

OFFICE OF THE MUNICIPAL MANAGER

VISION: A municipality that provides an equal opportunity for economic development and social upliftment for all residents.

MISSION: "To create an environment that will ensure equal opportunity for economic development and social upliftment through integrated stakeholder involvement, multi-skilling of communities, sustainable economic growth, good governance and provision of efficient and quality services"

Key Performance Area	Priority /Focus Area	IDP Objectives	Baseline	Performance Indicator	Annual Target	Target Date	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Measurement Sources	Department
ONAL DEVELOPMENT	Human Resources Development	<i>Achieve a highly motivated and capacitated staff.</i>	Very limited capacity. All Sec 57 Managers & middle managers do not meet NT competency requirements.	Number of Sec 57s Managers with NT core competency level.	4	30/06/2010					Work Skills Plan: Accredited Certificates; & accredited courses	Corporate Services
				Number of middle managers with NT core competency levels.	9	30/06/2010		3			Work Skills Plan: Accredited Certificates; & accredited courses	Corporate Services
			79 of general workers do not have Grade 12. While 37 workers are have no Grade 9 (General Certificate).	Number of general workers with GC education	37	30/06/2010		1	2	6	Work Skills Plan: Accredited Certificates; & accredited courses	Corporate Services
			2 out of 6 Councillors do not have Grade 12 education	Number councillors with Matric level education	2	30/06/2009					Work Skills Plan: Accredited Certificates; & accredited courses	Corporate Services
			Majority of staff lack technical expertise	Number of employees trained	16	30/06/2009	3	4	6	3	Work Skills Plan: Accredited Certificates; & accredited courses	Corporate Services
		<i>To achieve a fully fledged staff component as per organogram</i>	49 of positions in organogram are vacant	number of vacant positions fill in the financial year	15	31/12/2009	10	5			Organisational Structure & Personnel files (employment Contracts)	Corporate Services
		<i>Ensure that the municipality retains its capacitated staff</i>	High staff turn over in scarce skills areas.	%of employees in management & scarce skills areas who sign term service agreements	100%	30/09/2009	100%				Retinon Plan & Term Service Agreements concluded (Retention agreements)	Corporate Services

INSTITUT

Policies & Bylaws	Ensure that policies and Bylaws are in compliance with legislation	Municipality does not have policies in critical functional areas. Some policies developed 3, 5 or more years never been reviewed.	Number of policies reviewed	13	31/12/2009	5	8			Municipal Code; & Register of Policies	Corporate Services	
			Number of new policies developed	19	30/06/2010	5	5	5	4	Municipal Code; & Register of Policies	Corporate Services	
Integrated Development Planning	Achieve a credible IDP Create conditions for all stakeholders to participate and eliminate fragmentation	Current IDP lacks credibility Sector departments and some (of 33 registered) local formations do not participate in IDP processes.	Credible IDP Document		31/03/2010	Process Plan	Analysis	Draft IDP	Adoption	IDP Assessment Report	Municipal Manager	
			Number of IDP engagement meetings	4	31/03/2010	1	1	2		IDP Representative Forum Minutes	Municipal Manager	
			Number of stakeholders making written submissions, presentation and input.	10							Written Submissions & Comments	Municipal Manager
			% of formations participating in IDP engagements	75%	31/03/2010	50%	65%	75%			Invitations, Advertisements and Attendance Registers	Municipal Manager
Performance Management System	Enhance employee work performance and productivity	Performance assessment is limited to only Sec 57 managers.	% of performance agreements concluded with top, middle & junior managers	100%	30/09/2009	100%				Performance Agreements	Municipal Manager & Corporate Services	
			number of assessments conducted	4	30/06/2010	1	1	1	1	Performance Agreements & Performance Reports	Municipal Manager & Corporate Services	
Roads & Stormwater	Ensure that all households have access to roads	17.4 km out of 1100 km of roads are tarred, the rest is either gravelled or just scrapped	Number of kms to be sealed/tarred	1 km	31/03/2010					Design Report, Specifications and Completion Report	Technical Services	
			Number of kms to be gravelled	3.5 km	31/12/2009	3km	5km (500m)			Design Report, Specifications and Completion Report	Technical Services	
			Number of kms to be scrapped	50 kms	30/06/2010	12.5 kms	12.5 kms	12.5 kms	12.5 kms		Service Level Agreement & Completion Report	Technical Services
			Number of Kms to be painted	6 km	30/06/2010	1.5 km	12.5 kms	12.5 kms	12.5 kms		Completion Report	Technical Services
			Number of km to be repaired	17.4 km	30/06/2010	6 km	6 km	3 km	2.4 km		Completion Report	Technical Services
			Number of bridges to be constructed	1	30/06/2010						Design Report, Specifications and Completion Report	Technical Services
Electricity	Ensure that communities have appropriate community lighting	Community lighting is inadequate. The lighting infrastructure is very old, dilapidated & in state of desrepair.	Number of new poles and replacement poles to be erected.	400 poles & connections	30/06/2010			150 poles & Connections	250 Poles & Connections	Design Report, Specifications and Completion Report	Technical Services	
Water	Facilitate management of water demand	Majority of Nomonde and Masakhe households have no water meters	Number of new water meters installed	890 meters	30/06/2010	222	222	222	224	Completion Report	Technical Services	
	Provide high level of water service		Number tests conducted	12 tests	30/06/2010	3	3	3	3	Laboratory Results	Technical Services	
			% compliance with SANS 241 for ecoli	99%	30/06/2010	92%	95%	98%	99%	Laboratory Results	Technical Services	

INFRASTRUCTURE & BASIC SERVICES

Sanitation	Ensure that all households have access to affordable and appropriate sanitation services	There still remains 12 households that share 3 toilet facilities	Number of toilets built	12	31/12/2009							12		Completion Report	Technical Services
	Contribute towards improved hygiene practices	Some over sewerage drains have no covers others constantly overflow due inappropriate sanitary material usage	Number of awareness campaigns to be conducted	4	30/06/2010		1	1	1	1				Attendance Registers	Technical Services
			Number of mainhole covers to be installed	54	30/06/2010		15	15	15	9				Completion Report	Technical Services
Housing & Estates	Facilitate the provision of adequate housing by 2014	Appropriately 6100 persons are on the waiting list	Number of erfs to be serviced	1127	30/06/2010		281	281	281	281				Design Report, Specifications and Completion Report	Technical Services
			Number of units to built	360	30/06/2010				150	210				Design Report, Specifications and Completion Report	Technical Services
	Ensure that old dilapidated, unsafe and unsightly are demolished	There are buildings that poses threat to the safety of our communities and children	Number of buildings demolished	11	31/12/2009			11							Technical Services
Waste Management	Provide for the proper and safe disposal of solid waste within the municipality	The municipality has 2 permitted sites on both sites waste is just dumped on cells - it is neither covered nor compacted	Number of cells covered & compacted	8	30/06/2009		2	2	2	2				Service Level Agreement & Completion Report	Community Services
	To ensure that refuse is removed to create clean and healthy environment for inhabitants of the Municipality	Irregular collection schedule	% of household receiving minimum once per week refuse collection	100%	weekly		100%	100%	100%	100%				Complaints received	Community Services
Community Facilities (Halls, Sport fields & Challets)	To ensure that all community facilities are accessible to all	Disabled persons cannot access most of community facilities	Number of community facilities upgraded and made accessible to all	7	31/12/2009		3	4						Service Level Agreement & Completion Report	Community Services
	Provide management, control and maintenance		% of allocated budget spent on maintenance	100%	30/06/2010		100%	100%	100%	100%				Report to Council	Community Services
Parks & Public Places	Ensure beautification of parks, open spaces & pavements		Number of parks & public open spaces upgraded per quarter		30/06/2010		100%	100%	100%	100%				Report to Council	Community Services
Libraries	Provide management, control and maintenance		% of allocated budget spent on maintenance	100%	30/06/2010		100%	100%	100%	100%				Report to Council	Community Services
Cemetaries	Provide facilities for the dignified and environmentally safe disposal of human remains	Graveyards in Masakhe and Nomonde are not demarcated and plots are issued hapazzardly. There is no record of plots issued. No policy for pauper burials	Number of plots demarcated and issued	100%	30/06/2010		100%	100%	100%	100%				Report to Council	Community Services
			Formulate indigent burial policy & implement	100%	30/09/2009		100%	100%	100%	100%				Report to Council	Community Services
			Number of pauper burials	100%	30/06/2010		100%	100%	100%	100%				Report to Council	Community Services
Traffic Services	Provide holistic and traffic services	Growing number of people accessing services and revenue has potential to grow	Increase in Number of people accessing licencing services	100%	30/06/2010		100%	100%	100%	100%				Report to Council	Community Services
			% increase in revenue generated	100%	30/06/2010		100%	100%	100%	100%				Financial Management Report	CFO

FINANCIAL VIABILITY

Revenue Enhancement	<i>Improved revenue collection and Ensure that what is due to council is collected.</i>	Debtors database inaccurate. Bad debts write off policy does not exist. Debt collection department poorly resourced.	Implementation of the bad debts write off policy	31/07/2009	31/07/2009	Quarterly	Quarterly	Quarterly	Quarterly	Report to Council	CFO	
			% of Debtors account cleansed on database.	100%	30/06/2010	80%	85%	90%	100%	Financial Management Report	CFO	
			Increase in Number of people registered as Indigent for Molleno and Sterksroom	4000	30/06/2010	2500	3000	3500	4000	Financial Management Report	CFO	
			% Accuracy of all billings	100%	30/06/2010	100%	100%	100%	100%	Financial Management Report	CFO	
			% Recovery of long outstanding debtors accounts owing R50 000 and above	100%	30/06/2010	100%	100%	100%	100%	Financial Management Report	CFO	
			Increase in % of current billings recovered	80%	30/06/2010	100%	100%	100%	100%	Financial Management Report	CFO	
	<i>Ensure that Revenue losses are properly accounted for</i>	Revenue losses are not known.	% deviation of Recovered billings to budgeted revenue	0.50%	30/06/2010	100%	100%	100%	100%	Compliance Report To Council	CFO	
			Decrease in Number of line losses and theft for water and electricity identified, recorded and rectified.		30/09/2009					Variance Report	CFO	
	Revenue Management & Expenditure	<i>Ensure sound financial management practices</i>	Non adherence to SCM policy and processes	Implementation of SCM policy	100%	30/06/2010	100%	100%	100%	100%	Compliance Report to Council	CFO
				% of allocated operating budget spent, excluding employee costs.	100%	30/06/2010	100%	100%	100%	100%	Quarterly Report to Council	CFO
				% of allocated capital budget spent,	100%	30/06/2010	100%	100%	100%	100%	Quarterly Report to Council	CFO
	Implementation of the Municipal Finance Management Act	<i>Improved accountability and financial governance</i>	We are currently at 60% compliance with the Act	Decrease in the non compliance to 5%.		30/06/2010	95%	95%	95%	95%	MFMA Implementation Plan & Compliance Report to Council	CFO
S71 reports incorporate balance sheet, income statement and cashflow statement				100%	30/09/2009	100%	100%	100%	100%	Section 71 Reports	CFO	
S71 reports incorporate narrative ratio analysis				100%	30/09/2009	100%	100%	100%	100%	Section 71 Reports	CFO	
Auditor General Report	<i>Improvement of overall control & corporate governance environment</i>	60 qualifications in 2007/08	Reduction in the number of qualifications	-10	30/06/2010					AG Report	CFO	
			% Reduction in departmental specific audit queries	100%	Quarterly	100%	100%	100%	100%	Financial Management Report	CFO	
Annual Financial Statements	<i>Prepare GRAP compliant AFS for the 2009/10 financial year</i>	Currently we preparing IMFO compliant AFS	Preparation of Annual Financial Statements 2009/10	100%	Monthly	100%	100%	100%	100%	Report to Council	CFO	
			% GRAP compliant Asset Register	100%	30/06/2010	5%	50%	75%	100%	Financial Management Report	CFO	

LOCAL ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT	Land	Facilitate availability of land for various agricultural and non agricultural uses	Less than 5% of Commercial land has been redistributed through LRAD	Increase in % of hactres distributed	7%	30/06/2010					100%	LRAD Report	MM
	Agriculture	Create a growing and sustainable economic sector	No agricultural growth plan exists.	develop an agricultural plan as part of LED strategy	100%	30/06/2010	25%	50%	75%	100%	Approved Agricultural Plan	MM	
				Number of black people participating in agricultural initiatives		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				Number of black women participating in agricultural initiatives		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
	Tourism	Create a growing and sustainable tourism sector that contributes to local economy.	Tourism sector does not reflect demographics, very limited participation of HDIs	Number of tourism products developed		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				Number of tourists visiting PDI areas		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				Number of B&Bs and Guests houses accommodation establishments graded by SA Tourism Board		30/06/2010	100%	100%	100%	100%	SA Tourism Board Report	MM	
	SMME	Promote local business and facilitate SMME's training	Information about SMMEs and Cooperative s acanty. Levels of participation by various designated groups is not known.	% increase in number of SMMEs & Cooperatives		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				Number of SMMEs capacitated with requisite skills		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				Number of young people participating in SMMEs & Cooperatives		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				Number of women participating in SMMEs & Cooperatives		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				Number of jobs created by the municipally's capital projects		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				% of tenders awarded to HDIs.		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
				% of tenders awarded to local contractors.		30/06/2010	100%	100%	100%	100%	Report to Council	MM	
	Finalise LED Strategy formulation		30/06/2010					100%	Approved LED Strategy	MM			

GOOD GOVERNANCE	Community Participation	<i>Strengthen and capacitate Area Committees</i>	There are 7 area committees with 5 members each. Some of members are not clear about their roles.	Reduction in number of existing area committees - reduce to 5	100%	30/09/2009	100%					Report to Council	MM	
				Number of interaction meetings between area committees and the council	4	30/06/2010	1	1	1	1	Public Participation Minutes	MM		
				Increased participation of area Committees in IDP and PMS processes.	100%	30/06/2010	100%	100%	100%	100%	Public Participation Minutes	MM		
				% of expenditure on public participation	100%	30/06/2010	100%	100%	100%	100%	Financial Report	MM		
	Communication	<i>Improve Communication & Customer Service.</i>	Communication strategy approved in 2007/08 has not been reviewed nor fully implemented	Review and implement communication strategy	100%	31/12/2009						Reviewed Communication and Customer care Strategies	MM	
	Clean audit	<i>Obtain a clean audit by 2011</i>	Internal Audit & Audit Committee in place	% of risk assessment conducted	100%	30/06/2010							Risk Assessment Report	MM
				% of scheduled meetings of the Audit Committee sitting	100%	30/06/2010	25%	50%	75%	100%	AC minutes and Report	MM		
				% of scheduled meetings of the performance audit committee sitting	100%	30/06/2010	25%	50%	75%	100%	AC minutes and Report	MM		
	Reporting	<i>Improve reporting</i>	AFS have been submitted with no performance information as required. Both the annual and the oversight reports have been tabled way after the required deadlines.	2008/09 AFS submitted within regulated timeframes	100%	31/08/2009	100%						Approved AFS	MM
				Performance report submitted	100%	31/08/2009	100%						Approved Performance Report	MM
				2008/09 Annual Report approved by council	100%	31/12/2009			100%				Approved Annual Report	MM
				2008/09 Oversight Report	100%	31/12/2009							Approved Oversight Report	MM

CASH FLOW PROJECTONS

MONTHLY CASH FLOWS	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	July 2009 R'000	August 2009 R'000	September 2009 R'000	October 2009 R'000	November 2009 R'000	December 2009 R'000	January 2010 R'000	February 2010 R'000	March 2010 R'000	April 2010 R'000	May 2010 R'000	June 2010 R'000	Full Year 2010 R'000
<u>Cash Operating Revenue by Source</u>													
Property rates	150	425	700	110	110	109	109	109	110	110	110	111	2263
Property rates - penalties imposed and collection charges	0	0	0	0	0	0	0	0	0	0	0	0	0
Service charges - electricity	320	315	315	308	300	280	280	315	300	320	320	320	3693
Service charges - water	321	321	321	321	321	322	322	322	322	322	322	322	3859
Service charges - sanitation	276	276	276	276	276	276	276	276	277	277	277	277	3316
Service charges - refuse	20	20	21	21	21	21	21	21	21	21	21	21	250
Service charges - other	20	21	21	21	21	21	21	21	21	21	21	21	251
Regional Service Levies - turnover	0	0	0	0	0	0	0	0	0	0	0	0	0
Regional Service Levies - remuneration	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental of facilities and equipment	11	11	11	11	11	11	11	11	11	12	12	12	135
Interest earned - external investments	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest earned - outstanding debtors	0	0	0	0	0	0	0	0	0	0	0	0	0
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	10	10	10	10	10	10	10	10	10	10	10	10	120
Licenses and permits	0	0	0	0	0	0	0	0	0	0	0	0	0
Income for agency services	7	8	8	8	8	8	8	8	8	8	8	8	95
Grants - operating (incl. grants from other municipalities)	6183	735	0	0	3546	0	0	0	2660	0	0	0	13124
Grants - capital (incl. grants from other municipalities)	519	519	519	519	519	519	519	519	519	519	519	520	6229
Etc (list each source)													
Total	7837	2661	2202	1605	5143	1577	1577	1612	4259	1620	1620	1622	33335

SUMMARY OF REVENUE AND EXPENDITURE

BY VOTE	Appropriations			Funding			Surplus / (Deficit) R'000
	Capital R'000	Operating R'000	Total R'000	Own Source R'000	External R'000	Total R'000	
Executive & Council	46	1689	1735	0	1735	1735	0
Office of the Accounting Officer	40	1555	1595	0	1595	1595	0
BTO Office		2847	2847	2272	6512	8784	5937
Technical Services	6285	5528	11813	3795	6229	10024	-1789
Community Services	135	5287	5422	445	3531	3976	-1446
Water & Sanitation Services	875	6346	7221	0	7221	7221	0
Corporate Services	15	2687	2702	0	0	0	-2702
TOTAL	7396	25939	33335	6512	26823	33335	0