speedy progress on the required areas of responsibility.

The Municipal Manager appreciates the effort and hopes the willingness continue for the municipality to realise its commitment to clean administration by 2012/2013. The circular 13 of the MFMA clearly defines that an SDBIP is a working tool therefore there will be changes as and when we are improving our planning processes as well as the funding being adjusted; therefore the final SDBIP will be sent to council for approval.

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

## **3. DEPARTMENTAL RESULTS**

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

The IDP road shows have been delayed due to the alignment with the local municipality, however, the schedule has come out and the meeting will start in November 2012.

There has been a slow start in terms of reports however it's increasing as the year progresses. The Annual External Evaluation Panel was due to be held on 04 of October however it was postponed due to the lack of quorum. 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 **747 against** the planned **747 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 which was made and we are currently working at adjusting the targets due to operational reasons as well as budgets availability

The current total projects expenditure is at **R34,160,761** against a projection of **R51, 162,826**. This is also due to the two projects which are still at the bid adjudication stage, and should have commenced in terms of our initial planning.

The progress on the sanitation projects is moving better than the projections with an actual of **917 household** with access to VIP toilets

from a **projected of 850hh this quarter**. The current sanitation expenditure is at **R 0, 00** against the **R8, 211,340.00** projected, however there is an amount of **R2, m** that has been committed and invoices are pending. There has been a general standard performance in the operations under this department. The percentage on the services that are **re-instated within 48hrs for water and 24 hrs for sanitation respectively are at 100%**.

Ilembe hosted the district wide water summit, which came out with the strategy to ensure the various stakeholders play a role in delivering a sustainable service within the District. Siza Water 5 year review contract is still awaiting the signatures from Siza Water.

### **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 annual financial statements that were submitted to the Auditor General on the 31<sup>st</sup> of August and the consolidated on the 30 September 2012. The budget programme was also submitted to the Mayor, in preparation for the draft budget of 2013/14 financial year.

The Expenditure unit is on target for most of their indicators. The Debt coverage ratio is on target at **3:1**. Cash on hand is at **10 days** against the projection of **30 days**. This has resulted in the cost coverage ratio of **1:1** against the **4:1** projected in this quarter. Creditor's payment rate percentages are showing that only **88%** of our creditor receives their payment within the specified timeframes, which is 30 days.

Revenue collection is at **64%** 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 **91%** of overdue accounts were submitted to Technical services for restriction. It was also reported that **90% of the debtors** were handed over for collection.

The report on the compliance with SCM policy was required from this unit. The quotations were done on an average turnaround time of 9, 9 days for quotations between R30 000 & R200 000 against a projection of 10 days and 4, 2 days for quotations between R2000 and R29 999 against a projection of 5 days. The Bids were reported to be **averaging 102 days** which is still way higher than the required **63 days** as per the procurement policy. An annual procurement plan is at 30% implementation

### **3.4 CORPORATE SERVICES**

The department's overall performance was on target. Human Resources slightly missed target on filling up the vacant posts and the reported

figured of the structure as at end September is at **77% against the 80% projections, which was due to the resignations on the top management.**

It must be noted that the organogram is still going for verification of posts and the figure can change once the organogram has been verified with line managers, after which it will be sent for council adoption.

The employees are going under induction to ensure they are well aware of the organisation and its culture. The Unit is in the process of developing a Human Resource Development Policy. **Training (WSP)** budget expenditure is at 0, 08% against the projection of 0,5% for the first quarter.

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 **60% against 80% projection** in this quarter.

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.

### **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 Communications Unit is in the process of finalising the terms of reference to engage a service provide in conducting a customer satisfaction survey within the district. The Mayor is also visible in the media with one radio slot on the 14<sup>th</sup> of August as part of the water summit held. The heritage celebrations were held including King Shaka day as well as the Reed dance celebrations.

Public participation meetings are scheduled to be held in the second quarter so as to allow the alignment with the Local municipalities.

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 is on track, and the estimation of the completion of the project is March 2013.

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 has submitted the draft **Standard Operating Procedures** for the roll out of OSS. This quarter also saw the much publicised 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.

Ilembe Enterprise currently runs an LED project that is directly developed by the entity. To date they have secured R7, 4 million through LED funding within the district since the beginning of the financial year. 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. The entity is also developing a business retention programme for Mandeni, which has been approved by the board.

The entity is also required to secure funding from both the district and the external funders and ensure functionality of their operations. This includes measuring the cost coverage ratio which is currently at 07:01 against a projection of 01:01.

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. The formalization of the oversight function on the performance of service providers has been done through the Supply Chain Management Unit. The end user department are providing monthly reports to the SCM unit, which in turns compiles a quarterly progress report on the overall performance of the service providers within the municipality.

The SCM department will have to play a crucial role in facilitating this process and providing reports after consulting with various end user departments to evaluate the service provider performance. This will then be incorporated into our reports on a quarterly basis. This quarter we still experienced teething problems however, in the next quarter improvement is anticipated.

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

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.



# ANNEXURES

# **Municipal Manager**

DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER

ACTING MUNICIPAL MANAGER : M D NEWTON

NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET END Sep 2012	Quarter 1 Actual	Reason for Variances/Comments	Corrective Measure	PMS Comments	Evidence Ref Number	RESPONSIBLE DEPARTMENT
<b>NEW WATER &amp; SANITATION INFRASTRUCTURE</b>															
<b>Service Delivery &amp; Infrastructure</b>	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	New water Access	Number of households with access to new water	Number	4223hh	3873hh	R 208,605,350.00	1747hh	1747hh			No evidence submitted from TS	1	Technical Services
	Improve access to basic sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	New sanitation Access	Number of households with access to new sanitation - VIP's	Number	4314hh	3800hh	R 33,662,650.00	850	917hh				2	Technical Services
	To provide sustainable infrastructure that will render water and sanitation services	To deliver water infrastructure to deliver effective services & reduce the backlog	Expenditure - Water Projects	Rand value of expenditure	Rand Value	R 157,133,547.33	R 208,605,350.00	R 208,605,350.00	R 51,162,826.00	R 34,160,761.95				3	Technical Services/Finance
	Improve access to basic sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	Expenditure - Sanitation Projects	Rand value of expenditure	Rand Value	R 35,164,154.89	R 33,662,650.00	R 33,662,650.00	R 8,211,340.00	R 0.00			TS reported committed funds, invoices are pending	4	Technical Services/Finance
	Improve access to basic water & sanitation services	To ensure sustainable provision of water & sanitation services	Repairs & Maintenance	a) Percentage Progress in the implementation of repairs & maintenance plan b) Expenditure	Percentage & New Indicator R Value	a) 100% b) R15,488,000			a) 25% b) R4,995,750	a) 28.5% b) R173,334.19			In quarter 1 progress was on 7 only 2 done	5	Technical Services
<b>WATER PROVISION: 8873</b>															
<b>SANITATION PROVISION: 9880</b>															

NATIONAL KEY	IDP RESPONSE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	MEASURE	PERCENTAGE	STATUS	REASON FOR VARIATION	CORRECTIVE MEASURE	PMS COMMENTS	Evidence Ref Number	RESPONSIBLE DEPARTMENT	
Service Delivery & Infrastructure	To provide excellent water quality that will meet or exceed the National Standards	To provide excellent water quality that will meet or exceed the National Standards	Blue drop status	% improvement on the overall assessments in blue drop status	Percentage and number	65.38%					6	Technical Services	
	To provide excellent water quality that will meet or exceed the National Standards	To provide excellent water quality that will meet or exceed the National Standards	Green drop status	% improvement on the overall assessments in green drop status	Percentage	Not addressed					7	Technical Services	
	To improve the level of financial utilisation non-wasteful but for specified projects	Repairs & Maintenance	Repairs & Maintenance	% operational budget spent on repairs and maintenance	Percentage	7%					8	Technical Services Department	
	To provide sustainable infrastructure that will render water and sanitation services	Water Backlog eradication	Water Backlog eradication	Percentage backlog by June 2013	Percentage	27%					9	Technical Services	
	To provide sustainable infrastructure that will render water and sanitation services	Water backlog eradication	Water Backlog eradication	Percentage backlog by June 2013	Percentage	30%					10	Technical Services	
	Reduce unaccounted water	To reduce water losses due to ageing infrastructure and leaks	Real Water losses	Percentage reduction in real water losses	Percentage	25%					11	Technical Services	
	Improve response time to water and sanitation interruptions	To ensure sustainable provisions of sanitation services	Lembe 2M specific Sanitation Infrastructure	Percentage of reported households responded with services reinstated within 24 hours on sanitation	Percentage	100%					12	Technical Services	
	Improve response time to water and sanitation interruptions	To ensure sustainable provisions of water services	Lembe 2M specific Water Infrastructure	Percentage of reported households responded with services reinstated within 48 hours on water	Percentage	97.85%					13	Technical Services	
	Monitor Siza water concession contract	To Plan Siza Water Activities in services of IDMs WSA responsibilities	Siza Water Plan	Drill 5 year plan by deadline	Date						14	Technical Services	
	To achieve a clean audit report	Ensure adequate financial management	Obtain unqualified audit report for 2011/12	a) Unqualified audit report by the AG for 2011/12 b) % decrease in AG's findings c) No repeat findings	a) Unqualified audit report by the AG for 2011/12 b) New indicator c) New indicator	2012/2013 2014/15 2015/16 2016/17					15	Finance	
	To ensure long-term financial viability & sustainability of Lembe District Municipality	Ensure adequate financial management	Complete Budget for 2013/2014	Approved fully funded Operating & Capital Budget for 2013/2014 by deadline	Date						16	Finance	
	Financial Viability & Management												

NATIONAL KPIs	DEVELOPMENTAL GOALS	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	PERFORMANCE	ANNUAL TARGET	BUDGET	PERCENTAGE TARGET	Quarter 1 Actual	Period for Variance Comments	Corrective Measures	RMS Comments	Evidence Ref Number	Evidence	RESPONSIBLE DEPARTMENT
Financial Viability & Management	To raise monthly collection rate on billing	Collection Rate	a) Percentage collection rate b) Percentage increase in the proportion of consumers paying in full vs the number of consumers billed	Percentage	a) 87% b) 91%	13,753 19,51%	Salaries	a) 75% b) 84%	a) 84% b) 31%	Only 87% of accounts sent for restriction were actually restricted. There are also accounts that are restricted and should be using 84 but are using more than free basic water. Only 5% of the restricted consumers responded.	Hold meetings with Technical services to ensure that they speed up the restriction process.		17	Y	Finance
	To ensure long-term financial viability & sustainability of Lembe District Municipality	Outstanding debtors	Debtors outstanding as a % of revenue received for services	Percentage	3421,91%	200%	Salaries	1200%	831%				18	Y	Finance
	To ensure long-term financial viability & sustainability of Lembe District Municipality	Debtors Cont'd	% of debtors handed over for collection	Percentage	62%	305%	Salaries	100%	90%	We had staff shortages in the month of July and August which resulted in target not being met, however in September 100% of accounts that had to be handed over was done. Increased activity due to credit control in the former R293 areas also resulted in target not being met.			19	Y	Finance
	To ensure long-term financial viability & sustainability of Lembe District Municipality	Payment of creditors	% of claims submitted to Finance paid within 30 days	Percentage	85%	200%	Salaries	100%	88%	Finance Dept has put in place stringent measures in an attempt to maintain tight controls to ensure that submitted claims are paid within 30 days. These include encouraging suppliers to submit claims via a central point (Finance) and maintaining a register of invoices that control the flow of documentation between various depts.	Achievement of this target is a continuous effort that involves also improving the technology used to assist in the process and we have engaged with ICT in this regard. We are therefore looking at potential IT solutions to assist in the currently experienced		20	Y	Finance
	To ensure long-term financial viability & sustainability of Lembe District Municipality	Salary monthly reports to National & Provincial Treasury	Percentage of monthly reports submitted by the 14th of each month	Percentage	100%	100%	Salaries	100% of reports submitted by the 14th of each month	100%				21	Y - Refer to Finance Department	Finance
	To ensure long-term financial viability & sustainability of Lembe District Municipality	Salary monthly reports to Municipal Manager to Exco	Report by 15th of every month	Monthly	Reports submitted by 15th of every month	100%	Salaries	Reports submitted by 15th of every month	100%				22	Y - ref to section 71 Report submitted by CEO	Finance

NATIONAL GOALS	DEPARTMENTAL SUBJECTS	KEY PERFORMANCE AREAS	KEY PERFORMANCE INDICATORS	UNIT OF MEASUREMENT	PERFORMANCE TARGETS	BUDGET	PER QUARTER TARGET	QUARTERLY RESULTS	REMARKS FOR VARIATIONS COMMENTS	CORRECTIVE MEASURE	PMS Comments	Evidence Ref Number	Evidence	RESPONSIBLE DEPARTMENT
Financial Viability & Management	To ensure compliance with SCM policy and regulations	Compliance with the SCM policy	a) Turnaround time for processing all the bids b) Turnaround time in processing bids for training services	Number	a) 55.6 days b) 62 days	Salaries	a) 63 days b) 5 days	a) 102 days b) Not reported	All 5 projects awarded in this quarter were not finalised within 63 days as targeted. 4 bids from Technical Services Dept closed in May but were only submitted to SCM around 31 August 2012. The user department informed us that they had budget issues for all these projects. The delay in finalising the bid processes is attributable to that. One project for the SALOA games was delayed due to the unavailability of the BAC quorum since most members had resigned.	New BAC members have appointed. The issue was discussed with technical services, procurement timetable will be modified to technical services again so they can adhere to it.	No actual reported for b	23	Y	Finance
	To ensure compliance with SCM policy and regulations	Management of service providers	Quarterly reports on external service providers	Number	New indicator	Salaries	1	Currently, only suppliers performance on operational projects is monitored within SCM unit, capital projects are still being monitored at a user department level.	This function has not been executed at SCM and reliance was put on user departments to forward information regarding the performance of service providers. Performance on contracts has been done at user Department level.	This is now being addressed by introducing performance monitoring element in our SCM system and regular reports will be furnished on a monthly basis.		24	N	Finance
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Well resourced management capacity (Organogram)	Percentage of posts filled on the organogram	Percentage	76%		80%	77%	2 X Employees were recruited for the month of September 2012	will stick with 77% and a audit will be conducted and rectified in the next quarter		25	Y	Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Implementation of a workplace skills plan	Percentage of employees trained in accordance with the WSP	Percentage	New indicator	R248k	20%	38%	130 employees received training out of 334 planned			26	Y	Corporate Services
Institutional Transformation & Development	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Employment Equity	Number of people from the EE target groups employed in the 3 highest level of management in compliance with the EE plan	Number	New indicator	Salaries	Maintain 22	19	Resigned in Q1 - Director CG, CS and Manager SCM			27	Y	Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Legal matters	% Increase in the total number of cases that are resolved	Percentage	80%	R1m	85%	60%	Others were for litigation therefore target not met			28	Y	Corporate Services
	To improve services delivery through implementation of Organisational performance management	Performance Management	Number of coaching sessions of employees' performance conducted timeously	Number	2	Salaries	1	0	No Directors in place. To still finalise Annual Appraisal, Mayor not available			29	N/A	Performance Management

NATIONAL KPA'S	IDP OBJECTIVE	SUB-OPERATIONAL OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	BUDGET	INITIATIVE TARGET	Quarter 1 Actual	Reason for Variance/Comments	Corrective Measure	PMS Comments	Evidence Ref. Number	Evidence	RESPONSIBLE DEPARTMENT
	To facilitate the deepening of democracy through ward committees	To facilitate the deepening of democracy through ward committees	Number of PP meetings	Number	24	25		2 PP meetings	0	Difficulties in aligning public participation meetings with locals	The Speakers forum to address issue, draft programme has been issued.		30	Y	Corporate Governance
	To improve the alignment of all sector plans and service delivery	To facilitate coordination of all sector plans and service delivery	Number of ISR meetings held within the District	Number	New Indicator	6	Salaries	2	2	Mayors forum held on the 19 September 2012 and also 26 September 2012.			31	Y	Corporate Governance
	To improve the accountability and transparency through credible information from the IDP to the Public	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	Adopted by deadline	Date	31 January 2012	31 January 2012	R000	Consolidation of information from departments	Done	Draft done submitted to AG and COGTA on 31 August 2012			32	Y - Ref CG evidence number 4	Corporate Governance
	To improve the accountability and transparency through credible information from the IDP to the Public	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	IDP Review adoption by deadline	Date	Final Adopted by June 2012	20/10/2012 IDP adopted by June 2012	Salaries	Start IDP Process	Process and Framework Plan approved by Exco on 29 August 2012 and Submitted to COGTA on 12 September 2012.				33	Y	Planning Unit
	To meet bulk services requirements for existing and new housing development	To meet bulk services requirements for existing and new housing development	Percentage of developments aligned to infrastructure planning	Percentage	40%	40%	Salaries	4 x Planning and Infrastructure meetings	4 x Planning and Infrastructure meetings	Please find attached the status quo of all the developments within the Ilembe region.			34	Y	Planning Unit
	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	To review the Performance Management Systems Framework document	Review and approval of Performance Management Systems Framework by deadline	Date	Jun-12	Jun-12	Salaries	N/A	N/A				35	N/A	Performance Management Unit
	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	To complete the Annual Performance Management Report in terms of section 46 of the Municipal Systems Act	2011/12 AMPR done by deadline	Date	2011-06-30	06/06/12	Salaries	AMPR submitted to AG by 31 August 2012	Submitted on 31 August 2012				35	Y	Performance Management Unit
	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	Internal Audit	Number of audit assignments completed by deadline	Number	11	21	Salaries	3	6				37	Y	
	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	Risk Management	Review and approval of the Enterprise Risk Management Framework by deadline	Date	New Indicator	30 June 2013	Salaries/ Assistance from Provincial Treasury	N/A	N/A				38	N/A	
	To improve the accountability and transparency through credible information from the IDP to the Public	To improve the accountability and transparency through credible information from the IDP to the Public	Risk assessment process for the 2013/14 finalised by deadline	Date	New Indicator	31 May 2013	Salaries/ Assistance from Provincial Treasury	N/A	N/A				39	N/A	
	To improve the accountability and transparency through credible information from the IDP to the Public	To improve the accountability and transparency through credible information from the IDP to the Public	Risk management awareness workshop held by December 2012	Date		31 December 2012	Salaries	N/A	N/A				40	N/A	



NATIONAL KPA	DP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	4-QUARTER TARGET (End Sept 2012)	Quarter 1 Actual	Reason for Variance Comments	Corrective Measure	RMS Comments	Evidence Ref Number	Evidence	RESPONSIBLE DEPARTMENT
OPERATIONAL MANAGER'S PERFORMANCE PLAN	To improve the accountability & transparency through credible information from the IDP to the Public	To improve the accountability & transparency through credible information from the IDP to the Public	Risk Management	Number of projects embarked on after a risk assessment report has been done	Number	New Indicator	End January 2012	Salaries	1	0				41	N	
	To improve the accountability & transparency through credible information from the IDP to the Public	To improve the accountability & transparency through credible information from the IDP to the Public	Risk Management	Number of risks identified in the organisational risk register maturing	Number	New Indicator	April 2012	Salaries	0 or None	none reported				42	N	
	To improve the accountability & transparency through credible information from the IDP to the Public	To improve the accountability & transparency through credible information from the IDP to the Public	Review Anti-corruption strategy	Reviewed and adopted anti corruption strategy by deadline	Date	Outdated anti-corruption strategy	31 December 2012	Salaries	N/A	N/A				43	N/A	
	To improve the accountability & transparency through credible information from the IDP to the Public	To improve the accountability & transparency through credible information from the IDP to the Public	Establish Anti corruption committee as per strategy	Anti corruption committee in place by deadline	Date	No committee established	31 March 2013	Salaries	N/A	N/A				44	N/A	
	To improve the accountability & transparency through credible information from the IDP to the Public	To improve the accountability & transparency through credible information from the IDP to the Public	Internal Audit	Number of report from Internal Auditors to Audit Committee to ensure effectiveness of the Unit	Number	4	2	Salaries	1	0	No ordinary audit comm meeting held in Q1. Meeting will be held in Q2			45	N/A	
	To improve the accountability & transparency through credible information from the IDP to the Public	To improve the accountability & transparency through credible information from the IDP to the Public	Audit Committee	Number of report from Audit Committee to ExCo to ensure effectiveness of the committee	Number	2	2		0	0				46	N/A	
	A District complying with Disaster Management Legislation	To ensure rapid and effective response in assisting vulnerable communities during incidents and disaster	Emergency Relief Aid	Percentage of incidents responded to	Percentage	100%	Midyear 2012	R742k	Maintain 100%	1	Incidents responded to as and when they get reported. A monthly consolidated incident report for September is attached, with copies of all assessment forms.			47	Y - Ref CG evidence number 22	Corporate Governance
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced	To provide and effective vector control service to the community	Vector Control	a) Reduction in numbers of notifiable vector borne cases reported b) Number of sites serviced within budget	Number	a) 13 b) 478	9,900 9,500	R285k	a) 0 b) 140	a) 0 b) 113	Staff resignation. Mr Mbonambi Health Assistant. b) Mr Ntsoa frequently absent and now suspended	Health Assistant post has been filled - but still short of one general worker		48	a) Y b) Y	Corporate Services
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced	To monitor quality of potable water in the District (domestic samples)	Water Quality Monitoring and Analysis	a) Number of samples taken and analysed b) Percentage of unsatisfactory samples reported and rectified	Number & Percentage	a) 144 b) 0%	9,744 10,000		a) 36 b) 100%	a) 36 b) 100%				49	a) Y b) Y	Corporate Services
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced	To monitor food handling premises/processes according to Regulation 918 of the Health Act	Food Control	a) Number of premises inspected b) Percentage reduction in corrective letters issued	Number & Percentage	a) 765 b) 10%	9,720 9,300 (2009-2010)		a) 180 b) 10% minimum reduction	a) 209 b) Less than 10%			For the month of September 1 was found to be unsatisfactory and was reported to TS	50	a) Y b) N	Corporate Services
LED & Social Services																



NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	2012/13 BUDGET	2012/13 TARGET	2012/13 Actual	Reason for Variance/Comments	Corrective Measures	PMS Comments	Evidence Ref Number	Evidence	RESPONSIBLE DEPARTMENT
LED & Social Services	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To promote a safe and healthy work environment in terms of the Occupational Health & Safety Act & other relevant legislation	Occupational Health & Safety	a) Number of staff trained b) Reduction in the ODS as a result of training	Number	a) 195 b) 31	a) 429 b) 4 minimum reduction	a) 25 b) 7 minimum reduction	a) 25 b) 7				51	a) Y b) Y	Corporate Services

Director's Signature

Date :

# **Technical Services Department**

DEPARTMENT: TECHNICAL SERVICES

ACTING DIRECTOR: NOTHA MAPHUMULO

NATIONAL RPA	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BENCHMARK	ANNUAL TARGET	BUDGET	1st QUARTER TARGET	1st QUARTER ACTUAL	REASON FOR VARIANCE	CORRECTIVE MEASURE	PHIS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	WEIGHTINGS	RESPONSIBLE PERSON
	Improve access to basic water services	Improve water services	Water	Percentage of backlog eradication	Percentage	27%	22%	R 242,268,000	N/A	N/A				1	N/A	H	Director TS
	Improve access to basic sanitation services	Improve sanitation services	Sanitation	Percentage of backlog eradication	Percentage	30%	25%		N/A	N/A				2	N/A	H	Director TS
	To provide excellent water quality that will meet or exceed the National Standards	To provide excellent water quality that will meet or exceed the National Standards	Blue drop status	a) % improvement on the overall assessments in blue drop status	Percentage	95.38%	95%	Salaries	N/A	N/A				3	N/A	H	Manager Demands
	To provide excellent water quality that will meet or exceed the National Standards	To provide excellent water quality that will meet or exceed the National Standards	Green drop status	% improvement on the overall assessments in green drop status	Percentage	Not addressed	95%	Salaries	N/A	N/A				4	N/A	H	Manager Demands
	Improve response time to water and sanitation interruptions	To ensure sustainable provisions of sanitation services	Lamba DM specific Sanitation infrastructure	Percentage of reported households responded with services reinstated within 24 hours on sanitation	Percentage	100%	100% within 24 hours	Salaries	100%	100%				5	Y	H	DD - Ops & Maintenance
	Improve response time to water and sanitation interruptions	To ensure sustainable provisions of water services	Lamba DM specific Water infrastructure	Percentage of reported households responded with services reinstated within 48 hours on water	Percentage	97.88%	100% within 48 hours	Salaries	100%	100%				6	Y	H	DD - Ops & Maintenance
	Monitor Siza water concession contract	To Plan Siza Waters Activities in services of IDMs WSA responsibilities	Siza Water Plan	Draft 5 year plan by deadline	Date	Size Water for the previous by contract not signed	June 2013	Salaries	N/A	N/A				7	N/A	H	Manager Demands
	Monitoring and evaluation of Siza Water 5 year review	To Plan Siza Waters Activities in services of IDMs WSA responsibilities	Siza Water Plan	Percentage progress in the implementation of Siza Water 5 year review	Percentage	New indicator	20%	Salaries	Not reported	Not reported			Need to review indicator	8	N	H	Manager Demands
	Create job opportunities	To create employment through the public works programme	Expanded public works programme	Number of job opportunities created through water infrastructure & service delivery efforts	Number	790	100%	waiting for funding approval	N/A	N/A				9	N/A	H	Manager PMU
	Create job opportunities	To monitor water infrastructure and services at a community level	Local Water Baliffs	Engage local water baliffs to assist monitoring at grass root level	Number	0	50	Salaries	22	Not reported			Need actual reported	10	N	H	Director TS
	Improve access to basic water services	To ensure sustainable provision of water and sanitation services	Water education awareness summit	a) Water Awareness summit held by deadline b) % Progress in the roll out of the Water Awareness Campaign c) Expenditure	Date, Percentage & R Value	New indicator	a) Water Awareness summit held by deadline b) % Progress in the roll out of the Water Awareness Campaign c) Expenditure	R1m	a) Summit held by Sept 2012 b) SIP Provider appointed by Sept 2012 c) R 500k	a) Summit held on 14 & 15 August 2012 b) JOAT c) R 585 315.36			Need evidence for b - appointment letter	11	a) Y b) N c) Y	H	DD - Ops & Maintenance

Basic Service Delivery

NATIONAL KPA's	TOP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	CATEGORY	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2012	1st QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	WEIGHTINGS	RESPONSIBLE PERSON
Good Governance & Public Participation	To ensure compliance with SCM policy and regulations	To achieve a clean administration	Operation Green Administration	Performance Report with accurate & complete POEs submitted by deadline	Date	New Indicator	30 days of each month		7th day of each month	July report - 24 August - draft August report - No report submitted Sept report - 22 Oct 2012				12	Y	H	Director TS
	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	No repeat findings in the auditor general's report	Number	New Indicator	0	Salaries	0	N/A				13	N/A	H	Director TS
	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	Percentage reduction in the number of AG findings requiring action plans	Percentage	New Indicator	100%	Salaries	N/A	N/A				14	N/A	H	Director TS
	To provide sustainable infrastructure that will render water and sanitation services	To improve the level of financial utilisation non-wasteful but 'or specified projects	Capital Expenditure	Percentage of municipality's annual capital budget spent on agreed IDP projects	Percentage	100%	100%	R19,983M	15%	Not reported				15	N	H	Director TS
Financial Viability and Sustainability of Lembo District Municipality	To provide sustainable infrastructure that will render water and sanitation services	To improve the level of financial utilisation non-wasteful but 'or specified projects	Repairs and Maintenance	% operational budget spent on repairs and Maintenance	Percentage	7%	10%		3%	4%				16	Y	H	Director TS
	To reduce unaccounted water	To reduce water losses due to ageing infrastructure and leaks	Real Water losses	Percentage reduction in real water losses	Percentage	25%	20%		24%	0%				17	Y	H	Director TS
	To ensure long-term financial stability & sustainability of Lembo District Municipality	Ensure adequate financial management	Financial Management	Percentage variance of both under and over spending	Percentage	30% variance	10%	Salaries	Remain within 10% variance for both under/over expenditure	-50				18	Y	H	Director TS
	To ensure compliance with SCM policy and regulations	Contract Management	Management of service providers	Number of Quarterly reports on performance of service providers submitted to SCM by the 7th	Number	New Indicator	2	Salaries	1	Not reported				19	N	H	Director TS
Performance Management	To improve service delivery through implementation of Organisational Performance management	To manage the staff component of the Municipality	Performance Management	Number of coaching sessions of employees' performance conducted irregularly	Number	2	4	Salaries	1	2			Need evidence	20	N	L	Director TS

Director's Signature

Date:

DEPARTMENT: TECHNICAL SERVICES

ACTING DIRECTOR: NOTHA MAPHUMULO

WATER LINES	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	2012/13 BUDGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/COMMENTS	CORRECTIVE MEASURE	PLUS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE WEIGHTINGS	RESPONSIBLE PERSON
BASIC SERVICE DELIVERY	To provide sustainable infrastructure that will render water and sanitation services	Upgrading of services in the Sizwa Water low cost housing - Ntongweni	a) No of hh with long added services b) % construction c) Expenditure	Number Percentage & R Value	New Indicator a) 100% b) 100% c) R1,2m	R1,2m	N/A				21	N/A	Manager Demands
	To provide sustainable infrastructure that will render water and sanitation services	Upgrading of services in the Sizwa Water low cost housing - Shanyemo	a) No of hh with long added services b) % construction c) Expenditure	Number Percentage & R Value	New Indicator a) 100% b) 100% c) R1,5m	R1,5m	N/A				22	N/A	Manager Demands
	To provide sustainable infrastructure that will render water and sanitation services	To provide a sustainable Bulk water System - Ngweni KwaNtshona Water Supply (Zone AG, Zone AL, Zone AM & Bulk from WW to Gegoname)	a) No of hh with access to water b) Progress towards completion c) Zone AG d) Zone AL e) Zone AM f) Bulk line from WW g) Expenditure	Number, Percentage and R value	a) 2074th cut of 1000m b) 100% c) 100% d) 100% e) 100% f) 100% g) R1,621m	R1,621m	a) 0th b) 100% c) 100% d) 100% e) 100% f) 100% g) R1,621m				23	N/A	Manager PMU
	To provide sustainable infrastructure that will render water and sanitation services	To provide a sustainable Bulk water System - Ngweni Community Water Supply	a) No of hh with access to water b) Progress towards completion c) Expenditure	Number, Percentage and R value	a) 100% b) 100% c) R1,337,702.35	R1,337,702.35	a) 0th b) 100% c) R1,337,702.35				24	N/A	Manager PMU
BASIC SERVICE DELIVERY	To deliver water infrastructure to deliver effective services & reduce the backlog	Wintshwa 1 Water Supply	a) No of hh with access to water b) Progress towards completion c) Expenditure	Number, Percentage and R value	a) 820th b) 100% c) R1,337,702.35	R1,337,702.35	a) 0th b) 100% c) R1,337,702.35				25	N/A	Manager PMU
	To deliver water infrastructure to deliver effective services & reduce the backlog	Mthombisi	a) No of hh with access to water b) Progress towards completion c) Expenditure	Number, Percentage and R value	a) 820th b) 100% c) R1,337,702.35	R1,337,702.35	a) 0th b) 100% c) R1,337,702.35				26	N/A	Manager PMU
	To deliver water infrastructure to deliver effective services & reduce the backlog	San Soteli Bulwer Farm Extension (KwaDukuza Ward 1)	a) No of hh with access to water b) Progress towards completion c) Expenditure	Number, Percentage and R value	a) 820th b) 100% c) R1,337,702.35	R1,337,702.35	a) 0th b) 100% c) R1,337,702.35				27	N/A	Manager PMU
	To deliver water infrastructure to deliver effective services & reduce the backlog	Ozwathini (Hambela Water Supply (Ndwendwe Ward 4))	a) No of hh with access to water b) Progress towards completion c) Expenditure	Number, Percentage and R value	a) 820th b) 100% c) R1,337,702.35	R1,337,702.35	a) 0th b) 100% c) R1,337,702.35				28	N/A	Manager PMU

NATIONAL EMPLOYMENT	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	STATUS	1ST QUARTER TARGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	MIS COMMENTS	EVIDENCE REF. NUMBER	EVIDENCE	WEIGHTINGS	RESPONSIBLE PERSON
Improve access to basic water services	To deliver water infrastructure to deliver effective services & reduce the backlog	Reservoir Water Supply Phase 2	a) No of th with access to water b) Progress towards construction i) 10Ml reservoir ii) 5 Ml reservoir iii) Bulk gravity main c) Expenditure	Number, Percentage and R value	a) 0th b) Progress towards construction i) 10Ml reservoir - 25% ii) 5 Ml reservoir - 0% iii) Bulk gravity main - 0% c) R 892,031.62	a) 0th b) Progress towards construction i) 10Ml reservoir - 25% ii) 5 Ml reservoir - 0% iii) Bulk gravity main - 0% c) R 892,031.62	a) 0th b) Progress towards construction i) 10Ml reservoir - 25% ii) 5 Ml reservoir - 0% iii) Bulk gravity main - 0% c) R 892,031.62	The bid has not been awarded. There were issues of compliance that the BAC required to be addressed before.		Recommended to change Receiver A - TS/S12011 to 18Ml plus in report submitted	29	a) N/A b) Y i) Y ii) N/A iii) N/A c) Y	H	Deputy Director Planning & Projects
Improve access to basic water services	To deliver water infrastructure to deliver effective services & reduce the backlog	Bakom/KwaSibantu Water Supply (Mphahlele Werds 6 & 6)	a) No of th with access to water b) Progress towards construction c) Expenditure	Number, Percentage and R value	a) 0th b) 10% Construction c) R 5,687,500m	a) 0th b) 10% Construction c) R 5,687,500m	a) 0th b) 10% Construction c) R 5,687,500m	The bid has not been awarded. There were issues of compliance that the BAC required to be addressed before.		Need evidence for b and expenditure to support 10% claimed	30	a) N/A b) N c) Y	H	Manager PMU
Improve access to basic water services	To deliver water infrastructure to deliver effective services & reduce the backlog	Pyroon Housing - Bulk Water Supply	a) No of th with access to water b) Progress towards construction c) Expenditure	Number, Percentage and R value	a) 0th b) 5% Progress towards construction c) R 377,168.77	a) 0th b) 5% Progress towards construction c) R 377,168.77	a) 0th b) 5% Progress towards construction c) R 377,168.77	The contractor is failing behind program and has been issued with a letter of intent to terminate the contract.		Need evidence for b	31	a) N/A b) N c) Y	H	Manager PMU
Improve access to basic water services	To deliver water infrastructure to deliver effective services & reduce the backlog	Luthuli Water Supply	a) No of th with access to water b) Progress towards construction c) Expenditure	Number, Percentage and R value	a) 0th b) 95% Progress towards construction c) R 800,000	a) 0th b) 95% Progress towards construction c) R 800,000	a) 0th b) 95% Progress towards construction c) R 800,000	Project is waiting for a bulk connection from the Makhanda Bulk Inc.		No budget provision on project however the process of conducting the budget transfers are underway	32	a) N/A b) Y c) N	H	Manager PMU
Improve access to basic water services	To deliver water infrastructure to deliver effective services & reduce the backlog	Rose out water reticulation infrastructure to address both the backlogs (future growth needs) -	a) No of th with access to water b) Progress towards completion i) Phase 2b ii) Phase 4A iii) Phase 4B iv) Phase 4C c) Expenditure	Number, Percentage and R value	a) 0th b) Percentage progress i) Phase 2b - 25% ii) Phase 4A - 20% iii) Phase 4B - 45% iv) Phase 4C - 0% c) R 7,700,000m	a) 0th b) Percentage progress i) Phase 2b - 25% ii) Phase 4A - 20% iii) Phase 4B - 45% iv) Phase 4C - 0% c) R 7,700,000m	a) 0th b) Percentage progress i) Phase 2b - 25% ii) Phase 4A - 20% iii) Phase 4B - 45% iv) Phase 4C - 0% c) R 7,700,000m	Phase 4b is at bid specification stage.			33	a) N/A b) Y i) Y ii) Y iii) N/A iv) N/A c) Y	H	Manager PMU
Improve access to basic water services	To deliver water infrastructure to deliver effective services & reduce the backlog	Appropriate Technology/ Massification	a) Number of Spring protected b) Expenditure	Number & R Value	a) 10 springs b) R 600k	a) 200 springs b) R 3 850 121.96	a) 200 springs b) R 600k	40 boreholes have been completed		AT to be used for springs. Budget exceed to be modified with (for cash on hand)	34	a) Y b) N	H	Manager WSP - KZN202/293
Improve access to basic water services	To deliver water infrastructure to deliver effective services & reduce the backlog	Lower Tlamia Bulk Water Supply	a) No of th with access to water b) Progress towards completion i) Phase 2b ii) Phase 4A iii) Phase 4B iv) Phase 4C c) Expenditure	Number, Percentage and R value	a) 0th b) 30% construction i) 5Ml reservoir - 30% ii) 2.5Ml reservoir - 30% iii) Peaking power pipeline - 60% iv) Woodhead pipeline - 45% v) Pump station Farm - on hold vi) Peaking Line/pumps installation - on hold vii) Zinkwadi - N/A viii) Blythedale - N/A ix) Zinkwadi - N/A x) Blythedale - N/A c) R 8m	a) 0th b) 30% construction i) 5Ml reservoir - 30% ii) 2.5Ml reservoir - 30% iii) Peaking power pipeline - 60% iv) Woodhead pipeline - 45% v) Pump station Farm - on hold vi) Peaking Line/pumps installation - on hold vii) Zinkwadi - N/A viii) Blythedale - N/A ix) Zinkwadi - N/A x) Blythedale - N/A c) R 8m	a) 0th b) 30% construction i) 5Ml reservoir - 30% ii) 2.5Ml reservoir - 30% iii) Peaking power pipeline - 60% iv) Woodhead pipeline - 45% v) Pump station Farm - on hold vi) Peaking Line/pumps installation - on hold vii) Zinkwadi - N/A viii) Blythedale - N/A ix) Zinkwadi - N/A x) Blythedale - N/A c) R 8m				35	a) N/A b) Y i) Y ii) Y iii) Y iv) Y v) N/A vi) N/A vii) N/A viii) N/A ix) Y	H	Manager PMU

BASIC SERVICE DELIVERY

TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW WATER PROVISION: 8673

TOTAL EXPENDITURE TARGETED: R208,605,350.00



# TECHNICAL SERVICES 2012-2013 DEPARTMENTAL SDBIP - CAPITAL BUDGET - 1ST QUARTER REPORT

INITIAL EXPAN	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	1ST QUARTER TARGET	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	EVIDENCE COMMENTS	EVIDENCE REF NUMBER	EVIDENCE WEIGHTINGS	RESPONSIBLE PERSON
BASIC SERVICE DELIVERY	Improve access to basic sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	To role out the sanitation infrastructure to meet the National target (2014) - <b>Ndwebwe</b>	Number & expenditure	a) 2152th R8,649,253.28 b) R131m	a) 25th R2,362,200 b) R 0	R 831,063 September claim pending payment			a) Y b) Y	H	Manager PMU
	Improve access to basic sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	To role out the sanitation infrastructure to meet the National target (2014) - <b>Mendint</b>	Number & expenditure	a) 1129th R8,014,733.40 b) R	a) 44th R 2,286,000 b) R 0	R 823,616 September claim pending payment			a) Y b) Y	H	Manager PMU
	Improve access to basic sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	To role out the sanitation infrastructure to meet the National target (2014) - <b>Mepumulo</b>	Number & expenditure	a) 1482th R8,190,175.42 b) R	a) 76th R 2,283,140 b) R 0	R 823,616 September claim pending payment			a) Y b) Y	H	Manager PMU
	Improve access to basic sanitation services	To deliver infrastructure: Basic sanitation (VIP's)	To role out the sanitation infrastructure to meet the National target (2014) - <b>Inyoni Housing - Bulk Sewer</b>	Number & expenditure	a) 0th R 602,035.51 b) 35% progress c) R 602,035.51	a) 0% b) R 0					N/A	Manager PMU
	Improve access to basic sanitation services	To ensure sustainable provision of water and sanitation services	Mafeseng Sewer Package Supply	% & R Value	New Indicator	a) 162,650 m b) R1.3m	a) Design not complete and tender not yet awarded b) Nil			a) N/A b) N/A	H	DD: Operation & Maintenance
TOTAL HOUSEHOLD BENEFICIARIES TARGETED FOR NEW SANITATION PROVISION: 3800th												

TOTAL EXPENDITURE TARGETED: R33,662,650.00

BASIC SERVICE DELIVERY	Improve access to basic sanitation services	To ensure sustainable provision of sanitation services	Mobile sewer upgrades (Pavage Paves)	Length of pipe replaced (m)	Project	15m	a) Appoint SP b) R2,362,000	a) Bid spec stage b) R0	Need evidence for a	41	a) N b) N/A	Manager WSP - K2N29/293
	Improve access to basic sanitation services	To ensure sustainable provision of sanitation services	Nazri River Abstraction Renovation	Length of pipe replaced (m)	Project	15m	a) N/A b) N/A	a) RDD received on the 16th October 2012 b) N/A	Need evidence for a	42	a) N b) N/A	Manager WSP - K2N29/293
	Improve access to basic water services	To ensure sustainable provision of water services	Shakaville and Zama Intelligint meters	Percentage & R Value	New Indicator	15m	a) N/A b) R500k	a) N/A b) R0	Awaiting finalisation of interface between Lesira meters and Munsoft	43	a) N/A b) N/A	Manager WSP - K2N29/293
	Improve access to basic sanitation services	To ensure reduction in sewage spillages	Kwaibuku Sewer Pump stations	Percentage & R Value	New Indicator	15m	a) N/A b) R0	a) Two pumps purchased and installed at Gledhow b) R173,334.19	Need evidence for a	44	a) Y b) Y	Manager WSP - K2N29/293
	Improve access to basic water services	To ensure sustainable provision of sanitation services	Water Conservation & Demand Management Maphumulo	Length of pipeline replaced	Project	15m	a) N/A b) R500k	a) Bid Document still being prepared b) 0 meters c) R0k	Need evidence for a	45	a) N b) N/A c) N/A	Manager WSP - K2N29/294
BASIC SERVICE DELIVERY	Improve access to basic water services	To ensure sustainable provision of water services	Water Extension Maphumulo	Length of pipeline installed by deadline	New Indicator	15m	a) N/A b) N/A	a) N/A b) N/A		46	N/A	Manager WSP - K2N29/294
	Improve access to basic water & sanitation services	To ensure sustainable provision of water and sanitation services	Supply and installation of palisade	Percentage & R Value	New Indicator	15m	a) N/A b) R500k	a) Bid Spec Committee set, meeting advertisement b) 0% complete c) R0k	Need evidence for a	47	a) N b) N/A c) N/A	Manager WSP - K2N29/294

# TECHNICAL SERVICES 2012-2013 DEPARTMENTAL SDRIP - CAPITAL BUDGET - 1ST QUARTER REPORT

NATIONAL LUPA'S	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	2012-2013 TARGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	RMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE WEIGHTINGS	RESPONSIBLE PERSON
BASIC SERVICE DELIVERY	Improve access to basic water services	Supply and installation of dosing equipment	a) Dosing equipment purchased by deadline b) Expenditure	Date & R Value	No water quality monitoring equipment onsite.	R 100k	N/A				48	H	Manager WSP - K7N201/294
	Improve access to basic water services	Sundumbuli Intelligent meters	a) Number of meters installed by deadline b) Expenditure	Number & R Value	Illegal connections and R 100k	R 200k	a) Bid document still being prepared b) R0k				49	H	Manager WSP - K7N201/294
	Improve access to basic water services	Water Pumps	a) Procurement and installation of water pumps by deadline b) Expenditure	Number & R Value	Only duty pumps available, no standby pumps.	R 700k	a) One pump purchased and installed at Gledhow b) R00 965,58	a) Not reported b) Not reported		Not reported O- target not met	50	H	Manager WSP - K7N201/294
	Improve access to basic sanitation services	Sundumbuli Refurbishment (ACIP)	a) Percentage completion of sewer plant refurbishment by deadline b) Expenditure	Percentage & R Value	Aged mechanical and electrical equipment (As identified in the condition assessment doc.)	R 3,2m	a) Appointment of s/provider b) R35000	a) Draft Bid document submitted by consultant b) R0			51	H	Manager WSP - K7N201/294
	Improve access to basic water & sanitation services	Repairs & Maintenance	a) Percentage Progress in the implementation of repairs & maintenance plan b) Expenditure	Percentage & R Value	New Indicator	R 10,083m	a) 25% b) R4,995,750	a) Not reported b) Not reported		Need actual for a and b	52	H	Manager WSP - K7N201/294
BASIC SERVICE DELIVERY	Improve access to basic water & sanitation services	Rural Transport Services & Infrastructure Project	a) RAMS Implementation plan submitted by Sept 2012 b) Percentage progress in implementation of plan c) Expenditure	Date, Percentage & R Value	New Indicator	R 1,776m	a) RAMS Implementation plan submitted by Sept 2012 b) N/A c) R305 473,63k	c) (i) Delays on getting Tablets on time as they were procured overseas. (ii) When Tablets arrived they did not have all the required programmes installed they had to be returned back. (iii) That resulted in Delays on rolling out the programme	Working over time with dedicated team to cover the wasted time	According to Finance exp to date actual is R143,395.00	53	H	Manager Technical Services

Director's Signature

Date : \_\_\_\_\_



# **Finance Department**

DEPARTMENT: FINANCE

DIRECTOR: NOSIPHO MBA

NATIONAL APPAS	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE INDICATOR AREA	KEY PERFORMANCE INDICATOR	MEASURE	PERFORMANCE TARGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENT	CORRECTIVE MEASURE	PM COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	RESPONSIBLE PERSON
	To expand revenue base	Revenue Enhancement	Expansion of Revenue base	a) Date b) Ratio	a) New indicator b) New indicator	a) TORs and task team est b) Maintain 40:60	Objective to be revised and MTAS revised.		Recommendation to take this measure out until the collection rate has increased to the desired percentage	1	a) N/A b) N/A	Manager Budget and Compliance
	To achieve a clean audit report	Ensure adequate financial management	Obtain unqualified audit report for 2011/12	a) AG Report b) Percentage c) Number	a) Unqualified audit report 2010/2011 b) New indicator c) New indicator	a) Submission of AFS by 31 August 2012 for IDL Consolidated AFS submitted by 30 September 2012 b) N/A c) N/A				2	a) Y b) N/A c) N/A	Manager Budget and Compliance
	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	AG Report	2011/2012 Unqualified audit report	Implementation of SOPs	There has been a delay in the full implementation of SOPs due to delay in Munsoft training and mobilising finance for implementation.	Hold team meetings with the whole finance staff to mobilise them for effective and efficient implementation of SOPs and Munsoft training that will enable them to perform the tasks allocated.		3	N	Manager Budget and Compliance
	To achieve a clean audit report	Ensure adequate financial management	Year end action plan	Percentage	New indicator	25%	There has been a delay in the full implementation of the year end action plan due to delay in Munsoft training and mobilising finance for implementation.	Hold team meetings with the whole finance staff to mobilise them for effective and efficient implementation of the year end action plan and Munsoft training that will enable them to perform the tasks allocated.		4	N	Manager Budget and Compliance
	To ensure long-term financial viability & sustainability of Ilembe District Municipality	Ensure adequate financial management	Financial Management	Percentage	30% variance	10% variance for both under/over expenditure	Insurance premium has not been paid (R1.2m). Audit has not been paid (R3m). Bitworth has not been paid for debt collection (R2.5m) and for a desktop exercise (R4.5m). There are also other small programmes which will take place at a certain time during the year.	Need CM		5	Y	Manager Budget and Compliance
	To ensure long-term financial viability & sustainability of Ilembe District Municipality	To ensure safeguarding of the Municipality's assets	Asset Management	Frequency	New indicator	a) 1 b) 3	a) Assets Verification for the first quarter has not been conducted yet due asset management unit committed to audit. b) It was decided that fixed assets register will be moved from BALUD system to Munsoft system, therefore fixed asset register will be updated once Munsoft training has been conducted. Fixed asset register will be updated on excel.	To fast track the asset verification to 1st week in October 2012		6	N	Manager Assets and Logistics
	To raise monthly collection rate on billing	Revenue Enhancement	Collection Rate	Percentage	a) 67% b) 31%	a) 75% b) 31%	Only 67% of accounts sent for restriction were actually restricted. There are also accounts that are restricted and should be using 6d but are using more than free basic water. Only 5% of the restricted consumers responded.	Hold meetings with Technical services to ensure that they speed up the restriction process.		7	a) Y b) Y	Manager Revenue

NATIONAL KPIs	TOP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE INDICATOR AREA	KEY PERFORMANCE INDICATOR TARGET/ACTUAL	UNIT OF MEASURE	BASELINE	PERCENTAGE TARGET/ACTUAL	REASON FOR VARIANCE COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	RESPONSIBLE PERSON
	To improve net revenue collected	Revenue Enhancement	Revenue Collection	Percentage increase in revenue collections year on year from services rendered (Cumulative)	Percentage	New indicator	0%	Only 67% of accounts sent for restriction were actually restricted. There are also accounts that are restricted and should be using efd but are using more than free basic water. Only 5% of the restricted consumers responded.	Hold meetings with Technical services to ensure that they speed up the restriction process.		8	Y	Manager Revenue
	To ensure long-term financial viability & sustainability of Lembed District Municipality	Revenue Enhancement	Credit control & debt management	% of overdue accounts to be restricted submitted to Technical Services per month	Percentage	80%	91%	9% is due to meters that are estimated and accounts on query. These are attended to and then consumers given a chance to make arrangements after query has been resolved.	Expedite resolving the queries.		9	Y	Manager Revenue
	To ensure long-term financial viability & sustainability of Lembed District Municipality	Revenue Enhancement	Outstanding debtors	R debtors outstanding as a % of revenue received for services	Percentage	342.91%	831%				10	Y	Manager Revenue
	To ensure long-term financial viability & sustainability of Lembed District Municipality	Revenue Enhancement	Debtors Control	% of debtors handed over for collection	Percentage	62%	90%	We had staff shortages in the month of July and August which resulted in target not being met, however in September 100% of accounts that had to be handed over was done. Increased activity due to credit control in the former R293 areas also resulted in target not being met.			11	Y	Manager Revenue
	To ensure long-term financial viability & sustainability of Lembed District Municipality	To update the indigent register	Indigent Register	Frequency of reviewing indigent register by deadline	Date	June 2012 register	N/A				12	N/A	Manager Revenue
	To ensure long-term financial viability & sustainability of Lembed District Municipality	Credible budget with identifiable revenue sources	Credible budgeting	Compliance with MFMA circular 42	Compliance	Non compliance	N/A				13	N/A	Manager Budget
	To ensure long-term financial viability & sustainability of Lembed District Municipality	Ensure adequate financial management.	Statutory Monthly & Quarterly Reports	Submission of monthly reports and quarterly reports by deadline Monthly Reports - CFA - RME - AC - AD - OSA - CAA - FMG - MIG - MSIG - RTSG - BSAC Quarterly Reports - SM - CE - ME - LTC - MFMI	Date	2011/2012 Statutory reporting submitted by deadline	Reports not submitted by deadline	Due to the 14th, falling on a Sunday, reports were sent on 15 October, being a Monday.	Will be proactive and ensure reports are sent on a Friday if the 14th falls on a weekend.		14	Y	Manager Budget
	To ensure long-term financial viability & sustainability of Lembed District Municipality	Ensure adequate financial management.	Compile Budget for 2013/2014	Approved fully funded Operating & Capital Budget for 2013/2014 by deadline	Date	2012/2013 Capital & Operating Budget by June 2012	Budget Programme submitted to the Mayor by deadline				15	Y	Manager Budget
	To ensure compliance with SCM policy and regulations	Demand Management	Implementation of Annual Procurement Plan	Percentage implementation of Annual procurement plan by deadline	Percentage & Date	New indicator	25%			Need list of 60 projects	16	Y	Manager SCM

NATIONAL KPAs	DEPT OBJECTIVE	DEPARTMENTAL OBJECTIVE	SCM PERFORMANCE AREA	PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	1st QUARTER TARGET	1st QUARTER ACHIEVEMENT	REASON FOR VARIANCE/COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	RESPONSIBLE PERSON
Financial Viability and Management	To ensure compliance with SCM policy and regulations	Acquisition Management	Procurement time in line with the SCM policy	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) (Between R2000 and R29 999)	Number of days	a) 12.9 days b) 5.1 days	a) 10 days b) 5 days	a) Average turnaround = 9.9 days b) Average turnaround = 4.2 days				17	Y	Manager SCM
	To ensure compliance with SCM policy and regulations	Acquisition Management	Compliance with the SCM policy	a) Turnaround time for processing all the bids b) Turnaround time in processing bids for banking services	Number	a) 85.6 days b) 62 days	a) 63 days b) 90 days	a) 102 days b) Not reported	All 5 projects awarded in this quarter were not finalised within 63 days as targeted. 4 bids from Technical Services Dept closed in May but were only submitted to SCM around 31 August 2012. The user department informed us that they had budget issues for all these projects. The delay in finalising the bid processes is attributable to that. One project for the SALGA games was delayed due to the unavailability of the BAC quorum since most members had resigned.	New BAC members have been appointed. The issue was discussed with technical services, procurement timetable will be emailed to technical services again so they can adhere to it.	No actual reported for b	18	a) Y b) N	Manager SCM
	To ensure compliance with SCM policy and regulations	Contract Management	Management of service providers	Monthly reports on external service providers	Number	New indicator: 3	Currently, only suppliers' performance on operational projects is monitored within SCM unit, capital projects are still being monitored at a user department level		This function has not been executed at SCM and reliance was put on user departments to forward information regarding the performance of service providers. Performance on contracts has been done at user Department level.	Introducing performance monitoring element in our SCM system and regular reports will be furnished on a monthly basis.	Recommendation to review the indicator to quarterly reports	19	N	Manager SCM
	To ensure compliance with SCM policy and regulations	Contract Management	Contract registers updated	Update of contract registers quarterly	Frequency	New indicator	Updated register up to and including 30 September 2012		There is a contract register in place for all competitive bids awarded. However, the information that is missing is with regards to the dates as we are struggling to have this information from departments, i.e. project key dates, information about the variation orders.	Issue was raised at the PMU meeting and Deputy Director Planning and Projects committed to assist.		20	Y	Manager SCM
	To ensure compliance with SCM policy and regulations	To ensure the proper management of stores	Stores management	a) Frequency of stock take b) Turnaround time to resolve variances	a) Frequency b) Time	a) New indicator b) New indicator	a) 1 stock take completed b) 14 days	a) Done b) Not done	a) Stock take for the first quarter has been conducted b) To be implemented		Finance to ensure evidence submitted is dated	21	a) Y b) N/A	Manager SCM
	To increase financial viability	To ensure liquidity of the municipality	Debt coverage	Debt coverage ratio (Total operating revenue received - operating grants received/debt service payment due including interest & capital)	Ratio	12.01	Maintain 12:1	3:1	The ratio of 12:1 is an annual target whereas the actual result of 3:1 relates to 3 months financial results, namely July to September 2012. This target is being revised through the formal SOBIP amendment process current taking place.			22	Y	Manager Expenditure
	To ensure long-term financial viability & sustainability of Ilembe District Municipality	To ensure the sustainability of the municipal finances	Management of cash flow	Cashflow Management (Ability of council to meet its financial obligations)	Number	45.5 days	60 days cash on hand (Range between 30 and 60 days with 60 days being ideal)	10 days	The achievement of the target of 60 days cash on hand is a process and will be realized through a combination of improved debtors collection and cost saving.	Plans are in place to resuscitate the Expenditure Committee which will deal with amongst other things, cost saving measures aimed at improving cash flow position.		23	Y	Manager Expenditure

NATIONAL KPA's	TOP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE INDICATOR	KEY PERFORMANCE INDICATOR MEASUREMENT	UNIT OF MEASUREMENT	INDICATOR TARGET	CONFORMANCE PERCENTAGE END 2012/2013	1ST QUARTER ACTUAL	REASON FOR VARIANCE/COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	RESPONSIBLE PERSON
Financial Viability and Management	To ensure that the municipality remains solvent-able to cover its costs at any and all times	To ensure the sustainability of the municipal finances	Cost Coverage	Cost Coverage ratio (All available cash + investments/monthly fixed operating expenditure)	Ratio	New indicator	Maintain 4:1	1:1	This is directly related to item 23 above.	An improvement on the cash position of the municipality will result in an improved cost coverage ratio.		24	Y	Manager Expenditure
	To ensure long-term financial viability & sustainability of Ilembe District Municipality	To ensure adequate financial management	Payment of creditors	% of claims submitted to Finance paid within 30 days	Percentage	82.95%	100%	88%	Finance Dept has put in place stringent measures in an attempt to maintain tight controls to ensure that submitted claims are paid within 30 days. These include encouraging suppliers to submit claims via a central point (Finance) and maintaining a register of invoices that control the flow of documentation between various depts.	Achievement of this target is a continuous effort that involves also improving the technology used to assist in the process and we have engaged with ICT in this regard. We are therefore (jointly with ICT) looking at potential IT solutions to assist in the currently experienced challenges.	Y	25	Y	Manager Expenditure
Infrastructure Development and Transformation	To improve service delivery through implementation of Organisational performance management	To manage the staff component of the Municipality	Performance Management	Number of coaching sessions of employees' performance conducted	Number	4	1	13			Please refer to annual report PMS comments where it was indicated that Directors must use coaching session document to show discussions of sessions	26	Y	CFO
	To achieve a clean audit report	To achieve a clean administration	Operation Clean Administration	Performance Report with accurate & complete POEs submitted by deadline	Date	New indicator	7th day of each month	July & August Report - 9 Oct 2012 September Report - 22 Oct 2012						CFO
Good Governance & Public Participation	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	No repeat findings in the auditor general's report	Number	New indicator	0	N/A	Audit not finalised yet	Not applicable.		27	Y	CFO
	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	Percentage reduction in the number of AG findings requiring action plans	Percentage	New indicator	N/A	N/A	Audit not finalised yet	Not applicable.		28	N/A	CFO
												29	N/A	CFO

Director's Signature

# **Corporate Services Department**

DEPARTMENT: CORPORATE SERVICES

ACTING DIRECTOR: ANDY HORTON

NATIONAL KEY AREA	DEPARTMENTAL OBJECTIVE	REPERCUSSIONS/CHALLENGE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASED ON	ANNUAL TARGET	BUDGET	QUARTERLY TARGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	WEIGHTINGS	RESPONSIBLE PERSON
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To ensure compliance with the Human Resource Development policy	Develop an HR Policy and update annually	Approved HRD policy by deadline	Date	New Indicator	End Dec 2012	Salaries	Not done	Not done				1	N/A	M	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To implement HRD policy	Compliance with HRD policy	Percentage compliance with the HRD policy	Percentage	New Indicator	End	Salaries	N/A	N/A				2	N/A	M	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To manage the staff component of the Municipality	Employee induction programme	% of employees inducted	Percentage	0%	100%	Salaries	100%	100%	HR recruited 6 people all 6 inducted in Q1			3	Y	M	Director Corporate Services
	Ensure a sufficient budget that complies with the provision of the Skills Development Act (Levy Act)	To improve the capacity of staff to deliver services	Implementation of a workplace skills plan	Percentage municipality's budget spent on implementing the approved WSP	Percentage	New Indicator	2%	R246K	0.5%	0.46%				4	Y	M	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To improve the capacity of staff to deliver services	Implementation of a workplace skills plan	Percentage of employees trained in accordance with the WSP	Percentage	New Indicator	50%		20%	39%	130 employees received training out of 334 planned			5	Y	M	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To train illiterate employees on Adult Basic Education & Training	Skills development	Number of employees sent for ABET training	Number	New Indicator	50		N/A	N/A				6	N/A	M	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To increase access to occupationally, directed programmes within IDB & thereby expanding the availability of intermediate level skills (Artisan skills)	Skills development	Percentage of general workers to acquire artisan skills and/or qualification	Percentage	New Indicator	25%		10% of general registering for an artisan course	25%	Plumbing Learnership		2 employees resigned	7	Y	M	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To support the training of under-graduate students to obtain honours level	Skills development	Increase in number of under-graduates obtaining honours level within the municipality	Number	0	3		N/A	N/A				8	N/A	M	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To support the training of honours level graduates to obtain masters level	Skills development	Increase in the number of honours level graduates obtaining masters level	Number	0	3		N/A	N/A				9	N/A	M	Director Corporate Services

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NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	SUGGESTED BUDGET	QUARTERLY TARGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	WEIGHTINGS	RESPONSIBLE PERSON
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To increase security of the system	System Migration	Migration from Novell to Outlook by deadline	Date	New Indicator	20 March 2013	R1.5m	Advetice R support service provider	Service provider has been appointed				19	Y	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To ensure internal access of information for DM staff	Developed Intranet System	Development of the Intranet by deadline	Date	New Indicator	25 Feb 2013	R500k	N/A	N/A	Service provider has been appointed to Deploy Sharepoint which will be used for PMS and Intranet			20	Y	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Maintain ICT Systems	Service Level agreements	Renew and sign SLA's before their expiry date	Renewed document	New Indicator	Before expiry date	Salaries	SLA due for renewal done before expiry date	Done	Forfeiture Licenses were renewed			21	Y	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To ensure alignment between the IT systems and the organisational strategy	Master systems plan	Review and approve plan by deadline	Date	Existing Plan	Dec-2012	Salaries	N/A	N/A	Service provider has been appointed to develop the IS/IT Strategy and IT Governance			22	Y	M	Manager ICT
	To improve service delivery through implementation of Organisational performance management	To manage the staff component of the Municipality	Performance Management	Number of coaching sessions of employees' performance conducted	Number	2	4	Salaries	1	1				23	Y	L	Director Corporate Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To limit losses to the municipality - legal risk mitigation	Legal matters	% increase in the total number of cases that are resolved	Percentage	80%	85%	R1m	85%	85%	Others were for litigation therefore target not met			24	Y	H	Manager Legal
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To limit losses to the municipality - legal risk mitigation	Legal matters	Number of days for drawing up and vetting legal documents	Number	10 days	Within 10 days	Salaries	Maintain 10 days	Average 4.87 days				25	Y	M	Manager Legal
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To limit losses to the municipality - legal risk mitigation	Objectors	Number of days for finalising objections	Number	1 month	Within 1 month	Salaries	Maintain 1 month	None received				26	N/A	M	Manager Legal
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To ensure the Municipality is legally protected in its agreements with service providers	Service Providers/Statutory de's	Percentage of service level agreements that are finalised within one month of request	Percentage	100%	100%	Salaries	100%	100%				27	Y	M	Manager Legal
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Supply resources & Council Support Services for all Council meetings	Coordination of Council meetings	% of Total scheduled meetings of Council that are actually conducted	Percentage	100%	100%	Salaries	100%	100%				28	Y	L	Manager Support Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Supply resources & Council Support Services for all Council meetings	Coordination of Exco meetings	% of Total scheduled meetings of Exco that are actually conducted	Percentage	100%	100%	Salaries	100%	100%				29	Y	L	Manager Support Services

NATIONAL KPAs	BP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ESSENTIAL TARGET	BUDGET	1ST QUARTER TARGET	1ST QUARTER ACTUAL	REASON FOR VARIATION/ COMMENTS	CORRECTIVE MEASURE	RMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	WEIGHTINGS	RESPONSIBLE PERSON
Public Participation & Financial Viability	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Supply resources & Council Support Services for all Council meetings	Coordination of Portfolio Committees meetings	% of Total scheduled meetings of Portfolio Committees that are actually conducted	Percentage	100%	Salaries	100%	100%				20	Y	L	Manager Support Services
	To ensure long-term financial viability & sustainability of Lembe District Municipality	Ensure adequate financial management	Financial Management	Percentage variance of both under and over spending	Percentage	30% variance	Salaries	Remain within 10% variance for both under/over expenditure	39%				31	Y	H	Director Corporate Services
	To ensure compliance with SCM policy and regulations	Contract Management	Management of service providers	Number of Quality reports on performance of service providers submitted to SCM by the 7th	Number	New indicator	Salaries	1	0	Reports will be forwarded to SCM		Need Evidence	22	N	H	Director Corporate Services
	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	No repeat findings in the auditor general's report	Number	New indicator	Salaries	0	N/A				23	N/A	H	Director Corporate Services
Good Governance & Socio Economic Services	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	Percentage reduction in the number of AG findings requiring action plans	Percentage	New indicator	Salaries	N/A	N/A				34	N/A	H	Director Corporate Services
	To improve the accountability and transparency through credible information from the IDP to public	To achieve a clean administration	Operation Clean Administration	Performance Report with accurate & complete POEs submitted by deadline	Date	New indicator	Salaries	7th day of each month	Submitted on July Ret - 17 August 2012 August Ret - 14 Sept 2012 Sept Ret - 9 October 2012				35	Y	M	Director Corporate Services
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To provide and effective vector control service to the community	Vector Control	a) Reduction in numbers of notifiable vector borne cases reported b) Number of cases serviced within budget	Number	a) 13 b) 478	R285K	a) 0 b) 140	a) 0 b) 113	Staff resignation- Mr Woodburn Health Assistant- b) Mr Kuzze- frequently absent and now suspended	Health Assistant post has been filled - but still short of one general worker		36	a) Y b) Y	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To monitor quality of potable water in the District (domestic samples)	Water Quality Monitoring and Analysis	a) Number of samples taken and analysed b) Percentage of unsatisfactory samples reported and rectified	Number & Percentage	a) 144 b) 0%		a) 36 b) 100%	a) 38 b) 100%			For the month of September 1 was found to be unsatisfactory and was reported to TS	37	a) Y b) Y	M	Manager Health & Safety
Socio Economic Services	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	Processing of license applications for food handling premises	Processing of license applications for food handling premises	a) Percentage of license application processed b) Percentage of applications processed within 14 days	Percentage	a) 100% b) 100%		a) 100% b) 100%	a) 100% b) 100%				38	a) Y b) Y	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To scrutinise building plans & inspect premises for compliance in terms of health regulations	Building Plans	Percentage building plans scrutinised within 4 days	Percentage	100%		100%	100%				39	Y	M	Manager Health & Safety

NATIONAL RPAs	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	CLOSURE	ANNUAL TARGET	BUDGET	QUARTERLY TARGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	WEIGHTINGS	RESPONSIBLE PERSON
Socio Economic Services	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & providing a safe & healthy living environment	Food Control	a) Number of premises inspected b) Percentage reduction in corrective letters issued to formal food traders	Number & Percentage	a) 755 b) 10%	a) 20 b) 125 c) 10% reduction		a) 180 b) 10% minimum reduction	a) 203 b) less than 10%				40	a) Y b) N	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & providing a safe & healthy living environment	Occupational Health & safety	a) Number of staff trained b) Reduction in the ODS as a result of training excluding employees negligence	Number	a) 185 b) 31	a) 10 b) 430 c) 10% reduction from previous quarter	R114k	a) 25 b) 1 as a minimum from previous total of injuries reported in this quarter	a) 25 b) 7				41	a) Y b) Y	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & providing a safe & healthy living environment	Funeral, undertakers & mortuaries	a) Percentage of funeral undertakers applications processed b) Reduction in the number of illegal funeral undertakers within the municipal area	Percentage & number	a) 100 b) 95.75%	a) 100% b) 95%	Salaries	a) 100% b) 95%	a) 100% b) 100%				42	a) Y b) N	M	Manager Health & Safety

Director's Signature \_\_\_\_\_

Date : \_\_\_\_\_

# **Corporate Governance Department**

DEPARTMENT: CORPORATE GOVERNANCE

ACTING DIRECTOR : ANDREW HORTON

NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	DATE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET 2012	1st QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	WEIGHTINGS	RESPONSIBLE PERSON
Good Governance & Public Participation	To increase the pool of scarce skills in the District by investing on young people through offering bursaries	To increase the pool of scarce skills in the District by investing on young people through offering bursaries	Host Nathi Mthembu Gala Dinner	a) Host event by deadline b) Fund value raised at event	a) Date b) Rand Value	a) Not measured in 2011/2012 b) R300k	a) Sept 2012 b) R300k	R500k	Gala Event hosted	Not hosted		Youth sub-committee discussed the plan for hosting Gala Dinner to be held in Nov however dates to close therefore Jan 2013 proposed		1	Y	M	Director Corporate Governance
	To increase the pool of scarce skills in the District by investing on young people through offering bursaries	To increase the pool of scarce skills in the District by investing on young people through offering bursaries	Nathi Mthembu bursaries and scholarship programme	Number of youth assisted in the skills development	Number	11	11		N/A	N/A				2	N/A	M	Director Corporate Governance
	To improve communication between Lembe and its communities	To promote Arts & Culture, Tourism and social cohesion nation building	Heritage celebrations	Number of heritage celebrations held	Number	3	3	R650k	Madiba Day in July, Chief Albert Lutuli in August and King Shaka & Reed Dance in Sept	2	Madiba day was held on the 18 July in collaboration with Local Municipality. Chief Albert Lutuli was not held as we did not received the request for correspondence from COGTA. Reed Dance was held on the 1 September 2012 at eNkoyeni KwaNongoma and King Shaka Heritage day was held on the 22 September 2012 at KwaDukuza Recreation Ground.		3	Y	M	Director Corporate Governance	
	To improve the accountability & transparency through credible information from the IDP to the Public	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	Preparation of an Annual Report	Adopted by deadline	Date	31 January 2012	31 January 2012	R400k		Consolidation of information from departments	Done	Draft done submitted to AG and COGTA on 31 August 2012		4	Y	H	Director Corporate Governance
	Improve Communication between Lembe District and its communities	Improve Communication between Lembe District and its communities	Customer Satisfaction Survey	Conduct a customer satisfaction survey by deadline	Date	Sept 2011		R300k		Develop TORs for service provider and initiate procurement process for service provider.		The MOA from COGTA was signed by the MM.	The project was discussed at the speaker's Forum on the 28 Sept. 2012.	5	Y	M	Manager Communication
	Improve Communication between Lembe District and its communities	Improve Communication between Lembe District and its communities	Monitor customer perception through the Customer Satisfaction Survey	% Increase in the positive perception of the District Customer Satisfaction Survey	Percentage	30%				N/A	N/A			6	N/A	M	Manager Communication
	Improve Communication between Lembe District and its communities	Improve Communication between Lembe District and its communities	Communication Strategy	Adopted communication strategy by deadline	Date	New indicator				Engage with local municipalities, sector departments through the District Communicator's forum and develop a final draft	Not done	The planned meeting with the communicators has not yet happened.	Need reason why not held and what is corrective measure	7	N	M	Manager Communication
	Improve Communication between Lembe District and its communities	Improve Communication between Lembe District and its communities	Implementation of the communication strategy	Percentage implementation of adopted communication strategy	Percentage	New indicator				N/A	N/A			8	N/A	M	Manager Communication

NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER ESTIMATE	1st QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	RMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE WEIGHTINGS	RESPONSIBLE PERSON
Good Governance & Public Participation	Improve Communication between Ilembe District and its communities	Effective public awareness on municipal business	Effective public awareness on municipal business through information dissemination	Number of Mayoral radio spots	Number	New Indicator	0	R350k	1 Mayoral Interviews	1	A Mayoral interview took place on the 14 August 2012, as part of the Ilembe Water Summit.			9	Y	Manager Communication
	Improve Communication between Ilembe District and its communities	Effective public awareness on municipal business	Effective public awareness on municipal business through information dissemination	Number of advertorial on Municipal Projects	Number	New Indicator	2		N/A	N/A	Media monitoring reports submitted			10	Y	Manager Communication
	To facilitate the deepening of democracy through ward committees	To facilitate the deepening of democracy through ward committees	Ensuring public participation	Develop a Public Participation methodology by deadline	Date	New Indicator	1st Dec 2012	R2m	Develop TORs for service provider and initiate procurement process for service provider.	Not done	No progress has been made in this project	Upon receiving funding from COGTA, the TORs for the appointed service provider will include the development of a participation plan for the district.		11	N	Manager Communication
	To facilitate the deepening of democracy through ward committees	To facilitate the deepening of democracy through ward committees	Enhancement of public participation	Number of PP meetings	Number	24	25		2 pp meetings	0	Difficulties in aligning public participation meetings with locals	The Speakers forum to address issue, draft programme has been issued.		12	Y	Manager Communication
	To facilitate the deepening of democracy through ward committees	To facilitate the deepening of democracy through ward committees	Establish a Ward Committee Forum	a) Fully Functional District Wide Ward Committee forum by deadline b) Number of meetings held	Date	a) No DWWC Forum b) 0	31 Dec 2012 31 Dec 2012		a) Request COGTA in the development of TOR for the DWWC Forum. b) N/A	a) Draft TORs developed b) N/A	The draft TORs for the DWWC were developed to be discussed in the speakers forum that happened on the 28 September 2012 for adoption, but the item was deferred.			13	Y	Manager Communication
	To improve the alignment of all sector plans and service delivery	To facilitate coordination of public participation within the District	Ward Committee Capacity building programmes	a) Facilitate the training needs for DWWC members by deadline b) Number of training sessions held for the DWWC members	Number	a) New Indicator b) New Indicator	31 Dec 2012 31 Dec 2012		a) Request COGTA and request assistance with regards to the training for the DWWC. b) N/A	a) Not done b) N/A	COGTA does not have funds for training and the DWWC will be trained as part of the Community Based Planning Programme that is provided by COGTA.			14	N	Manager Communication
	To achieve a clean audit report	Ensure adequate financial management.	Promote Intergovernmental Relations	Number of IGR meetings held within the District	Number	New Indicator	0	Salaries	2	2	Mayors forum held on the 19 September 2012 and also 26 September 2012.			15	Y	Manager Communication
	To achieve a clean audit report	Ensure adequate financial management.	Clean Audit for 2012/2013	No repeat findings in the auditor general's report	Number	New Indicator	0	Salaries	0	N/A				16	N/A	Director Corporate Governance
	To achieve a clean audit report	Ensure adequate financial management.	Clean Audit for 2012/2013	Percentage reduction in the number of AG findings requiring action	Percentage	New Indicator	100% reduction	Salaries	N/A	N/A				17	N/A	Director Corporate Governance
	To ensure long-term financial viability & sustainability of Ilembe District Municipality	Ensure adequate financial management.	Financial Management	Performance Report with accurate & complete POEs submitted by deadline	Date	New Indicator	31st Dec 2012	Salaries	7th day of each month	July - 21 Aug 2012 August - 18 Sept Sept - 18 October	Reports are incomplete			18	Y	Director Corporate Governance
	To ensure compliance with SCM policy and regulations	Contract Management	Management of service providers	Percentage variance of both under and over spending	Percentage	30% variance	0%	Salaries	Remain within 10% variance for both under/over expenditure	30%				19	Y	Director Corporate Governance
		Contract Management	Management of service providers	Number of Quarterly reports on performance of service providers submitted to SCM by the 7th	Number	New Indicator	0	Salaries	1	Not reported				20	N	Director Corporate Governance

NATIONAL KEY	SD OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1ST QUARTER TARGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE WEIGHTINGS	RESPONSIBLE PERSON
Socio Economic Services	To improve service delivery through implementation of Organisational performance management	To manage the staff component of the Municipality	Performance Management	Number of coaching sessions of employees' performance conducted timeously	Number	2	4	Salaries	1	0	Director Corporate Governance not appointed.			21	N/A	Director Corporate Governance
	A District complying with Disaster Management Legislation	To ensure rapid and effective response in assisting vulnerable communities during incidents and disaster	Emergency Relief Aid	Percentage of incidents responded to	Percentage	100%	100%	R742k	Maintain 100%	100%	Incidents responded to as and when they get reported. A monthly consolidated incident report for September is attached, with copies of all assessment forms.			22	Y	Manager Disaster Management
	A District complying with Disaster Management Legislation	To ensure that disaster stricken communities exercise risk avoidance behaviour about the impact of patriarchal policies	Awareness Campaigns	Number of awareness campaigns held	Number	12	12	R100k	4	6	3 Community Awareness Campaigns conducted for Quarter. The interim report is attached.			23	Y	Manager Disaster Management
	A District complying with Disaster Management Legislation	To create resilient and proactive communities by rolling out the district disaster risk management capacity building programme	Capacity Building Programmes	Number of capacity building sessions held	Number	4	8	R100k	2	1	Struggling to confirm dates with Councillors	Dates being finalised with the Office Of The Speaker to roll out the Capacity Building Programme to Lembe Councillors. The interim report is attached for ease of reference.		24	Y	Manager Disaster Management
	A District complying with Disaster Management Legislation	To ensure that the district disaster risk management capacity building programme	Disaster Management Centre	% Progress in completion in building up the disaster management centre by deadline	Percentage		100% by June 2013	R7,050,890m	20%	Done	The project is on track. Bi-annual meetings held on site as part of ongoing monitoring of the project. The estimated time for completion of the project is March 2012. Piling process already completed, as part of implementing the recommendations of the second Geo-Tech Report.		Need actual to be reported in %	25	Y - but does not indicate %	Manager Disaster Management
	A District complying with Disaster Management Legislation	To ensure that we provide support leadership and support on Disaster Management issues to Local Municipalities	Local municipal support on disaster management issues	Turnaround time to respond to requests for local support	Time	New Indicator	Within 48hrs	R848k		No request received	No support requested from the local municipalities.			26	N/A	Director Corporate Governance
	A District complying with Disaster Management Legislation	To ensure that there is effective implementation of disaster risk reduction programme aimed at prevention and mitigation against identified risks	Disaster Risk Reduction	The number of DRMP developed & reviewed	Number	2 plans developed and 1 reviewed	2 plans developed and 3 plans reviewed	R400k	1 line for KwaDukuza	Plan not done	Limited funds	Terms of reference finalised. Plans underway to appoint the Bid Specification committee in order to kickstart the open bid process. The District Framework should be reviewed by quarterly 3 and the district disaster management plan, whilst both the district framework and plan must have been reviewed by quarter 4.	Recommendation to review target as per corrective measure	27	N	Manager Disaster Management
	To align provincial district and local plans addressing designated groups	To mobilise communities against social impacts of HIV/Aids	World Aids week	Commemorate World Aids week by deadline	Date	World Aids Day hosted	December 2012	R600k	Identification & completion of applications for child headed households within the District	Done	Child Headed Household has been Identified Local Trunk Teams, they are receiving support and have access to social grants			28	Y	Manager Corporate Governance



NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ACTUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2012	1st QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	FMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE WEIGHTINGS	RESPONSIBLE PERSON
Socio Economic Services	To align provincial/district and local plans addressing designated groups	To mobilise communities against social impacts of HIV/AIDS	HIV/AIDS awareness	Number of HIV/AIDS awareness campaigns held	Number	New indicator			1	0	Appointment of HIV/AIDS Coordinator in progress.	Build up programs by Local Municipalities for HIV/AIDS will be held week before World AIDS Day		29	Y	Manager Corporate Governance
	To align provincial/district and local plans addressing designated groups	To mobilise communities against social impacts of HIV/AIDS	Promoting integration of TB & HIV	% TB patients receiving treatment tested for HIV	Percentage	New indicator	50%		35%	100%	TB Screening and Identification of TB patients who are positive has been identified and Dept of Health is intervening			30	Y	Manager Corporate Governance
	To align provincial/district and local plans addressing designated groups	To conscientise society about the impact of patriarchal policies	Implementation of gender programmes	Number of programmes implemented as per the approved gender plan	Number	Approved Plan	12 programmes	R600K	3	3				31	Y	Manager Corporate Governance
	To align provincial/district and local plans addressing designated groups	To harness the potential of young people to enable them to play a meaningful role in society	Implementation of youth programmes	Number of programmes implemented as per the approved youth plan	Number	Approved Plan	12 programmes	R600K	a) 3 b) 75	a) 4 b) 25 Youth selected by Dept of Health to Study Medicine in Cuba. District facilitated send off				32	Y	Manager Corporate Governance
	To implement OSS Pilot Project	Poverty eradication	Opera on Sukuma Sakhe	Percentage of poverty stricken wards with War Rooms established and functional	Percentage	22%	100%	Salaries	40%	97%	72 out of 74 Wards has launched War Rooms		Insufficient evidence	33	Y	Manager Corporate Governance
											Functionality report will be received in the July - September report due on the 15th of October 2012					

Director's Signature \_\_\_\_\_

Date : \_\_\_\_\_



# **Enterprise iLembe**

DEPARTMENT : ENTERPRISE ILEMBE

ACTING CEO: MR Z GUMEDE

SOCIO-ECONOMIC SERVICES																
NATIONAL SPAS	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	BUDGET	1ST QUARTER TARGET End Mar 2012	1ST QUARTER ACTUAL	REASON FOR VARIANCE/ COMMENTS	CORRECTIVE MEASURE	PMIS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PORTFOLIO EVIDENCE REQUIRED
	To facilitate and stimulate local economic growth in the District	To drive local economic development in the District	Local Economic Development	Number of LED Projects directly developed by EI	Number	New measure	4	1	1					1	Y	Approved Business plans, letter of approval from funders. Copy of signed MOU
		To promote the development of local small business and community participation	Local Economic Development	Rend value increases in Local Economic Development through funding and projects coordinated by EI.	Rend value increase	New measure	R22m	R6.25m	R7.4m		Funds were transferred from DCOGTA to IDIM in September, EI in turn invoiced IDIM, awaiting transfer of funds			2	Y	Approval letter from funder indicating actual amt funded. Proof of actual money received in acct
		To develop key/strategic sectors in the district	Local Economic Development	Number of new community owned LED projects per LM	Number	New measure	4 new projects (1 per LM)	1	0		Approvals for funds applied for pending from DCOGTA		The date on evidence submitted is 2011 pls check	3	Y	Business Plans, Implementation Plans, Proof of ownership for community projects
		To facilitate for job creation	Local Economic Development	a) SMME programme developed by deadline b) % implementation of the SMME concept/programme (Local SMME Development)	Date & Percentage	New measure	31 Oct 12 100%	N/A	N/A					4	N/A	Actual Prog developed, Implementation plan which shows milestones per quarter and indicating what has been done in terms of %
		To coordinate government LED support and programmes in the District	Local Economic Development	i) Development of concept for entry into the new sector by deadline ii) Number of project implemented in a new economic sector within the district (Development of new economic sectors, with the requisite job growth capacity)	Date & Number	New measure	31 Dec 2012 100% project implemented in a New Sector	N/A	N/A					5	N/A	Actual Doc concept and project implemented. In Q4 need proof of project of new concept (Refer to 1st POE - does can be submitted)
		To promote and attract trade and investment into the District	Local Economic Development	Number of new projects done in public/private sector	Number	New measure	2	Concept	Concept identified in ICT sector together with Vodacom					6	Y	Reports of projects done. (Refer to 1st POE - does can be submitted)
		To foster the District's trade and investment competitiveness	Trade and Investment Promotion	Number of intelligence reports on trade and investment market (Trade and Investment Market Intelligence)	Number	4	4	1	1					7	Refer to August POE (7)	Actual Intelligence reports submitted - 1 per quarter
		To facilitate for job creation	Trade and Investment Promotion	Development of the investment packages to stakeholders by deadline (Trade and Investment Market Prospective)	Date	New measure	Nov 2012	N/A	N/A					8	N/A	Actual doc and proof of submission to stakeholder
		To promote and attract trade and investment into the District	Trade and Investment Promotion	i) Development and approval of the BR&E programme by deadline ii) % implementation of the BR&E programme (Business retention)	Date & Percentage	Done annually	31 Oct 2012 100%	i) BR&E programme approved by the CEO end sept ii) N/A	i) BR&E Programme approved				Programme only for Mandeni thought for entire District Need clarity	9	Y	Actual Programme proof of approval of CEO. Milestones per quarter - indicating what has been done in terms of %
		To facilitate and stimulate economic growth in the District	Trade and Investment Promotion	Minimum R value invested from business expansion & domestic investment (Business expansion and domestic investment)	R Value	New measure	R5000	R12.5m	0		Looking at economic situation it is recommended that this indicator be removed as it is not feasible			10	N/A	Reports from Chamber as well as Infrastructure & planning forum

NATIONAL KPAS	TOP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY INDICATORS	UNIT OF MEASUREMENT	BASELINE	ANNUAL TARGET	BUDGET	1ST QUARTER TARGET END Sept 2012	1ST QUARTER ACTUAL	REASON FOR VARIANCE/COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF. NUMBER	EVIDENCE	PORTFOLIO EXPENDITURE REQUIRED
SOCIO-ECONOMIC SERVICES		To promote and attract trade and investment into the District	Trade and Investment Promotion	Minimum R value invested from foreign direct investment (Foreign Direct Investment)	R Value	New measure	R100m		R25m	0	Looking at economic situation it is recommended that this indicator be removed as it is not feasible taking into account that there is a moratorium on international travel.			11	N/A	Report from Chamber of Commerce as well as infrastructure & planning forum
		To promote and attract trade and investment into the District	Trade and Investment Promotion	Number of domestic exhibitions and investor engagements	Number	5	5		0	2				12	Y	Proof of exhibitions attended - report/feedback/ outcome)
		To promote and attract trade and investment into the District	Trade and Investment Promotion	Number of international exhibitions and investor engagements	Number	2	2		0	0	Moratorium on international travel		Need evidence	13	N	Proof of exhibitions attended - report/feedback/ outcome)
		To facilitate for job creation	Trade and Investment Promotion	Number of direct & indirect job opportunities created within the District	Number	708	1000		250	0	No new project has been implemented yet.	To start getting data once project is on the ground		14	N/A	1 list of jobs per sector direct or indirect
	To improve the accountability and transparency through credible information from the IDP to public	To implement Performance Management Systems within EI	Performance Management	Number of review sessions of employees' performance conducted thoroughly	Number	New measure			1	0	To be conducted in October following the quarter end.			15	N	Registers, minutes or review session docs
INSTITUTIONAL TRANSFORMATION	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Well resourced management capacity (Organogram)		a) Reviewed organogram by the board by deadline b) Percentage of posts filled on the organogram	Date & Percentage	a) New Measure b) 70%	9/30/12 & 80%		a) Not done b) 70%					16	Y	a) Actual reviewed disc with date and signature of board (twice) b) Copy of organogram indicating filled and vacant posts
	To improve the capacity of staff to deliver services	Implementation of a Personal Development Plan		Percentage of employees trained in accordance with their Personal Development Plan	Percentage	New measure	37%		20%					17	Y	Registration, Proof of attendance - register etc.
	To facilitate and stimulate economic growth in the District	Clean Audit for 2012/2013	Financial Management	Obtain Clean audit report for 2012/2013	AG Report	?	2012/2013		N/A					18	N/A	Audit report indicating clean audit
	To ensure prudent financial management and reporting, to MFMA	Financial Management		Percentage variance of both under and over spending	Percentage	New measure	30%		Remain within 10% variance for both under/over expenditure		Budget to be adjusted to reflect operations of Enterprise items.	Adjusted budget to be submitted to Board for approval.	Need actual to be reported in %	19	??	Actual expenditure breakdown for reporting period
	To ensure long-term financial viability and sustainability of Enterprise Lembe	Management of service providers/ Contract Management		Number of Quarterly reports on performance of service providers submitted to the board by the deadline	Number	New measure			1	0	System still not implemented.	System to be implemented.	Need to know when system will be implemented	20	N	Actual report with proof of submission to the Board
GOOD GOVERNANCE	To ensure prudent financial management and reporting, to MFMA	Cost Coverage	Cost Coverage	Cost Coverage ratio (All available cash + investments/monthly fixed operating expenditure)	Ratio	New measure	0.601		01:01	07:01				21	Y	Proof of ratio calculation
	To ensure long-term financial viability and sustainability of Enterprise Lembe	Management of cashflow	Management of cashflow	Cashflow Management (Ability of EI to meet its financial obligations)	Number	30 days	30 days cash on hand (Range between 30 and 60 days with 60 days being ideal)			33 days				22	Y	Proof of calculation
	To ensure good governance and provide Mandate aligned strategic direction	Good Governance	Good Governance	Number of board meetings held to ensure effectiveness of Board of Directors	Number	New measure			2	2				23	Y	Notice, agendas, registers and minutes of each meeting held
	To ensure good governance and provide Mandate aligned strategic direction	Operation Clean Administration	Operation Clean Administration	Number of Audit Committee reports submitted to the Board and the District	Number	New measure			1	1				24	Y	Proof of actual report submitted to the Board & MM or agenda
	To ensure good governance and provide Mandate aligned strategic direction	Operation Clean Administration	Operation Clean Administration	Monthly financial information reports (MFMA Section 71) submitted to the District by deadline	Date	12 reports	20 days of every month		7th day of every month	Submitted on 20 August 2012 11 Sept 2012 9 October 2012				25	Y	Proof of submission to the District indicating date (via email memo etc)

NATIONAL KPAS	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1ST QUARTER TARGET	1ST QUARTER ACTUAL	REASON FOR VARIANCE/COMMENTS	CORRECTIVE MEASURE	RIS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PORTFOLIO EVIDENCE REQUIRED
GOOD GOVERNANCE	To facilitate and stimulate economic growth in the District	To ensure good governance and provide Mandate aligned strategic direction	Operation Clean Administration	Quarterly Non-financial Performance Report (NSA) with accurate & complete POEs submitted to the district by deadline	Date	7th day of every month	7th day of every month after the quarter has ended		7th day in the new month after the quarter has ended	Submitted on 15 August 2012 12 Sept 2012 11 October 2012				26	Y	Actual report as well as proof of submission of report to the district indicating date
		To ensure good governance and provide Mandate aligned strategic direction	Multi year strategic plan	Strategic plan for EI with clear measurable targets developed and approved by the board by deadline	Date	New measure	End Dec 2012		N/A	N/A				27	N/A	Actual doc and proof of approval by the Board
		To ensure good governance and provide Mandate aligned strategic direction	Clean Audit for 2012/2013	No repeat findings in the auditor generate report	Number	New measure	0		0	N/A				28	N/A	Audit report
		To ensure good governance and provide Mandate aligned strategic direction	Clean Audit for 2012/2013	Percentage reduction in the number of AG findings requiring action plans	Percentage	New measure	10% reduction		N/A	N/A				29	N/A	Management Report - action plan as evidence

Acting CEO's Signature \_\_\_\_\_

Date: \_\_\_\_\_

DEPARTMENT : ENTERPRISE ILEMBE

ACTING CEO: MR Z GUMEDE

SOCIO-ECONOMIC SERVICES																	
NATIONAL KPAS	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	BASIS	ANNUAL TARGET	BUDGET	1ST QUARTER TARGET End Sep 2012	1ST QUARTER ACTUAL	REASON FOR VARIANCE/COMMENTS	CORRECTIVE MEASURE	PMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PORTFOLIO EVIDENCE REQUIRED	
	To facilitate and stimulate local economic growth in the District	To drive local economic development in the District	Local Economic Development	Number of LED Projects directly developed by EI	Number	New measure	4	1	1	1				1	Y	Approved Business plans, letter of approval from funders. Copy of signed MOU	
		To promote the development of local small business and community participation	Local Economic Development	Rand value increase in Local Economic Development investments in the District through funding and projects coordinated by EI. <i>(Investment in Local Economic Development)</i>	Rand value increase	New measure	R30m	R6.25m	R7.4m		Funds were transferred from DCOGTA to IDM in September. EI in turn invoiced IDM, availing transfer of funds			2	Y	Approval letter from funder indicating actual amt funded. Proof of actual money received in aid	
		To develop key/strategic sectors in the district	Local Economic Development	Number of new community owned LED projects per LM	Number	New measure	2 new projects (1 per LM)	1	0		Approvals for funds applied for pending from DCOGTA		The date on evidence submitted is 2011 pls check	3	Y	Business Plans, Implementation Plans, Proof of ownership for community projects	
		To facilitate for job creation	Local Economic Development	a)SME programme developed by deadline b) % implementation of the SME concept/programme <i>(Local SME Development)</i>	Date & Percentage	New measure	30% (100%)	N/A	N/A					4	N/A	Actual Prog developed, Implementation plan which shows milestones per quarter and indicating what has been done in terms of %	
		To coordinate government, LED support and programmes in the District	Local Economic Development	i) Development of concept for entry into the new sector by deadline ii) Number of project implemented in a new economic sector within the district <i>(Development of new economic sectors, with the requisite job growth capacity)</i>	Date & Number	New measure	1) LED project implemented in a New Sector	N/A	N/A					5	N/A	Actual Doc concept and project, need proof of project of new concept. (Refer to 1st POE - docs can be submitted)	
		To promote and attract trade and investment into the District	Local Economic Development	Number of new projects done in collaboration with the public/private sector	Number	New measure	2	Concept	Concept Identified in ICT sector together with Vodacom	1					6	Y	Reports of projects done. (Refer to 1st POE - docs can be submitted)
		To foster the District's trade and investment competitiveness	Trade and Investment Promotion	Number of intelligence reports on trade and investment market <i>(Trade and Investment market Intelligence)</i>	Number	4	3	1						7	Refer to August POE (7)	Actual intelligence reports submitted - 1 per quarter	
		To facilitate for job creation	Trade and Investment Promotion	Development of the investment package to stakeholders by deadline <i>(Trade and Investment Market Prospects)</i>	Date	New measure	Nov 2012	N/A	N/A						8	N/A	Actual doc and proof of submission to stakeholder
		To promote and attract trade and investment into the District	Trade and Investment Promotion	i) Development and approval of the BR&E programme by deadline ii) % implementation of the BR&E programme <i>(Business retention)</i>	Date & Percentage	Done annually	1) Sept 2012 ii) 100%		i) BR&E programme approved by the CEO end sept ii) N/A				Programme only thought for entire District Need clarity	9	Y	Actual Programme, Proof of approval of CEO, Milestones per quarter - indicating what has been done in terms of %	
		To facilitate and stimulate economic growth in the District	Trade and Investment Promotion	Minimum R value invested from business expansion & domestic investment <i>(Business expansion and domestic investment)</i>	R Value	New measure	R30m	R12.5m	0			Looking at economic situation it is recommended that this indicator be removed as it is not feasible			10	N/A	Reports from Chamber as well as infrastructure & planning forum

NATIONAL TOPICS	TOP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1ST QUARTER TARGET End Sept 2012	1ST QUARTER ACTUAL	REASON FOR VARIANCE/COMMENTS	CORRECTIVE MEASURE	FMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PORTFOLIO EVIDENCE REQUIRED
SOCIO-ECONOMIC SERVICES	To promote and attract trade and investment into the District	To promote and attract trade and investment into the District	Trade and Investment Promotion	Minimum R value increased from foreign direct investment (Foreign Direct Investment)	R Value	New measure	R25m	0	0	0	Looking at economic situation it is recommended that this indicator be removed as it is not feasible taking into account that there is a moratorium on international travel.			11	N/A	Reports from Chamber as well as Infrastructure & planning forum
	To promote and attract trade and investment into the District	To promote and attract trade and investment into the District	Trade and Investment Promotion	Number of domestic exhibitions and investor engagements	Number	5	2	0	0	0				12	Y	Proof of exhibitions attended - report (feedback/ outcome)
	To promote and attract trade and investment into the District	To promote and attract trade and investment into the District	Trade and Investment Promotion	Number of international exhibitions and investor engagements	Number	2	2	0	0	0	Moratorium on international travel		Need evidence	13	N	Proof of exhibitions attended - report (feedback/ outcome)
	To facilitate for job creation	To facilitate for job creation	Trade and Investment Promotion	Number of direct & indirect job opportunities created within the District	Number	708	1000	250	0	0	No new project has been implemented yet.	To start getting data once project is on the ground		14	N/A	List of jobs per sector direct or indirect
	To improve the accuracy and timeliness of information from the IDP to public	To improve the accuracy and timeliness of information from the IDP to public	Performance Management Systems within EI	Number of review sessions of employees' performance conducted tirelessly	Number	New measure	1	1	0	0	To be conducted in October following the quarter end.			15	N	Registers, minutes or review session docs
ENVIRONMENTAL TRANSFORMATION	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Well resourced management capacity (Organogram)	a) Reviewed organogram by the board by deadline b) Percentage of posts filled on the organogram	Date & Percentage	a) New Measure b) 75%	a) July & Dec 2012 b) 80%	a) Not done b) 75%	a) Reviewed organogram and July 2012 b) 80%	a) Not done b) 75%				16	Y	a) Actual reviewed one with date and signature of board (for info) b) Copy of organogram indicating filled and vacant posts
	To improve the capacity of staff to deliver services	To improve the capacity of staff to deliver services	Implementation of a Personal Development Plan	Percentage of employees trained in accordance with their Personal Development Plan	Percentage	New measure	25%	25%	25%	25%				17	Y	Registration Proof of attendance - register etc
	To ensure prudent financial management and reporting, to MFMA	To ensure prudent financial management and reporting, to MFMA	Financial Management	Obtain clean audit report for 2012/2013	AG Report	?	Clean audit report for 2012/2013	N/A	N/A	N/A				18	N/A	Audit reporting indicating clean audit
	To ensure prudent financial management and reporting, to MFMA	To ensure prudent financial management and reporting, to MFMA	Financial Management	Percentage variance of both under and over spending	Percentage	New measure	10%	10%	10%	10%	Budget to be adjusted to reflect operations of Enterprise Ilembe.	Adjusted budget to be submitted to Board for approval.	Need actual to be reported in %	19	??	Actual expenditure breakdown for reporting period
	To ensure long-term financial viability and sustainability of Enterprise Ilembe	To ensure long-term financial viability and sustainability of Enterprise Ilembe	Management of service providers/ Contract Management	Number of Quarterly reports on performance of service providers submitted to the board by the deadline	Number	New measure	1	1	0	0	System still not implemented.	System to be implemented.	Need to know when system will be implemented	20	N	Actual report with proof of submission to the Board
GOOD GOVERNANCE	To ensure good governance and provide Mandate aligned strategic direction	To ensure good governance and provide Mandate aligned strategic direction	Good Governance	Cost Coverage ratio (All available cash + investments/monthly fixed operating expenditure)	Ratio	New measure	0.01	0.01	0.01	0.01				21	Y	Proof of ratio calculation
	To ensure good governance and provide Mandate aligned strategic direction	To ensure good governance and provide Mandate aligned strategic direction	Good Governance	Number of board meetings held to ensure effectiveness of Board of Directors	Number	New measure	30 days	30 days	30 days	30 days	30 days cash on hand (Range between 30 and 60 days with 60 days being ideal)			22	Y	Proof of calculation
	To ensure good governance and provide Mandate aligned strategic direction	To ensure good governance and provide Mandate aligned strategic direction	Good Governance	Number of Audit Committee reports submitted to the Board and the District	Number	New measure	2	2	2	2				23	Y	Minutes, agendas, registers and minutes of first meeting held
	To ensure good governance and provide Mandate aligned strategic direction	To ensure good governance and provide Mandate aligned strategic direction	Good Governance	Monthly financial information reports (MFMA Section 71) submitted to the District by deadline	Date	12 reports	12 reports	12 reports	12 reports	12 reports				24	Y	Proof of actual report submitted to the Board & MM on agenda
	To ensure good governance and provide Mandate aligned strategic direction	To ensure good governance and provide Mandate aligned strategic direction	Good Governance	Monthly financial information reports (MFMA Section 71) submitted to the District by deadline	Date	12 reports	12 reports	12 reports	12 reports	12 reports				25	Y	Proof of submission to the District indicating date (via email memo etc)

NATIONAL KPIS	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1ST QUARTER TARGET End Sept 2012	1ST QUARTER ACTUAL	REASON FOR VARIANCE/COMMENTS	CORRECTIVE MEASURE	RMS COMMENTS	EVIDENCE REF NUMBER	EVIDENCE	PORTFOLIO EVIDENCE REQUIRED
GOOD GOVERNANCE	To facilitate and stimulate economic growth in the District	To ensure good governance and provide Mandate aligned strategic direction	Operation Clean Administration	Quarterly Non-financial Performance Report (NSR) with accurate & complete POEs submitted to the district by deadline	Date	7th day of every month	27th day of each month after the quarter has ended		7th day in the new month after the quarter has ended	Submitted on 15 August 2012 12 Sept 2012 11 October 2012				25	Y	Actual report as well as proof of submission of report to the district indicating date
		To ensure good governance and provide Mandate aligned strategic direction	Multi year strategic plan	Strategic plan for EI with clear measurable targets developed and approved by the board by deadline	Date	New measure	End Dec 2012		N/A	N/A				27	N/A	Actual done and proof of approval by the Board
		To ensure good governance and provide Mandate aligned strategic direction	Clean Audit for 2012/2013	No repeat findings in the auditor general's report	Number	New measure	0		0	N/A				28	N/A	Audit report
		To ensure good governance and provide Mandate aligned strategic direction	Clean Audit for 2012/2013	Percentage reduction in the number of AG findings requiring action plans	Percentage	New measure	10% reduction		N/A	N/A				29	N/A	Management Report - action plan as provision

Acting CEO's Signature \_\_\_\_\_

Date: \_\_\_\_\_