

Functional area	Objective	Strategy	Departmental activity	Indicator	Measurement source	Required	Funding Secured	Weight %	Baseline	Target 2008/9				Indicator custodian
										30 Sep	31 Dec	31 mar	30 June	
Infrastructure Development and Service Delivery											KPA Weight %		25%	
Functional area	Objective	Strategy	Departmental activity	Indicator	Measurement source	Required	Funding	Weight %	Baseline	30 Sep	31 Dec	31 mar	30 June	Indicator custodian
Transport Infrastructure (Roads, Public Transport Infrastructure & public Transport vehicles)	Safe well maintained transport infrastructure	To facilitate the development of an integrated transport plan	None											
		Oversee the implementation of the Integrated Transport Plan	None											
		Provision of adequate transport in villages	None											
		Have safe and well maintained transport for river crossing in Hamburg	None											
		Provision of adequate public transport shelters	None											
Utilities and service	Regular access to mail delivered	Plan and identify affected areas	None											
		Plan and identify affected areas	None											
	Easy access to telecommunication	Identify the affected areas	None											
		Identify the affected areas	None											
	All people have access to water	Identify the affected areas	None											
		Identify the affected areas	None											
All indigent households have access to free basic services	Database update every six months	None												
Tourism LED Infrastructure	Improve public infrastructure in Hamburg in order to stimulate LED	Impounding stray animals	None											
		Facilitate the development and implementation of an infrastructure investment plan for Hamburg	None											

Municipal Transformation and Institutional Development											KPA Weight %		25%	
Functional area	Objective	Strategy	Departmental activity	Indicator	Measurement source	Required	Funding	Weight %	Baseline	Target 2008/9				Indicator custodian/
										30 Sep	31 Dec	31 mar	30 June	
Internal capacity	To be compliant with all legal requirements	Implement all relevant legislations and policies approved by council by June 2008	Develop a monitoring tool: systems checklist focusing on all policies	Developed Tool & systems checklist	Quarterly reports	R50 000.00	R50 000.00 Internally		Adhoc	Developed tool & systems checklist	Policy implementation monitoring	Policy implementation monitoring	Policy implementation monitoring	CFO
			Recruitment/appointment of suitable staff	None										
Alignment and coordination	All plans aligned to relevant sector departments and public entities	To strengthen relations between NLM and sector departments	None											
Asset Management	Ensure effective asset management	To develop and implement asset management policy	Implement asset management policy and update the asset register	Council approved policy	Quarterly reports	190 000	R190 000.00 MSIG		Draft policy, and outdated asset register	Council approved asset management policy	Updated asset register and policy implementation	Implement asset management	Implement asset management	CFO
Risk Management	Ensure effective risk management	To develop and implement risk management policy	Develop a risk management policy	Milestone achievement towards council approved risk management policy	Quarterly reports	R50 000.00	R50 000.00 FMG		No risk management policy	Undertake facilitation of policy development process	Council approved risk management policy	Implement risk management policy	Implement risk management policy	CFO

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Communication	To improve public profile of the municipality and increase level of awareness across Ngqushwa Municipality	Develop a municipal newsletter	None											
	To improve the existing website	To commission an upgrade of the existing website in terms of both user friendliness and content	None											
Financial viability											KPA Weight %	25%		
Functional area	Objective	Strategy	Departmental activity	Indicator	Measurement source	Required	Funding	Weight %	Baseline	Target 2008/9				Indicator custodian
										30 Sep	31 Dec	31 mar	30 June	
Local Income	Increased revenue received	Implement new valuation roll	Data base cleansing	Updated data base	Monthly reports	300 000	R300 000 - DBSA		Outdated data base	Updated Data Base	monitoring of local revenue uptake	monitoring of local revenue uptake	monitoring of local revenue uptake	Revenue Officer
		Implement new tariffs	To capture all new tariffs into the system	%Revenue Increase	Monthly reports	None	None		5%	10%	20%	28%	36%	Revenue Officer
		To identify opportunities to diversify the revenue base	To identify and implement other revenue enhancement measures	%Revenue Increase	Monthly reports	1 million	1million - DBSA		5%	Draft revenue enhancement measures	Implement revenue enhancement measures	Implement revenue enhancement measures	Implement revenue enhancement measures	CFO
			Review meter reading and billing systems and control procedures to ensure that transactions are accurately recorded and capture	% error reduction trends	Monthly reports	R150 000	R150 000-DBSA		outdated system	Develop and institutionalise updated systems and control procedures	implementation and system monitoring	implementation and system monitoring	implementation and system monitoring	CFO
			Debt collection from various national, provincial and large commercial customers. To explore best possible debt collection mechanisms (rates, services and traffic fines)	amounts paid the Municipality	Monthly reports	R200 000	R200 000-DBSA		R1 396 832.00	Develop and implement a debt collection plan	40% efficiency level	50% efficiency level	60% efficiency level	CFO
			Review the entire revenue management cycle	%Revenue Increase	Monthly reports	R200 000	R200 000-DBSA		No revenue management cycle system	process introduction and inception	Revenue management cycle documented	Revenue management cycle documented	Revenue management cycle documented	CFO

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			Train existing staff on debt collection processes	Number of trained people on debt collection	Monthly reports	R100 000.00	R100 000.00 DBSA		limited skills base	planning and sourcing of training expertise	Training of personnel	implement plan	training and review of progress (including measuring impact)	HRM
			To formulate a financial plan	Milestone towards final financial management plan	Quarterly reports	R35 000	R35 000-Internally		None	Plan completed and adopted	Implement plan	Implement plan	Implement plan	CFO
	Collect 50% of outstanding traffic fines by June 2009	Collect outstanding debt	None											
	Effective and efficient utilisation of financial resources		Budget Variance monitoring	Decrease in negative variance	Quarterly reports	None	None		Negative variances	monthly reporting	monthly reporting	monthly reporting	monthly and the overall annual Report	Expenditure Officer
			To facilitate development of empowerment goals with all departments	Empowerment goals captured in the SCM policy	quarterly procurement reports	covered above	covered above		Adhoc procurement processes	Adopted & approved by council	Implement the policy	Implement the policy	Implement the policy	SCM Officer
			Monitor implementation of SCM policy	Level of Compliance	Quarterly reports	no funds required	None		Quarterly reports	Quarterly Report	Quarterly Report	Quarterly Report	Annual Report	SCM Officer
Personnel Expenditure	To have personnel expenditure within 45% of the operational expenditure	To monitor trends in personnel expenditure	Manage employment processes and salary adjustment in order to contain personnel expenditure within municipal principle	Personnel expenditure relative to municipal principle	Quarterly reports	None	None		45.4%	3730625	7461250	11191875	14922500	CFO
General expenditure	To have general expenditure within 20% of the operational expenditure	To monitor trends in general expenditure	Monitor spending and encourage departments to belt tightening	General expenditure relative to municipal principle	Monthly	None	None		Monthly Reports	2462955	4925910	7388865	9851820	Expenditure Officer
Repairs and maintenance	To have repairs and maintenance expenditure within 15% of the operational expenditure	To monitor trends in repairs and maintenance expenditure	Monitor spending	Repairs and maintenance expenditure relative to municipal principle	Monthly	None	None		Monthly Reports	205875	411750	617625	823500	Expenditure Officer
Debt coverage	To ensure an acceptable debt coverage ratio	To manage debt uptake	To do ratios on monthly basis	Ratios	Quarterly reports	None	None		None	3	6	9	12	CFO
Service debtors to revenue ratio	To ensure an acceptable outstanding service debtors to revenue ratio	To ensure that 80% of debtors is below 90 days debtor age	To do ratios on monthly bases	Ratios	Quarterly reports	None	None		None	3	6	9	12	CFO
Cost coverage	To ensure an acceptable cost coverage ratio	To plan expenditure to be in line with cash flow projections	To do ratios on monthly bases	Ratios	Quarterly reports	None	None		None	3	6	9	12	CFO

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										30 Sep	31 Dec	31 mar	30 June	
Good Governance										KPA Weight %		25%		
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Public participation	Improving good governance (external)	Have a list of appropriate by-laws	Facilitate development of relevant by -laws	No of by laws developed										
	Public awareness and ownership of municipal policies and plans (increased public awareness)	To develop a public participation strategy	Facilitate development of the public participation strategy	Strategy developed	Quarterly	200 000	None		Adhoc	Proposals drafted and submitted	Strategy developed and approved by council	Implementation of the strategy	Implementation of the strategy	MM
			resource community halls to enhance functioning of Ward Councillors and Committees	No of established centres	Quarterly	588 000	R210 000 MSIG		Nil	126 000	84000	process completed	process completed	MM
			Training of Ward Committees											
Councillor-administration interface	To improve the understanding of practicalities of implementing the collective executive system of local government	To establish and implement protocols in line with the collective executive system of local government	Facilitate development of terms of reference for Political office bearers	draft document	Quarterly reports	To be determined	None		none	Facilitate council decision and draft document in place	Facilitate council and internal discussion processes	final draft in place	final Terms of Reference approved by council	MM
			Facilitate development and council adoption of municipal delegations	draft document			None		none	Facilitate council decision and draft document in place	Facilitate council and internal discussion processes	final draft in place	final delegations approved by council	MM
			Facilitate development and council adoption of municipal protocols	draft document			None		none	Facilitate council decision and draft document in place	Facilitate council and internal discussion processes	final draft in place	final municipal protocols approved by council	MM
Auditor General's Report	To obtain and sustain a good audit standing	To comply with auditor general checklist	To ensure the municipality responds to the AG's queries and develop an action plan going forward	Written responses to management letter	quarterly reports	None	None		Disclaimer	To have attended to queries relating to 07/08	To have attended to queries relating to 07/08	Implement Action plan for 07/08	Implement Action plan for 07/08	CFO