



SENQU MUNICIPALITY
PMS & SDBIP : 2011/2012
MUNICIPAL MANAGER'S OFFICE

Key: Snap assessment	
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	Under achieving on target. More work is needed
	On Hold /Target to be revised

SDBIP Monthly expenditure

Programme	Allocation/Balance	Funder	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
			July	August	September	October	November	December	Jan	Feb	March	Apr	May	June
OPERATIONAL														
Ward Committees	1 440,000													
Donations & Grants	300,000													
Entertainment	30,000													
Training	100,000													
Subsistence & Travelling - Mayor	300,000													
Refreshments	180,000													
Vehicle: Fuel & Oil	100,000													
License Fees	3,000													
Entertainment	50,000													
Training	100,000													
Professional Fees	350,000													
Subsistence & Travelling	250,000													
Travel & accommodation	250,000													
SUB TOTAL	2 450,000													

CAPITAL EXEP-EX REVENUE

Furniture&Office Equipm.	50,000													
TOTAL CAPITAL EXPENDITURE	50,000													

SDBIP Capital activities and MS scorecard

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Snap shot assessment
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																	
Objective: To ensure a responsive, accountable, effective and efficient local government system																	
		Monitoring that all agreements are signed	Signed agreements	Improved performance	Signed agreements	20-Jun-11	Signed agreements	20-Jun-11			

SIGNATURE:

OFFICE OF THE MUNICIPAL MANAGER

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Snap shot assessment	
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame				
PMS	PMS only implemented for S 57 Managers. PMS Framework adopted	Monitor implementation Ensure risk management inputs in S 57 scorecards	Quarterly reports submitted to the MM	Improved performance	Reports submitted	Quarterly	PMS Reports submitted	Quarterly	PMS Reports submitted	Quarterly	Reports submitted	Quarterly	Reports submitted	Quarterly	P.Bushula			
			Quarterly reports submitted to the MM	Decrease in exposure to risk	Reports submitted	Quarterly	Risk plan Reports submitted	Quarterly	Risk plan Reports submitted	Quarterly	Reports submitted	Quarterly	Reports submitted	Quarterly				Reports submitted
IGR	Mayor, MM attend DIMAFO, Munimec and PCF	DIMAFO Mayor, MM, Speaker meeting	Co-ordinated delivery	Improved service delivery	DIMAFO Meetings attended	Quarterly	DIMAFO Meetings attended	Quarterly	DIMAFO Meetings attended	Quarterly	DIMAFO Meetings attended	Quarterly	DIMAFO Meetings attended	Quarterly	M.Yawa			
			Alignment of political and administrative goals	Improved service delivery	MM, Mayor meetings	Quarterly	MM, Mayor meetings	Quarterly	MM, Mayor meetings	Quarterly	MM, Mayor meetings	Quarterly	MM, Mayor meetings	Quarterly				MM, Mayor meetings
Public participation	Developed public participation strategy	Ward committees Public participation strategy Presidential hotline	Functioning ward committees	Improved public participation	Ward committee meetings	Quarterly	Ward committee meetings	Quarterly	Ward committee meetings	Quarterly	Ward committee meetings	Quarterly	Ward committee meetings	Quarterly	CLO			
			Reviewed PPS	Improved governance	Adopted strategy	20-Dec-11	Public participation strategy reviewed	30-Sep-11	Public Participation strategy adopted	20-Dec-11	P.Bushula			
			Reports submitted		Reports submitted to Bhisho	Weekly	PH Reports submitted to Bhisho	Weekly	PH Reports submitted to Bhisho	Weekly	PH Reports submitted to Bhisho	Weekly	PH Reports submitted to Bhisho	Weekly	CLO			
Internal Audit	Annual audit action plan developed. Improved capacity of unit	Internal Audit staff Audit action plan Audit annual plan Audit committee	Improved audit capacity internally	Improved governance measures	Engage Chief Internal Auditor	30-Sep-11	Engage Chief Internal Auditor (CIA)	30-Sep-11	CIA	Depending on when CIA is engaged		
			Improved AG outcomes	Improved public confidence	Audit action plan completed	20-Dec-11	Audit action plan completed	20-Dec-11				
			Improved internal controls and systems	Improved governance	Presented to Audit com	30-Sep-11	Presented to Audit com	30-Sep-11				
			Additional members to conduct performance audits	Improved performance information	Audit committee review on performance reports	bi annually	Audit committee review on performance reports	20-Dec-11	Audit committee review on performance reports	20-Jun-12				
Policies	Existing policies require review	Delegation Framework, Rules of order, PAI manual, fraud prevention and corruption	Policies workshopped and adopted	Improved governance systems	Policies workshopped	Dec-11	Policies reviewed	30-Sep-11	Policies workshopped	Dec-11	P.Bushula			
Compliance Issues	A checklist of compliance deadlines has been established	Legislation	Compliance deadlines monitored	Improved governance	Compliance reports at management meetings	Monthly	Compliance reports at management meetings	Monthly	Compliance reports at management meetings	Monthly	Compliance reports at management meetings	Monthly	Compliance reports at management meetings	Monthly	P.Bushula			
Annual report	Annual report for 2009/10 have been adopted	Office of the MM's annual report for 2010/11	Office of the MM's Annual report	Productive, accountable & performance orientated organisation	Report submitted on time	1	Draft annual report	20-Jul-11	Annual report developed	1-Nov-11	P.Bushula			
			Facilitate the adoption of the institution's annual report		Organisation report adopted	30-Dec-11	Draft annual report	31-Aug-11	Annual report adopted	20-Dec-11	D-P.Agyemang			
Monthly, Quarterly & Annual reports	Staff are not currently submitting monthly, quarterly and annual reports	Report writing	Reports	Effective monitoring of progress	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	MMO staff			
IDP	The IDP for 2011/15 has been adopted by the outgoing Council	IDP process plan	Adopted reviewed IDP	Deepening of democracy	IDP process plan adopted	30-Aug-11	IDP process plan adopted	30-Aug-11	D-P.Agyemang			
					Draft IDP adopted	31-Mar-12	Draft IDP adopted	31-Mar-12	.	.				
					Final IDP adopted	3-May-12	Final IDP adopted	31-May-12	.	.				

SIGNATURE:

OFFICE OF THE MUNICIPAL MANAGER

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Snap shot assessment
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
Ward Committee and Councillor training	Ward committees have been trained	Training programme	Trained ward committees and Councillors	Improved governance	Training programme developed	30-Sep-11	Training programme developed	30-Sep-11	P.Bushula		
					Training register attendance lists	31-Mar-12			Training register attendance lists	Quarterly	Training register attendance lists	Quarterly	Training register attendance lists	31-Mar-12			
KPA: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT																WEIGHTING	
Objective: To ensure that the municipality has the most effective structure and human resources to deliver services																	
Capacity building	A WSP is being developed	Training needs identified Employee skills audit Training committee meetings	Proper WSDP developed and implemented	Effective and functioning organisation	Training adheres to WSP Employee skills audit	100% 100%	WSP is followed Completed Skills audit forms	Monthly 30-Sep-11	WSP is followed .	Monthly .	WSP is followed .	Monthly .	WSP is followed .	Monthly .	P.Bushula		
Organisational structure does not meet the organisational demands (MTAS)	An organogram has been developed but needs to be changed	To review the organogram	Organisational Structure is aligned to resources	A better and more efficiently run municipality	Reviewed organogram	1	S 57 Managers review organogram	30-Sep-11	Reviewed adopted organogram	20-Dec-11	M-A Theron		Council does not adopt structure
Management not enforcing policies and procedures (MTAS)	Managers are currently not enforcing policies and procedures of the municipality	Training of Managers	Adherence to policies and procedures	Increased productivity	% increase in disciplinary procedures for non compliance	25%	To train managers on policies and procedures	30-Sep-11	To train managers on policies and procedures	20-Dec-11	M-A Theron		
Annual & Oversight report	Annual and oversight report for 2009/10 have been adopted	AFS & Directors reports Service provider	Annual & oversight report	Productive, accountable & performance orientated organisation	Adopted annual & oversight report Engagement of service provider	1 1	Service provider engaged	30-Sep-11	Annual report developed	20-Dec-11	Annual report for 2010/11 sent for adoption Mayor tables annual report	31-Mar-12 31-Jan-12	Oversight report Report printed	31-May-12 31-May-12	D-P.Agyemang		Managers not meeting timeframes
Insufficient internal communication	Staff meetings are held irregularly	Staff meeting schedule	Regular staff meetings	Better staff morale and communication	Staff meeting minutes	monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	P.Bushula		
Strategic planning session	Strategic planning session was held in December 2010	Departmental operational budget Annual strategic	Ongoing verification of strategic plan and co-ordination thereof	Better interdepartmental co-operation	Strategic plan reports	1	Strategic session	30-Mar-12	Strategic plan report	15-Apr-12	D-P.Agyemang		Management does not co-operate
Employment equity	Employment equity targets are not adequately adhered to	Employment equity plan Training	Staff engaged according to targets	More representative workforce	% Increase employment in the under represented groups	15%	Equity training	Sep-11	Equity monitoring and engagements	Quarterly	Equity monitoring and engagements	Quarterly	Equity monitoring and engagements	Quarterly	M-A Theron		
KPA:SERVICE DELIVERY & INFRASTRUCTURE																WEIGHTING	
Objective: To ensure that cost effective, appropriate and efficient services are delivered																	
Ensure that service delivery targets are compliant with the needs of the community	Mayoral outreach programmes	Better informed community	Improved governance	Presidential hotline complaints	Presidential hotline complaints	Weekly	Presidential hotline complaints	Weekly	Presidential hotline complaints	Weekly	Presidential hotline complaints	Weekly	Presidential hotline complaints	Weekly	P.Bushula		
KPA: LOCAL ECONOMIC DEVELOPMENT																WEIGHTING	
Objective: To ensure that conditions are created which stimulate the growth of the local economy																	
HDI participation in LED	30% of tenders awarded to HDI's	Quarterly report SCM: Tenders and Bid Reports/service providers reports /SLA's /responsive tenders that meet SCM requirements	Compliance Report	% tenders awarded to HD's	40%	Tenders awarded	5%	Tenders awarded	25%	tenders awarded	10%				C. Venter		
SPU	SPU issues are not sufficiently integrated in Municipal programmes and projects	Mainstreaming of SPU issues into institutional programmes	Mainstreamed SPU issues	Improved governance	Reports submitted by S 57 Managers on SPU elements in their projects	Quarterly	Reports submitted by S 57 on SPU elements in their projects	Quarterly	Reports submitted by S 57 on SPU elements in their projects	Quarterly	Reports submitted by S 57 on SPU elements in their projects	Quarterly	Reports submitted by S 57 on SPU elements in their projects	Quarterly	S 57 Managers		
KPA: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT																WEIGHTING	
Objective: To ensure the financial viability of the municipality by the implementation of good financial management																	

SIGNATURE:

OFFICE OF THE MUNICIPAL MANAGER

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Snap shot assessment		
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame					
To ensure the alignment of the budget and planning processes (MTAS)	The budget and planning processes are currently not adequately aligned	Budget & IDP process plan	Aligned budget & planning processes	Greater efficiency and economy in the provision of services	Drafted IDP and budget process plan	Aug-11	IDP Budget process plan adopted	31-Aug-11	Budget amended	20-Dec-11	Draft budget adopted	31-Mar-12	Final budget adopted	31-May-12	C.Venter	S 57 delay with information			
		Sector department outputs		Adopted draft budget	Mar-12	Adopted final budget												May-12	
Sound financial management	Improve departmental adherence to scm policies and procedures Each manager must ensure that at least 80% of the Municipality's budget is spend on capital projects identified for the FY into the IDP	SCM policy	Decrease in deviation from SCM policies	Improved accountability	Decrease in deviations	90%	Quarterly deviation reports	quarterly	Quarterly deviation reports	quarterly	Quarterly deviation reports	Quarterly	Quarterly deviation reports	Quarterly	C.Venter	Limited co-operation from SM			
		SDBIP	Improved expenditure	Increased service delivery and sound financial management	Expenditure on capital projects	85%	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	MMO Staff				
Sound financial management	Improve departmental adherence to scm policies and procedures Each manager must ensure that at least 80% of the Municipality's budget is spend on capital projects identified for the FY into the IDP	SCM policy	Decrease in deviation from SCM policies	Improved accountability	Decrease in deviations	90%	Quarterly deviation reports	quarterly	Quarterly deviation reports	quarterly	Quarterly deviation reports	Quarterly	Quarterly deviation reports	Quarterly	M-A Theron	Limited co-operation from SM			
		SDBIP	Improved expenditure	Increased service delivery and sound financial management	Expenditure on capital projects	85%	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	M-A Theron				
Interest register				No findings in AG Cipro search															
Bid committees	Delays occur in the bid processes delaying the appointment of contactors	Bid documents	Timeously engaged service providers	Improved service delivery	% decrease in bids awarded 90 days after bid advertisement has appeared	80%	Bid committees sit	As per schedule	Bid committees sit	As per schedule	Bid committees sit	As per schedule	Bid committees sit	As per schedule	C.R.Venter				
		Bid committees																	
KPA: SPATIAL RATIONALE & ANALYSIS															WEIGHTING				
Objective: To ensure that land is developed in accordance with the SDF and planning administration																			
Traditional authorities	The town boundaries especially in the former homeland areas are increasing beyond the freehold title area into communal tenure areas controlled by traditional authorities. As a result there is much tension over land and land invasions are common		Agreement on land usage and administration	Co-ordinated service delivery	workshop on land with traditional authority	30-Mar-12	-	-	-	-	-	-	-	-	M.Yawa				
		Workshop																workshop on land with traditional authority	30-Mar-12
		Legislation																Signed agreement with House of traditional leaders	30-Jun-12

SIGNATURE:



PMS & SDBIP : 2011/2012
CORPORATE & SUPPORT SERVICES DEPARTMENT

Key: Snap assessment	
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	Under achieving on target. More work is needed
	On Hold /Target to be revised

SDBIP Monthly Expenditure

Programme	Allocation/Balance	First Quarter				Second Quarter			Third Quarter			Fourth Quarter		
		July	August	September	October	November	December	Jan	Feb	March	Apr	May	June	
OPERATIONAL														
Youth Cleaning	R 11,000.00	R 0.00	R 0.00	R 11,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Admin charges	R 1,430.00	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17
Advertisements	R 132,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00	R 11,000.00
Books, magazines & Publicity	R 6,050.00	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17	R 504.17
Security Services	R 210,000.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00	R 17,500.00
Printing & stationery	R 154,000.00	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33
Rent: office equipment	R 990,000.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00	R 8,250.00
License Fees	R 11,000.00	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67
Consumables	R 25,300.00	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33	R 2,108.33
Training	R 121,000.00	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33	R 10,083.33
Postage	R 22,500.00	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67
Professional fees	R 110,000.00	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67
Subsistence & Travelling	R 198,000.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00
Legal costs	R 286,000.00	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33	R 23,833.33
Travel & Accommodation	R 44,000.00	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67
Sanitation Fees	R 22,000.00	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33
Cleaning materials	R 27,500.00	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67
Telephone charges	R 363,000.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00	R 30,250.00
Uniforms and protective cloth	R 14,300.00	R 0.00	R 0.00	R 14,300.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Insurance: External	R 32,527.00	R 0.00	R 32,527.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Vehicle: fuel & oil	R 36,300.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00
Refuse removal	R 14,300.00	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67
Water Purchases	R 49,500.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00	R 4,125.00
Electricity purchases	R 242,000.00	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67
Depreciation	R 419,974.00	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83	R 34,997.83
TOTAL GENERAL EXPEN	R 2,633,811.00	R 216,654.50	R 249,181.50	R 229,084.50	R 216,654.50	R 216,654.50	R 216,654.50	R 216,654.50	R 216,654.50	R 216,654.50	R 216,654.50	R 216,654.50	R 216,654.50	R 216,654.50
REPAIRS & MAINTENANCE														
Service contracts	R 48,400.00	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33	R 4,033.33
Buildings	R 154,000.00	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33	R 12,833.33
Tools & equipment	R 16,500.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00
Furniture, office equipment	R 5,500.00	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33
Vehicles & implements	R 7,260.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00
TOTAL REPAIRS & MAINT	R 231,660.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00	R 19,305.00
CAPITAL EXPEN EX REVENUE														
Furniture & Office equipment	R 150,000.00	R 0.00	R 0.00	R 150,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Fleet bay	R 700,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 700,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
TOTAL CAPITAL EXPEND	R 850,000.00	R 0.00	R 0.00	R 150,000.00	R 0.00	R 700,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00

SDBIP Capital activities and PMS Scorecard

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Key snap assessment
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																	
WEIGHTING																	
Objective: To ensure a responsive, accountable, effective and efficient local government system																	
PMS	PMS only implemented for S 57 Managers. PMS	Performance agreement for middle management	Improved accountability	Responsive and accountable local government	Quarterly reports on performance	2 weeks into new C	Quarterly report	14-Oct-11	Quarterly report	20-Dec-11	Quarterly report	13-Jan-12	Quarterly report	15-Jun-12	T.Mokoka, A.Matsolo, Z.Didiza and S.Mbalo	Managers not meeting timeframes	

CORPORATE SUPPORT SERVICES 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Key snap assessment
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
	Framework adopted	S 57 monitoring of middle management compliance	Improved accountability	Responsive and accountable local government	Assessment of staff based on quarterly reports	Quarterly	-	-	Assessment	20-Oct-11	Assessment	20-Jan-12	Annual performance report	20-Jun-12	M.A.Theron		
Corporate & Support Services Annual report	Annual report for 2009/10 have been adopted	Corporate service annual report for 2010/11	Annual report	Productive, accountable & performance orientated organisation	Report submitted on time	1	-	-	Annual report developed	1-Nov-11	-	-	-	-	M.A.Theron		
Monthly, Quarterly & Annual reports	Staff are not currently submitting monthly, quarterly and annual reports	Report writing	Reports	Effective monitoring of progress	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Corporate service Staff		
Limited Contract management	Contract milestones are not being adhered to and the database is not current	All signed contracts registered with Corporate Services	Updated contract database	Enforcement of milestones and contract termination dates	% decrease in contract continuing beyond termination date	80%	Contract database update	Quarterly	Contract database update	Quarterly	Contract database update	Quarterly	Contract database update	Quarterly	A Matsolo		
Limited document management system	Staff do not adhere to a standard filing plan and documentation is lost	Staff training to implement a standard filing plan	Implemented standard filing plan	Improved document management	Staff training	Annually	Staff training	30-Sep-11	-	-	-	-	Audit outcome report	30-Jun-11	A.Matsolo		
					% decrease in audit queries on inadequate documentation	20%									M.A.Theron		
Leave and attendance monitoring	Staff leave and attendance is not adequately monitored	Attendance registers signed off on a weekly basis	Signed attendance registers	Improved staff attendance	% decrease in late coming	80%	Attendance registers signed off	Weekly	Attendance registers signed off	Weekly	Attendance registers signed off	Weekly	Attendance registers signed off	Weekly	T.Mokoka		
		Leave registers monitored	Signed leave registers	Decline in illegal leave	% decrease in illegal leave	90%	Leave registers verified	Monthly	Leave registers verified	Monthly	Leave registers verified	Monthly	Leave registers verified	Monthly			
IDP	The IDP for 2011/16 has been developed and adopted	Department input	Revised IDP 2012/13	Accountable local government	Adherence to IDP process plan deadlines	100%	Adherence to IDP process plan	As per schedule	Adherence to IDP process plan	As per schedule	Adherence to IDP process plan	As per schedule	Adherence to IDP process plan	As per schedule	M.A.Theron		
KPA: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT															WEIGHTING		
Objective: To ensure that the municipality has the most effective structure and human resources to deliver services																	
Capacity building	A WSP is being developed	Training needs identified Employee skills audit Training committee meetings	Proper WSDP developed and implemented	Effective and functioning organisation	Training adheres to WSP	100%	WSP is followed	Monthly	WSP is followed	Monthly	WSP is followed	Monthly	WSP is followed	Monthly	S.Mbalo		
					Employee skills audit	100%	Completed Skills audit forms	30-Sep-11	-	-	-	-	-	-	S.Mbalo		
Organisational structure does not meet the organisational demands (MTAS)	An organogram has been developed but needs to be changed	To review the organogram	Organisational Structure is aligned to resources	A better and more efficiently run municipality	Reviewed organogram	1	S 57 Managers review organogram	30-Sep-11	Reviewed adopted organogram	20-Dec-11	-	-	-	-	M-A.Theron		Council does not adopt structure
Management not enforcing policies and procedures (MTAS)	Managers are currently not enforcing policies and procedures of the municipality	Training of Managers	Adherence to policies and procedures	Increased productivity	% increase in disciplinary procedures for non compliance	25%	To train managers on policies and procedures	30-Sep-11	To train managers on policies and procedures	20-Dec-11	-	-	-	-	M-A.Theron		
Anti - corruption procedures (MTAS)	Staff have received some training on the code of conduct and policies	Induction programme	Decrease in corruption	Open and transparent municipality	% decrease in corruption cases	20%	Induction programme	Ongoing	Induction programme	Ongoing	Induction programme	Ongoing	Induction programme	Ongoing	M-A.Theron		

CORPORATE SUPPORT SERVICES 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Key snap assessment
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
HR Strategy	Staff are not adequately informed about the HR strategy	Induction programme	Trained Cllrs and staff on the HR strategy	More effectively functioning HR	Workshop all employees and council on the HR strategy	100%			Training	Dec-11					T.Mokoka		
Induction training	Not all staff have gone through an induction programme	Induction programme	Trained Cllrs and staff on policies and by laws	Decrease in corruption	All staff are trained on all council policies and procedures	100% of existing staff	Training	Ongoing	Training	Ongoing	Training	Ongoing	Training	Ongoing	T.Mokoka		
Telephone management	The telephone policy has not been effectively implemented	Training Monitoring	Decrease in telephone abuse and cost	Better utilisation of resources	% Decrease in telephone abuse and cost	25%	Training & monitoring	Monthly	Monitoring	Monthly	Monitoring	Monthly	Monitoring	Monthly	A.Matsolo		
Labour relations	Official labour relations structures have not been operating efficiently	LLF Meeting schedule	Issues resolved in meetings	Positive relationship between employer and employee leading to greater staff morale	LLF meeting schedule and minutes		LLF Meeting	30-Sep-11	LLF Meeting	20-Dec-11	LLF Meeting	30-Mar-12	LLF Meeting	30-Jun-12	Zona		
Occupational health & safety	OHS is not adequately implemented in the municipality	Meeting schedule	Meetings	Greater health & safety in the workplace	OHS meetings to sit as scheduled		OHS Meeting	30-Sep-11	OHS Meeting	20-Dec-11	OHS Meeting	30-Mar-12	OHS Meeting	30-Jun-12	Zona		
		Training	Trained OHS Reps		Training of OHS reps and first aiders and incident officers	100%			Training certificates				Training of OHS reps and first aiders and incident officers	Jun-12			
		Policy review	Adopted policy		Review and adoption of policy on OHS	1			Review and adoption of policy on OHS	20-Dec-11							
Employment equity	Employment equity targets are not adequately adhered to	Employment equity plan Training	Staff engaged according to targets	More representative workforce	% Increase employment in the underrepresented groups	15%	Equity training	Sep-11	Equity monitoring and engagements	Quarterly	Equity monitoring and engagements	Quarterly	Equity monitoring and engagements	Quarterly	S.Mbalo		
Insufficient internal communication	Staff meetings are held irregularly	Staff meeting schedule	Regular staff meetings	Better staff morale and communication	Staff meeting minutes	monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	M-A Theron		
KPA: SERVICE DELIVERY & INFRASTRUCTURE																WEIGHTING	
Objective: To ensure that cost effective, appropriate and efficient services are delivered																	
Recruitment and selection	The recruitment and selection policy has been reviewed	Recruitment & selection policy	Best staff engaged for the task	Improved service delivery	% adherence to recruitment & selection policy	100%	recruitment and selection	Ongoing	recruitment and selection	Ongoing	recruitment and selection	Ongoing	recruitment and selection	Ongoing	T.Mokoka		
		HR Officer Scarce skills policy	Scarce skilled individuals engaged		% adherence to scarce skills policy	100%											
Fleet Bay	70000		21504106	Internal	Advertise	Evaluation	Completed Fleet Bay	1		Advert	21days						
										Tender							
										Evaluation	1 day						
										Adjudication	1 day						
										Construction	3months						
KPA: LOCAL ECONOMIC DEVELOPMENT																WEIGHTING	
Objective: To ensure that conditions are created which stimulate the growth of the local economy																	
In service training	No in service training programme and policy exist s well as an internship and mentorship programme	Policy and programme development	Internship programme and policy	A community with greater skills	Areas identified where interns can be utilised and budget accordingly	28-Feb-12					Identified Areas for interns				T.Makoo		
			In service training programme & policy		Develop an internship programme and policy in conjunction with a mentorship programme	28-Feb-12					Adopted and implemented internship policy	28-Feb-12					
					To develop an in service training programme and policy for students	Dec-11					In service training Policy developed and adopted	Dec-11					
KPA: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT																WEIGHTING	
Objective: To ensure the financial viability of the municipality by the implementation of good financial management																	

CORPORATE SUPPORT SERVICES 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Key snap assessment
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
Sound financial management	Improve departmental adherence to scm policies and procedures							quarterly		quarterly		Quarterly		Quarterly	M.A. Theron		
		SCM policy	Decrease in deviation from SCM policies	Improved accountability	Decrease in deviations	90%	Quarterly deviation reports		Quarterly deviation reports		Quarterly deviation reports		Quarterly deviation reports		Quarterly deviation reports		Limited co-operation from SM
	Each manager must ensure that at least 80% of the Municipality's budget is spend on capital projects identified for the FY in the JDP	SDBIP	Improved expenditure	Increased service delivery and sound financial management	Expenditure on capital projects	85%	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	M.A. Theron		
KPA: SPATIAL RATIONALE & ANALYSIS																	
Objective: To ensure that land is developed in accordance with the SDF and planning administration																	
Land administration and spatial development	The municipal land register is not up to date. Land belonging to Senqu is in the name of the Ukhahlamba District Municipality	Land register of municipal land			Municipal land register	30-Mar-12	-	-	-	-	-	-	Municipal land register	30-Mar-12	M.A. Theron		
		title deed search	Updated register of municipal land	Effective utilisation of municipal property	Title deeds of municipal land % of land transferred to the name of Senqu	Ongoing	25%	Title deeds of municipal land	Ongoing	Title deeds of municipal land	Ongoing	Title deeds of municipal land	Ongoing	Title deeds of municipal land		Ongoing	Transfer of land to the name of Senqu
CMC 1: Financial Management																	
Creates an environment of effective, accountable and viable financial management		SDBIP	Monthly printouts rec	good financial management	Maintains effective use of financial resources by remaining within budget	100% (5% variance)	25% Reporting and analysis		50% Reporting and analysis		75% Reporting and analysis		75% Reporting and analysis		Corporate Services Manager/ CFO		
	financial management	SCM policy	Tender specifications ToR and submission to Bid or to Informal tender board	Service delivery	Complies with all prescriptions of SCM Policy re: procurement (tenders issued within CSD)	100%	25% Procurement Reports/SP/project progress		55% Procurement Reports/SP/project progress		75% Procurement Reports/SP/project progress		100% Procurement Reports/SP/project progress		Corporate Services Manager/ CFO		
CMC 2: People Management and Empowerment																	
Effective management of People, and encouragement to optimize goals	Available statistics		LLF Reports, Grievances, CCMA cases and reports Conditions of Service & Updates		Applies labour and employment regulations consistently. Provisions of LR Statistics Staff workshopped on LR (collective agreement) and service conditions updates	100%	Provisions of LR Statistics Staff workshopped on LR (collective agreement) and service conditions updates		Provisions of LR Statistics Staff workshopped on LR (collective agreement) and service conditions updates		Provisions of LR Statistics Staff workshopped on LR (collective agreement) and service conditions updates		Provisions of LR Statistics Staff workshopped on LR (collective agreement) and service conditions updates		Corporate Services Manager		
	WSP Training Plan and Training Implemented/Implementation reports	LLF not well applied	Annual Training Plan Departmental Training statistics and training	Improved labour relations	Annual training plan for Corporate Services developed and applied annually/Management of Implementation of WSP	100%	WSP Training Plan and Training Implemented/Implementation reports		WSP Training Plan and Training Implemented/Implementation reports		WSP Training Plan and Training Implemented/Implementation reports		WSP Training Plan and Training Implemented/Implementation reports		Corporate Services Manager		
		WSP not adhered to		Capacitated staff													
CMC 3: Client orientation and Customer Focus																	
Services delivered effectively and efficiently in the spirit of Batho Pele	Disciplinary procedures not enforced	Disciplinary procedures	Monthly statistics and reports re: Disciplinary enquiries and Grievances Number of successful appeals	Effective governance	Provision of assistance and support to Line management / staff in application of discipline	90%	25% Quarterly reporting		50% Quarterly reporting		75% Quarterly reporting		100% Quarterly reporting		Corporate Services Manager		

CORPORATE SUPPORT SERVICES 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	Key snap assessment
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
	Telephone system not effectively implemented	telephone system	Complaints register Less than 5% downtime on system that is within control/Telephone management	effective telephone system	Telephone management system effectively applied	95%	Monthly reports		Monthly reports		Monthly reports		Monthly reports		Corporate Services Manager/SP		



PMS & SDBIP : 2011/2012

COMMUNITY SERVICES DEPARTMENT

Key: Snap assessment	
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	Under achieving on target. More work is needed
	On Hold /Target to be revised

SDBIP Monthly expenditure														
Programme	Allocation/Balance	Funder	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
			July	August	September	October	November	December	Jan	Feb	March	Apr	May	June
CAPITAL														
Furniture & Office Equipment	R 100,000.00		R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33
Buildings	R 2,200.00		R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33
Furniture & Office Equipment (Libraries)	R 5,500.00		R 500.00	R 500.00	R 500.00	R 500.00	R 500.00	R 500.00	R 500.00	R 500.00	R 500.00	R 500.00	R 500.00	R 500.00
Tools & Equipment (com halls)	R 100,000.00		R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33	R 8,333.33
Cemeteries phase II	R 3,000,000.00	MIG	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00	R 250,000.00
Sports facilities Barkly East	R 1,476,864.00	MIG	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00	R 123,072.00
Khuzi Naledi sport field lighting	R 2,485,041.00		R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75	R 207,086.75
Vehicles, plant & equipment (VM)	R 1,300,000.00		R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33	R 108,333.33
Solid waste site Herschel	R 1,392,313.00	MIG	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.08	R 116,026.12
Sterkspruit solid waste centre	R 2,303,585.41	MIG	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.41	R 191,965.49
TOTAL	R 12,165,503.00		R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90	R 1,013,791.90
OPERATIONAL														
Free basic services (waste)	R 3,183,470.00		R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17	R 265,289.17
Admin charges finance	R 1,430.00		R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17	R 119.17
Advertisements	R 3,080.00		R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.63
Advertisements (public safety)	R 27,500.00		R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.63
Animal control (public safety)	R 2,200.00		R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.37
Books, magazine & publications (library)	R 396.00		R 33.00	R 33.00	R 33.00	R 33.00	R 33.00	R 33.00	R 33.00	R 33.00	R 33.00	R 33.00	R 33.00	R 33.00
Security Services	R 1,650.00		R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50
Security Services (Libraries)	R 2,200.00		R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.37
tools & accessories (cemeteries)	R 3,300.00		R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00
tools & accessories (waste)	R 8,360.00		R 696.66	R 696.66	R 696.66	R 696.66	R 696.66	R 696.66	R 696.66	R 696.66	R 696.66	R 696.66	R 696.66	R 696.70
Pauper burials (cemeteries)	R 3,520.00		R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.37
Printing & Stationery (Libraries)	R 4,400.00		R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.74
License Fees (waste)	R 19,030.00		R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.83	R 1,585.87
Rent Office (Libraries)	R 83,050.00		R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.83	R 6,920.87
Rent Office (water)														
Training	R 35,200.00		R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.33	R 2,933.37
Training (Libraries)	R 5,500.00		R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.37
Training (waste)	R 11,000.00		R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.74
Audit fees (waste)	R 151,075.00		R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.58	R 12,589.62
Consumables (Libraries)	R 3,300.00		R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00
Subsistence & Travelling	R 110,000.00		R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.63
Subsistence & Travelling (Libraries)	R 6,204.00		R 517.00	R 517.00	R 517.00	R 517.00	R 517.00	R 517.00	R 517.00	R 517.00	R 517.00	R 517.00	R 517.00	R 517.00
Subsistence & travelling (waste)	R 44,000.00		R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.66	R 3,666.74
Travel & accommodation	R 6,000.00		R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00
Travel & Accommodation (Libraries)	R 880.00		R 73.33	R 73.33	R 73.33	R 73.33	R 73.33	R 73.33	R 73.33	R 73.33	R 73.33	R 73.33	R 73.33	R 73.37
Travel & Accommodation (waste)	R 11,000.00		R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.74
Sanitation Fees	R 2,420.00		R 201.66	R 201.66	R 201.66	R 201.66	R 201.66	R 201.66	R 201.66	R 201.66	R 201.66	R 201.66	R 201.66	R 201.74
Sanitation Fees (Libraries)	R 4,400.00		R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.74
Cleaning materials (Libraries)	R 4,400.00		R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.74
Cleaning materials (waste)	R 3,850.00		R 320.83	R 320.83	R 320.83	R 320.83	R 320.83	R 320.83	R 320.83	R 320.83	R 320.83	R 320.83	R 320.83	R 320.87
Telephone charges	R 9,900.00		R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00
Telephone charges (Libraries)	R 4,400.00		R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.74
Uniforms & protective clothing (waste)	R 36,300.00		R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00	R 3,025.00
Insurance External	R 5,616.00		R 468.00	R 468.00	R 468.00	R 468.00	R 468.00	R 468.00	R 468.00	R 468.00	R 468.00	R 468.00	R 468.00	R 468.00
Insurance external (Libraries)	R 20,480.00		R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.67	R 1,706.63
Insurance external (Sport & rec)	R 4,219.00		R 351.58	R 351.58	R 351.58	R 351.58	R 351.58	R 351.58	R 351.58	R 351.58	R 351.58	R 351.58	R 351.58	R 351.62

COMMUNITY SERVICES 2011/12

Insurance external (waste)	R 20,488.00	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33	R 1,707.33
Vehicle: fuel & oil (Sport & rec)	R 2,200.00	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33
Vehicle: fuel & oil (waste)	R 242,000.00	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67	R 20,166.67
Refuse removal	R 6,380.00	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67	R 531.67
Refuse removal (Libraries)	R 9,900.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00
Refuse removal (Cemeteries)	R 60,500.00	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67	R 5,041.67
Refuse sanitation	R 4,400.00	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66	R 366.66
Refuse bags	R 2,200.00	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33
Water purchases	R 5,170.00	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83	R 430.83
Water purchases (Libraries)	R 2,200.00	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33
Electricity purchases	R 18,920.00	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67	R 1,576.67
Electricity purchases (Libraries)	R 95,700.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00	R 7,975.00
Depreciation	R 156,585.00	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75	R 13,048.75
Depreciation (Libraries)	R 2,639.00	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92	R 219.92
depreciation (Cemeteries)	R 121,282.00	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83	R 10,106.83
depreciation (Sport & rec)	R 180,017.00	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42	R 15,001.42
depreciation (waste)	R 270,915.00	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25	R 22,576.25
bad debt (finance)	R 47,500.00	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33	R 3,958.33
Bad debt (waste)	R 1,364,335.00	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58	R 113,694.58
TOTAL GENERAL EXPENDITURE	R 1,345,273.00	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80	R 1,121,960.80
REPAIRS & MAINTENANCE														
Buildings(finance)	R 7,150.00	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83	R 595.83
Buildings (Libraries)	R 2,200.00	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33
Buildings (Com Halls) khwezi Naledi	R 500,000.00	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67	R 41,666.67
Buildings (sport & rec)	R 6,930.00	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50	R 577.50
Tools & equipment	R 4,180.00	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33	R 348.33
Tools & equipment (Com Halls)	R 11,000.00	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66	R 916.66
Tools & equipment (public safety)	R 1,540.00	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33	R 128.33
Tools & equipment (sport & rec)	R 7,040.00	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67	R 586.67
Vehicles & implements (Com Halls)	R 38,500.00	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33	R 3,208.33
Furniture, Office & Equipment	R 5,500.00	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33	R 458.33
Cemeteries	R 3,080.00	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67	R 256.67
Fencing	R 24,200.00	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67
Fencing (Cemeteries)	R 5,720.00	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67	R 476.67
Fencing (sport & rec)	R 26,400.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00
Sport field	R 110,000.00	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67
Water reticulation	R 3,520.00	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33
TOTAL REPAIRS & MAINTENANCE	R 756,960.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00	R 63,080.00

SDBIP & PMS SCORECARD																
Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																
Objective: To ensure a responsive, accountable, effective and efficient local government system																
PMS	PMS only implemented for S 57 Managers. PMS Framework adopted	Performance agreement for middle management	Improved accountability	Responsive and accountable local government	Quarterly reports on performance	2 weeks into new Quarter	Quarterly report	Near end of quarter	Quarterly report	15-Oct-11	Quarterly report	15-Jan-12	Quarterly report	15-Jun-12	U.Sobodala	Managers not meeting timeframes
		S 57 monitoring of middle management compliance	Improved accountability	Responsive and accountable local government	Assessment of staff based on quarterly reports	Quarterly	*	*	Assessment	20-Oct-11	Assessment	20-Jan-12	Annual performance report	20-Jun-12	L.Gologolo	
Community Services Annual reports	Annual report for 2009/10 have been adopted	Community Services annual report for 2010/11	Annual report	Productive, accountable & performance orientated organisation	Report submitted on time	1	Annual report developed	30-Jul-11			*	*	*	*	L.Gologolo	Finance not submitting year end reports timeously
Monthly, Quarterly reports	Staff are submitting monthly reports	Report writing	Reports	Effective monitoring of progress	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Community Services staff	

COMMUNITY SERVICES 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
Limited Contract management	Not all of Community services contract are archived with Corporate Services	Signed contracts to be archived with Corporate Services	Contract archive at Corporate Services	Better contract management and responsible government	Community services contracts with Corporate Services	100%	Copies of all signed contracts registered with Corporate services	30-Sep-11	*	*	*	*	*	*	L.Gologolo	
Inadequate enforcement of environmental and hygiene bylaws (MTAS)	Peace officers are being trained to enforce bylaws. By laws need to be revised to include punitive measures	Peace Officers	Environment protected	Healthy and sustainable usage of environmental resources	By laws input for revision given to CS	20-Dec-11	Peace Officers trained	Sep-11			*	*	*	*	L.Gologolo	Corporate delaying in the promulgation of by laws
		Revised bylaws			Peace Officers trained	30-Sep-11	30-Sep-11	By laws input given to CSr								
IDP	The IDP for 2011/16 has been developed and adopted	Department input	Revised IDP 2012/13	Accountable local government	Adherence to IDP process plan deadlines	100%	Adherence to IDP process plan	As per schedule	Adherence to IDP process plan	As per schedule	Adherence to IDP process plan	As per schedule	Adherence to IDP process plan	As per schedule	L.Gologolo	
KPA: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT															WEIGHTING	
Objective: To ensure that the municipality has the most effective structure and human resources to deliver services																
Capacity building	A WSP is being developed	Departmental training needs identified	Capacitated staff	Higher productivity	WSP training compliance	100%	Identify departmental training needs in line with IDP objectives	30-Jul-11	facilitate in the training committee	Quarterly	facilitate in the training committee	Quarterly	facilitate in the training committee	Quarterly	L.Gologolo	CS does not conduct training
Organisational structure does not meet the organisational demands (MTAS)	An organogram has been developed but needs to be changed	Organise staff meeting to discuss Community services organogram	Agreed departmental organogram	Improved staff morale	Agreed upon Community services organogram	1	To review the Community Services organogram	30-Jul-11	*	*	*	*	*	*	L.Gologolo	Council does not adopt structure
Insufficient internal communication	Staff meetings are held irregularly	Staff meeting schedule	Regular staff meetings	Better staff morale and communication	Staff meeting minutes	monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	L.Gologolo	
KPA:SERVICE DELIVERY & INFRASTRUCTURE															WEIGHTING	
Objective: To ensure that cost effective, appropriate and efficient services are delivered																
Increase public awareness to increase participation in recycling initiatives	Public are not aware of the importance and how to recycle	Awareness campaigns	Greater participation in recycling initiatives	Increased awareness of recycling	Awareness campaigns reports	12	Awareness campaigns	monthly	Awareness campaigns	monthly	Awareness campaigns	monthly	Awareness campaigns	monthly	U.Sobadula	Insufficient budget
To minimise illegal dumping by individuals and businesses	Large amounts of illegal dumping occurs around rubbish bins in Sterkspruit by business owners. Open spaces in other urban areas are also constantly being illegally utilised for dumping	Installation of signage	Peace Officers to enforce by laws	Clean and healthy living environment	% decrease in illegal dumping incidents taken from EHP weekly reports	50%	Installation of signage	30-Aug-11	Installation of signage	30-Aug-11	*	*	*	*	U.Sobadula	Businesses ignoring legislation
		% of businesses with waste storage facilities					30	Inspections of businesses for waste storage facilities	Bi-monthly	Inspections of businesses for waste storage facilities	Bi-monthly	Inspections of businesses for waste storage facilities	Bi-monthly			
	Cemeteries are kept maintained	Staff			Maintenance of cemeteries in Lady Grey, Sterkspruit, Barkly East and Rhodes	Monthly	Maintenance		Maintenance		Maintenance		Maintenance			

COMMUNITY SERVICES 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
Cemeteries	In urban areas. Cemetry records are not kept electronically	Municipal operational budget	Well maintained cemeteries	Conservation of heritage	Electronic cemetry register	Jun-12		Monthly		Monthly		Monthly		Monthly	L.Gologolo	Cemetry register might not be captured due to the non avilability of resources
		Data capturing of existing and current records	Electronic cemetry records				Cemetry register captured	Monthly	Cemetry register captured	Monthly	Cemetry register captured	Monthly				
Community Halls	Community Halls need upgrading	Municipal budget	Upgraded Khwezi Naledi hall	Available facilities to encourage community building	Upgrading of Khwezi Naledi community hall	Jun-12									L.Gologolo	
		Service provider					Service providers engaged	30-Sep-11	Work on hall	Monthly	Work on hall	Monthly	Work completed	30-Jun-12		
Insufficient maintenance of existing sporting facilities(MTAS)	Insufficient maintenance of existing sporting facilities	Sport stadium lights funding for Khwezi Naledi	Khwezi Naledi lights upgrade	Improved sporting facilities	Sport stadium lights for Khwezi Naledi	30-Jun-12	Service provider engaged	Monthly	Service provider engaged	20-Dec-11	Work commences	Monthly	Work completed	30-Jun-12	L.Gologolo	
refuse collection,	Provide urban areas in LG, BE, Rhodes and Sterkspruit. Insufficient vehicles and staff. Private recycling project only in Sterkspruit and LG which don't operate	Vehicles, support staff, operational budget and budget for 1 tiptruck and a TLB	Refuse collection in Sterkspruit, LG & BE	Clean and healthy living environment	% of households with access to basic level of waste collection per urban area	70	Buy tiptruck and TLB	30-Sep-11	Collect waste	Collect waste	Collect waste	Collect waste	Collect waste	Collect waste	U.Sobodula	Vehicle breakdowns. Impassable access roads. Staff shortages due to illness and leave
							Collect waste	Weekly								
KPA: LOCAL ECONOMIC DEVELOPMENT																
Objective: To ensure that conditions are created which stimulate the growth of the local economy																
EPWP																
KPA: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT																
Objective: To ensure the financial viability of the municipality by the implementation of good financial management																
Sound financial management	Improve departmental adherence to scm policies and procedures	SCM policy	Decrease in deviation from SCM policies	Improved accountability	Decrease in deviations	90%	Quarterly deviation reports	quarterly	Quarterly deviation reports	quarterly	Quarterly deviation reports	Quarterly	Quarterly deviation reports	Quarterly	L.Gologolo	Limited co-operation from SM
	Each manager must ensure that at least 80% of the Municipality's budget is spend on capital projects identified for the FY ito the IDP	SDBIP	Improved expenditure	Increased service delivery and sound financial management	Expenditure on capital projects	85%	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	L.Gologolo	
KPA: SPATIAL RATIONALE & ANALYSIS																
Objective: To ensure that land is developed in accordance with the SDF and planning administration																
Land administration and spatial development	Commonage management	Stock ratio rates	Monitoring of stock and paying for them	Sustainable commonage usage	Supervisor reports on adherence to stock ratios	Monthly	Supervisor reports on adherence to stock ratios	Monthly	Supervisor reports on adherence to stock ratios	Monthly	Supervisor reports on adherence to stock ratios	Monthly	Supervisor reports on adherence to stock ratios	Monthly	Supervisors	Limited political will
CMC 1: Financial Management																
Budgeting & financial management	Annually completed	input ito budget			Approved Budget and Draft (CSSD Input)	100%					50% Draft Budget		100% Approved Budget		L.Gologolo	

COMMUNITY SERVICES 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
	Monthly Print-outs and Exception reports	Report on SBP expenditure			Budget Print outs/expenditure reports	100% (variance 5%)	25% Reporting and analysis		50% Reporting and analysis		75% Reporting and analysis		100% Reporting and analysis			

CMC 2: People Management and Empowerment															WEIGHTING	
Effective management and empowerment of staff	Training	Capacitated staff		Quarterly Reports, Training statistics and Attendance Registers	Staff within Community Services attend training as per Annual Training Plan	80%	Quarterly Report	training needs	Quarterly Report	no training done	Quarterly Report	tanning attended as per the SDF report	Quarterly Report		L. Gologolo	

CMC 3: Client orientation and Customer Focus															WEIGHTING	
Services delivered effectively and efficiently in spirit of Batho Pele	Social cluster meetings	Attendance of meetings	Information sharing	Regular attendance of Social Cluster meetings as scheduled	Regular attendance of Social Cluster meetings as scheduled	100%	25% Quarterly Reports	no cluster meetings held	50% Quarterly Reports	no cluster meetings held	75% Quarterly Reports	attended social cluster meeting in February	100% Quarterly Reports		L. Gologolo	



PMS & SDBIP : 2011/2012

FINANCE DEPARTMENT

Key: Snap assessment	
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	Under achieving on target. More work is needed
	On Hold /Target to be revised

SDBIP MONTHLY EXPENDITURE														
Programme	Allocation/Balance	First Quarter				Second Quarter			Third Quarter			Fourth Quarter		
		July	August	September	October	November	December	Jan	Feb	March	Apr	May	June	
OPERATIONAL														
MFMA Implementation	R 1,450,000.00	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33
Asset register	R 490,000.00				490,000.00									
Valuation roll	R 165,000.00					165,000.00								
TOTAL	R 2,105,000.00	120,833.33	120,833.33	610,833.33	120,833.33	295,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33	120,833.33
OPERATIONAL														
Advertisements	1,100.00	91.67	91.67	91.67	91.67	91.67	91.67	91.67	91.67	91.67	91.67	91.67	91.67	91.67
Security Services	24,200.00	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67
Printing & stationery	24,200.00	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67	2,016.67
License Fees	3,520.00	293.33	293.33	293.33	293.33	293.33	293.33	293.33	293.33	293.33	293.33	293.33	293.33	293.33
Consumables	4,840.00	403.33	403.33	403.33	403.33	403.33	403.33	403.33	403.33	403.33	403.33	403.33	403.33	403.33
Training	44,000.00	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67
Professional services	66,000.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00
Subsistence & Travelling	88,000.00	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33
Travel & Accommodation	44,000.00	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67	3,666.67
Computer costs	19,800.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00	1,650.00
Sanitation costs	3,300.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00
Telephone charges	66,000.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00
Uniforms and protective clothing	5,500.00	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33	458.33
Insurance- External	19,910.00		19,910.00											
Transport costs	8,800.00	733.33	733.33	733.33	733.33	733.33	733.33	733.33	733.33	733.33	733.33	733.33	733.33	733.33
Vehicle: fuel & oil	88,000.00	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33	7,333.33
Refuse removal	3,300.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00
Water Purchases	2,200.00	183.33	183.33	183.33	183.33	183.33	183.33	183.33	183.33	183.33	183.33	183.33	183.33	183.33
Electricity purchases	11,000.00	916.67	916.67	916.67	916.67	916.67	916.67	916.67	916.67	916.67	916.67	916.67	916.67	916.67
Tools & Equipment	0.00													
Depreciation	R 18,111.00	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25	1,509.25
TOTAL GENERAL EXPENDITURE	R 545,781.00	43,822.58	63,732.58	43,822.58	43,822.58	43,822.58	43,822.58	43,822.58	43,822.58	43,822.58	43,822.58	43,822.58	43,822.58	43,822.58
REPAIRS & MAINTENANCE														
Tools & equipment	R 19,800.00			4,950.00			4,950.00			4,950.00			4,950.00	
Vehicles & equipment	R 39,600.00			9,900.00			9,900.00			9,900.00			9,900.00	
TOTAL REPAIRS & MAINTENANCE	R 59,400.00	-	-	14,850.00	-	-	14,850.00	-	-	14,850.00	-	-	14,850.00	-
CAPITAL EXPEN EX REVENUE														
Tools & equipment	R 66,000.00			16,500.00			16,500.00			16,500.00			16,500.00	
Vehicles, Plant & equipment	R 100,000.00			100,000.00										
TOTAL CAPITAL EXPENDITURE	R 166,000.00	-	-	116,500.00	-	-	16,500.00	-	-	16,500.00	-	-	16,500.00	-

SDBIP & PMS SCORECARD																	
Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																	
Objective: To ensure a responsive, accountable, effective and efficient local government system																	
PMS	PMS only implemented for S 57 Managers. PMS Framework adopted	Performance agreement for middle management	Improved accountability	Responsive and accountable local government	Quarterly reports on performance	2 weeks into new Quarter	Quarterly report		Near end of quarter	Quarterly report	15-Oct-11	Quarterly report	15-Jan-12	Quarterly report	15-Jun-12	Finance staff	Managers not meeting timeframes
		S 57 monitoring of middle management compliance	Improved accountability	Responsive and accountable local government	Assessment of staff based on quarterly reports	Quarterly				Assessment	20-Oct-11	Assessment	20-Jan-12	Annual performance report	20-Jun-12	C.Venter	
Finance Annual report	Annual report for 2009/10 have been adopted	Finance annual report for 2010/11	Annual report	Productive, accountable & performance orientated organisation	Report submitted on time	1			Annual report developed	1-Nov-11					C.Venter		

FINANCE 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
Monthly, Quarterly & Annual exports	Staff are not currently submitting monthly, quarterly and annual reports	Report writing	Reports	Effective monitoring of progress	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Finance Staff	
Limited Contract management	Not all of Finance contracts are archived with Corporate Services	Signed contracts to be archived with Corporate Services	Contract archive at Corporate Services	Better contract management and responsible government	Finance contracts with Corporate Services	100%	Copies of all signed contracts registered with Corporate Services	30-Sep-11							C.Venter	
Inadequate IT system (MTAS)		To increase the size of the server		Dec-11	Installation of new server and infrastructure											
SCM	Interest register	Contracts	performance reports													
Telephone management		Ensure the effective and efficient management of the telephone system and policy	25%	Ongoing	Decrease in telephone abuse and cost											
IDP	The IDP for 2011/16 has been developed and adopted	BTO input	Revised IDP 2012/13	Accountable local government	Adopted process plan	1	Develop budget & IDP process plan in conjunction with IDP Manager	30-Jul-11	Completed analysis & strategies phase	30-Dec-11	Draft IDP adopted	31-Mar-12	Final IDP adopted	31-May-12	K.Fourie	Limited political and administrative will
		Departmental inputs Public inputs Sector departments Input			Adopted IDP	1	Adopt process plan	30-Aug-11								
KPA: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT															WEIGHTING	
Objective: To ensure that the municipality has the most effective structure and human resources to deliver services																
Capacity building	A WSP is being developed	Departmental training needs identified	Capacitated staff	Higher productivity	WSP training compliance	100%	Identify departmental training needs in line with IDP objectives	30-Jun-11	facilitate in the training committee	Quarterly	facilitate in the training committee	Quarterly	facilitate in the training committee	Quarterly	C.Venter	CS does not conduct training
Unaligned corporate structure to resources (MTAS)	An organogram has been developed but needs to be changed	Organise staff meeting to discuss Finance organogram	Agreed departmental organogram	Improved staff morale	Agreed upon Finance organogram	1	To review the Finance organogram	30-Jun-11							C.Venter	Council does not adopt structure
Insufficient internal communication	Staff meetings are held irregularly	Staff meeting schedule	Regular staff meetings	Better staff morale and communication	Staff meeting minutes	monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	C.Venter	
KPA:SERVICE DELIVERY & INFRASTRUCTURE															WEIGHTING	
Objective: To ensure that cost effective, appropriate and efficient services are delivered																
Payment of creditors	Creditors must be paid within 30 days	Invoices	Paid creditors	Compliance with legislation	% decrease in payments over 30 days	85%	Creditors paid	Monthly	Creditors paid	Monthly	Creditors paid	Monthly	Creditors paid	Monthly	Nomawethu	Departments don't submit invoices timeously
Bid committees	Delays occur in the bid processes delaying the appointment of contractors	Bid documents	timeously engaged service providers	Improved service delivery	% decrease in bids awarded 90 days after bid advertisement has appeared	80%	Bid committees sit	As per schedule	Bid committees sit	As per schedule	Bid committees sit	As per schedule	Bid committees sit	As per schedule	Zeke	
		Bid committees														
KPA: LOCAL ECONOMIC DEVELOPMENT															WEIGHTING	
Objective: To ensure that conditions are created which stimulate the growth of the local economy																
HDI participation in LED	30% of tenders awarded to HDI's	Quarterly report SCM: Tenders and Bid Reports/service providers reports /SLA's /responsive tenders that meet SCM requirements	Compliance Report	% tenders awarded to HD's	40%	Tenders awarded	5%	Tenders awarded	25%	tenders awarded	10%				C. Venter	
KPA: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT															WEIGHTING	
Objective: To ensure the financial viability of the municipality by the implementation of good financial management																

FINANCE 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
Sound financial management	Improve departmental adherence to scm policies and procedures	SCM policy	Decrease in deviation from SCM policies	Improved accountability	Decrease in deviations	90%	Quarterly deviation reports	quarterly	Quarterly deviation reports	quarterly	Quarterly deviation reports	Quarterly	Quarterly deviation reports	Quarterly	C.Venter	Limited co-operation from SM
	Each manager must ensure that at least 80% of the Municipality's budget is spend on capital projects identified for the FY to the IDP	SDBIP	Improved expenditure	Increased service delivery and sound financial management	Expenditure on capital projects	85%	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Finance staff	
To ensure the alignment of the budget and planning processes (MTAS)	The budget and planning processes are currently not adequately aligned	Budget & IDP process plan Sector department outputs	Aligned budget & planning processes	Greater efficiency and economy in the provision of services	Drafted IDP and budget process plan Adopted draft budget Adopted final budget	Aug-11 Mar-12 May-12	IDP Budget process plan adopted	31-Aug-11	Budget amended	20-Dec-11	Draft budget adopted	31-Mar-12	Final budget adopted	31-May-12	K.Fourie	S 57 delay with information

KPA: SPATIAL RATIONALE & ANALYSIS

WEIGHTING

Objective: To ensure that land is developed in accordance with the SDF and planning administration

Land administration and spatial development	The SDF has been reviewed. Land legislation has not been enforced particularly in the former Transkei and this has led to continuous land invasions	Existing asset register of municipal land	Updated municipal land Asset Register	Effective utilisation of municipal resources	Updated asset register	10-Jun-12	Updated asset register	Monthly	Updated asset register	Monthly	Updated asset register	Monthly	Updated asset register	Monthly	R.Pama	
---	---	---	---------------------------------------	--	------------------------	-----------	------------------------	---------	------------------------	---------	------------------------	---------	------------------------	---------	--------	--

CMC 1: Financial Management

WEIGHTING

Effective, accountable and viable financial management	Annually completed		Operating and capital printout reports	Financial resources are effectively managed and 95% of the operational and capital budgets spent per annum	95%	Ongoing measurement		Ongoing measurement		Ongoing measurement		Ongoing measurement		CFO	
	Monthly printouts Exception reports	Capital budget	Budget printouts		Maintains effective use of financial resources by remaining within budget	100% (Var. 5%)	25% Reporting and analysis		50% Reporting and analysis		75% Reporting and analysis		100% Reporting and analysis		CFO

CMC 2: People Management and Empowerment

WEIGHTING

Effective management of People, and encouragement to optimize goals	Update annually		Training statistics and attendance registers Quarterly reports	Staff of Budget & Treasury office attend training as planned within the Annual Training and Implementation Plan	80%	Report		Report		Report		Report		CFO	
	Held monthly	WSP	12 monthly B&T Sny staff Meetings	Capacitated staff	100%	3 meetings per quarter		3 meetings per quarter		3 meetings per quarter		3 meetings per quarter		CFO	
		Staff meetings		Improved staff morale											

CMC 3: Client orientation and Customer Focus

WEIGHTING

FINANCE 2011/12

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
Services delivered effectively and efficiently in the spirit of Batho Pele	Ongoing	SCM policy and staff	SCM updates provided to staff and placed on intranet	Improved service delivery	Provision of assistance and support to staff in applying SCM policy and procedure	100% support provision	Update provision		Update provision		Update provision		Update provision		CFO	
	In progress		SCM workshop/presentation		Workshop/ Advise staff on budget and SDBIP preparation	100%	50% progress		Workshops/Documentation Service Provider 100%							CFO



PMS & SDBIP : 2011/2012

TECHNICAL SERVICES DEPARTMENT

Key: Snap assessment	
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	Under achieving on target. More work is needed
	On Hold /Target to be revised

SDBIP HIGH LEVEL													
Programme	Allocation/Balance	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
		July	August	September	October	November	December	Jan	Feb	March	Apr	May	June
Administration	3,315,750	R 276,313	R 276,313	R 276,313	R 276,313	R 276,313	R 276,313	R 276,313	R 276,313	R 276,313	R 276,313	R 276,313	R 276,313
Water	8,083,214	R 673,601	R 673,601	R 673,601	R 673,601	R 673,601	R 673,601	R 673,601	R 673,601	R 673,601	R 673,601	R 673,601	R 673,601
Storm Water	5,357,075	R 447,563	R 447,563	R 447,563	R 447,563	R 447,563	R 447,563	R 447,563	R 447,563	R 447,563	R 447,563	R 447,563	R 447,563
Roads	34,382,795	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233	R 2,865,233
Sewerage	6,602,017	R 716,835	R 716,835	R 716,835	R 716,835	R 716,835	R 716,835	R 716,835	R 716,835	R 716,835	R 716,835	R 716,835	R 716,835
Electricity	29,932,132	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344	R 2,494,344
Street Lighting	639,334	R 74,445	R 74,445	R 74,445	R 74,445	R 74,445	R 74,445	R 74,445	R 74,445	R 74,445	R 74,445	R 74,445	R 74,445
TOTAL	R 51,138,834,25	R 7,548,334	R 4,262,710	R 4,262,710	R 4,262,710	R 4,262,710	R 4,262,710	R 4,262,710	R 4,262,710	R 4,262,710	R 4,262,710	R 4,262,710	R 4,262,710

SDBIP MONTHLY EXPENDITURE														
Programme	Allocation/Balance	Funder	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
			July	August	September	October	November	December	Jan	Feb	March	Apr	May	June
CAPITAL														
MIG PMU	R 1,155,100.00	MIG		R 96,258.33	R 96,258.33	R 96,258.33	R 96,258.33	R 96,258.33	R 96,258.33	R 96,258.33	R 96,258.33	R 96,258.33	R 96,258.33	R 96,258.33
Call centre	R 700,000.00	Senqu		R 58,333.33	R 58,333.33	R 58,333.33	R 58,333.33	R 58,333.33	R 58,333.33	R 58,333.33	R 58,333.33	R 58,333.33	R 58,333.33	R 58,333.33
Free Basic services (WWM)	R 2,355,130.00	Senqu		R 196,260.83	R 196,260.83	R 196,260.83	R 196,260.83	R 196,260.83	R 196,260.83	R 196,260.83	R 196,260.83	R 196,260.83	R 196,260.83	R 196,260.83
Khwezi storm water (phase)	R 4,000,000.00	Senqu		R 444,444.44	R 444,444.44	R 444,444.44	R 444,444.44	R 444,444.44	R 444,444.44	R 444,444.44	R 444,444.44	R 444,444.44	R 444,444.44	R 444,444.44
Vehicles plants & equipment	R 2,150,000.00	Senqu			R 2,150,000.00									
Construct access roads W	R 6,808,772.00	MIG				R 756,530.22	R 756,530.22	R 756,530.22	R 756,530.22	R 756,530.22	R 756,530.22	R 756,530.22	R 756,530.22	R 756,530.22
Transwiler bridge	R 2,500,000.00	MIG					R 357,142.86	R 357,142.86	R 357,142.86	R 357,142.86	R 357,142.86	R 357,142.86	R 357,142.86	R 357,142.86
Surfaced roads	R 4,000,000.00	Senqu		R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00
Sterkspruit taxi rank	R 1,980,325.00	MIG		R 330,054.17	R 330,054.17	R 330,054.17	R 330,054.17	R 330,054.17	R 330,054.17	R 330,054.17				
Musong road	R 2,000,000.00	R & PW		R 666,666.66	R 666,666.66	R 666,666.66								
Mlamlil road	R 2,000,000.00	R & PW									R 500,000.00	R 500,000.00	R 500,000.00	R 500,000.00
Job creation (roads)	R 3,500,000.00	Senqu		R 260,000.00	R 260,000.00	R 450,000.00	R 450,000.00	R 260,000.00	R 260,000.00	R 260,000.00	R 260,000.00	R 260,000.00	R 260,000.00	R 260,000.00
Free basic services (water)	R 1,490,720.00	JGDM		R 124,226.67	R 124,226.67	R 124,226.67	R 124,226.67	R 124,226.67	R 124,226.67	R 124,226.67	R 124,226.67	R 124,226.67	R 124,226.67	R 124,226.67
Free basic services (elec ret)	R 4,014,210.00	Senqu		R 334,517.50	R 334,517.50	R 334,517.50	R 334,517.50	R 334,517.50	R 334,517.50	R 334,517.50	R 334,517.50	R 334,517.50	R 334,517.50	R 334,517.50
TOTAL	R 38,654,257.00													
OPERATIONAL														
Admin charges (medical W	4840	Senqu				4840								
Advertisements	1,100.00	Senqu		R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66
Advertisements (elec ret)	1,100.00	Senqu		R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66	R 91.66
Security Services	24,200.00	Senqu		R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67
Security Services (WWM)	15,400.00	Senqu		R 1,283.33	R 1,283.33	R 1,283.33	R 1,283.33	R 1,283.33	R 1,283.33	R 1,283.33	R 1,283.33	R 1,283.33	R 1,283.33	R 1,283.33
security services (Roads)	14,300.00	Senqu		R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67	R 1,191.67
security services (water)	7,700.00	JGDM		R 641.67	R 641.67	R 641.67	R 641.67	R 641.67	R 641.67	R 641.67	R 641.67	R 641.67	R 641.67	R 641.67
security services (elec ret)	30,250.00	Senqu		R 2,520.83	R 2,520.83	R 2,520.83	R 2,520.83	R 2,520.83	R 2,520.83	R 2,520.83	R 2,520.83	R 2,520.83	R 2,520.83	R 2,520.83
tools & accessories (water)	1,100.00	JGDM									1,100.00			
tools & equipment (elec ret)	550.00	Senqu									550.00			
Printing & Stationery	24,200.00	Senqu		R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67	R 2,016.67
Printing & Stationery (WWM)	27,500.00	JGDM		R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67	R 2,291.67
printing & stationery (water)	26,400.00	JGDM		R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00	R 2,200.00
printing & stationery (elec ret)	33,000.00	Senqu		R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00
License Fees	3,520.00	Senqu		R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33	R 293.33
License Fees (Roads)	104,500.00	Senqu		R 8,708.33	R 8,708.33	R 8,708.33	R 8,708.33	R 8,708.33	R 8,708.33	R 8,708.33	R 8,708.33	R 8,708.33	R 8,708.33	R 8,708.33
License Fees (WWM)	7,260.00	JGDM		R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00	R 605.00
licence fees water	3,300.00	JGDM		R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00
licence fees (elec ret)	17,600.00	Senqu		R 1,466.67	R 1,466.67	R 1,466.67	R 1,466.67	R 1,466.67	R 1,466.67	R 1,466.67	R 1,466.67	R 1,466.67	R 1,466.67	R 1,466.67

TECHNICAL SERVICES 2010/11

Rent Office (WMM)	9,900.00	JGDM	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00	R 825.00
Rent Office (water)	10,340.00	JGDM	R 861.67	R 861.67	R 861.67	R 861.67	R 861.67	R 861.67	R 861.67	R 861.67	R 861.67	R 861.67	R 861.67	R 861.67
Training	44,000.00	Senqu								R 11,000.00		R 11,000.00	R 11,000.00	R 11,000.00
Training (WMM)	3,300.00	JGDM											3,300.00	
Training (roads)	44,000.00	Senqu					R 11,000.00	R 11,000.00					R 11,000.00	R 11,000.00
Training (elec rec)	44,000.00	Senqu					R 11,000.00	R 11,000.00					R 11,000.00	
Audit fees (WMM)	85,170.00	JGDM												85,170.00
Audit fees (Water)	80,035.00	JGDM												80,035.00
Audit fees (elec rec)	264,875.00	Senqu												264,875.00
Consumables	4,840.00	Senqu	R 403.33	R 403.33	R 403.33	R 403.33	R 403.33	R 403.33	R 403.33	R 403.33	R 403.33	R 403.33	R 403.33	R 403.33
consumables (WMM)	1,650.00	JGDM	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50
Consumables (roads)	2,750.00	Senqu	R 229.17	R 229.17	R 229.17	R 229.17	R 229.17	R 229.17	R 229.17	R 229.17	R 229.17	R 229.17	R 229.17	R 229.17
consumables (elec rec)	1,650.00	Senqu	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50
Postage (WMM)	3,300.00	JGDM	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00
Postage (water)	2,200.00	JGDM	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33
Postage (elec rec)	1,100.00	Senqu	R 91.67	R 91.67	R 91.67	R 91.67	R 91.67	R 91.67	R 91.67	R 91.67	R 91.67	R 91.67	R 91.67	R 91.67
Professional services	66,000.00	Senqu					R 13,200.00	R 13,200.00					R 13,200.00	
Professional fees	13,200.00	Senqu	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00	R 1,100.00
Subsistence & Travelling	88,000.00	Senqu	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33
Subsistence & Travelling (V)	33,000.00	JGDM	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00
Subsistence & travelling (ro	44,000.00		R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67
Subsistence & travel (water)	110,000.00	JGDM	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67	R 9,166.67
Subsistence & travel (elec r	128,700.00	Senqu	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00	R 10,725.00
Travel & accommodation	22,000.00	Senqu	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33	R 1,833.33
Travel & Accommodation	44,000.00	Senqu	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67	R 3,666.67
Travel & Accommodation (ro	4,400.00	Senqu	R 366.67	R 366.67	R 366.67	R 366.67	R 366.67	R 366.67	R 366.67	R 366.67	R 366.67	R 366.67	R 366.67	R 366.67
travel & accommodation (elec	24,200.00	Senqu	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68	R 2,016.68
Computer costs	19,800.00	Senqu												19,800.00
Computer costs (WMM)	19,800.00	JGDM												19,800.00
Computer costs (water)	27,500.00	JGDM												27,500.00
Cleaning materials (WMM)	88,000.00	JGDM						88,000.00						
Sanitation Fees	3,300.00	JGDM	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00	R 275.00
Telephone charges	66,000.00	Senqu	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00	R 5,500.00
Telephone charges (WMM)	33,000.00	JGDM	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00
telephone charges (roads)	33,000.00		R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00
telephone charges (water)	33,000.00	JGDM	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00
telephone charges (elec rec)	55,000.00	Senqu	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33
Uniforms & protective cloth	5,500.00	Senqu						5,500.00						
Uniforms & protective cloth	22,000.00	JGDM						22,000.00						
uniforms & protective cloth	36,300.00							36,300.00						
uniforms & protective cloth	13,200.00	JGDM						13,200.00						
uniforms & protective cloth	30,250.00	Senqu						30,250.00						
Insurance External	19,910.00	Senqu		19,910.00										
Insurance external (water)	23,458.00	JGDM												
Insurance external (WMM)	25,993.00	JGDM		25,993.00										
Insurance external roads	48,015.00	Senqu		48,015.00										
Insurance external (elec rec)	23,343.00	Senqu		23,343.00										
insurance external (elec)	17,314.00	Senqu		17,314.00										
Transport costs	8,800.00	Senqu	R 733.33	R 733.33	R 733.33	R 733.33	R 733.33	R 733.33	R 733.33	R 733.33	R 733.33	R 733.33	R 733.33	R 733.33
Transport costs (WMM)	1,650.00	JGDM	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50	R 137.50
transport costs roads	55,000.00	Senqu	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33	R 4,583.33
transport costs (water)	11,000.00	JGDM	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67
transport costs (elec rec)	13,750.00	Senqu	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83	R 1,145.83
Vehicle: fuel & oil	88,000.00	Senqu	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33	R 7,333.33
Vehicle: fuel & oil (WMM)	176,000.00	JGDM	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67	R 14,666.67
vehicle fuel & oil roads	660,000.00	Senqu	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00	R 55,000.00
vehicle fuel & oil water	308,000.00	JGDM	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67	R 25,666.67
vehicle fuel & oil (elec rec)	275,000.00	Senqu	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67	R 22,916.67
water purification (water)	198,000.00	JGDM	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00	R 16,500.00
Water purchases	2,200.00	JGDM	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33	R 183.33
Water purchases (WMM)	16,500.00	JGDM	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00	R 1,375.00
Electricity purchases	11,000.00	Senqu	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67	R 916.67
(WMM)	33,000.00	JGDM	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00	R 2,750.00
(water)	968,000.00	JGDM	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67	R 80,666.67
electricity purchases (elec)	400,000.00	Senqu	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33	R 33,333.33
Depreciation	R 18,111.00	Senqu												R 18,111.00
Depreciation roads	R 6,633,286.00	Senqu												R 6,633,286.00
depreciation (elec rec)	R 277,651.00	Senqu												R 277,651.00

TECHNICAL SERVICES 2010/11

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																WEIGHTING	
Communication & public participation	Inappropriate and outdated system	Resources available	Establish call centre	Establish community communication and improved service delivery	Call Centre	1	BP Approval	30-Sep	Staff training & implementation	11-Dec	R.Crozier		
Lack of contract management	Insufficient monitoring	Documents available	Legal requirement	No audit query	To ensure that copies of all signed contracts are registered with Corporate services/SCM	1 - Ongoing	Strategy		Draft SLA		Council approval		Implementation	30-Jun-12	Director and Manager/Supervisor		
KPA: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT																WEIGHTING	
Objective: To ensure that the municipality has the most effective structure and human resources to deliver services																	
Capacity building		Departmental training needs identified	Capacitated staff	Higher productivity	WSP training compliance	100%	Identify departmental training needs in line with IDP objectives	30-Jun-11	facilitate in the training committee	Quarterly	facilitate in the training committee	Quarterly	facilitate in the training committee	Quarterly	R.Crozier	CS does not conduct training	
	A WSP is being developed	Existing skills	Identify needed skills	Produce PDP	Establish personal development needs	100%- Ongoing	Electricity staff	Sep-11	Roads Staff	Dec-11	Water Staff	Mar-12	Sewerage Staff	30-Jun-12			
Unaligned corporate structure to resources (MTAS)	An organogram has been developed but needs to be changed	Organise staff meeting to discuss Technical Services organogram	Agreed departmental organogram	Improved staff morale	Agreed upon Technical services organogram	1	To review the Technical Services organogram	30-Jun-11	R.Crozier	Council does not adopt structure	
Insufficient internal communication	Staff meetings are held irregularly	Staff meeting schedule	Regular staff meetings	Better staff morale and communication	Staff meeting minutes	monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	R.Crozier		
KPA:SERVICE DELIVERY & INFRASTRUCTURE																WEIGHTING	
Objective: To ensure that cost effective, appropriate and efficient services are delivered																	
Water and sanitation	Insufficient vehicles	Communication channels available	Written correspondence to DM	Quality service available to community	% of households with access to basic level of water and sanitation		Written correspondence to DM	Sep-11									
	SLA not updated	Existing SLA	Update SLA	Legal compliance	% of households earning less than R 1100 per month with access to free basic services		Written correspondence to DM	Sep-11									
	No data available on school back logs	Limited information	Request councillors to submit info	Service delivery to schools	Improved Service Delivery		Request councillors to submit info	Sep-11	Supply data to WSA	Dec-11							
Municipal Road and storm water maintenance	Existing roads	Existing roads	Ensure sufficient resources on budget	Implement MIG road projects	Implementation of MTEF	1-Tender dependent	Tender awarded	Sep-11	Construction	Dec-11	Construction	Mar-12	Construction	30-Jun-12	Director & Roads Superintendent		
		Existing storm water	Ensure sufficient resources on budget	Public and infrastructure safety and protection	Maintain and construct storm water channels	2-Tender dependent	Tender awarded	Sep-11	Construction	Dec-11	Construction	Mar-12	Construction	30-Jun-12	Director & PMU & Roads Sup		
		Existing signage	Renew/replace signs where needed	Public safety	Public safety	36	Tender place & signs erected (9)	Sep-11	9	Dec-11	9	Mar-12	9	30-Jun-12	Director & PMU & Roads Sup		
		Existing roads	Ensure smooth riding surface	Public safety	Repair potholes on surfaced roads (180)	180	Repair 45	Sep-11	Repair 45	Dec-11	Repair 45	Mar-12	Repair 45	30-Jun-12	Director & Roads Superintendent		
		Existing SLA	Written Confirmation from Dept	Access to services	Continue to obtain roads funding (DRPW)	1	Written confirmation	Sep-11								Director & Roads Superintendent	
	Poor or insufficient infrastructure	Existing plant	Prioritisation of roads	Increase infrastructure lifespan	To identify all roads in need of upgrades and submit to DOT	1	Identify roads	Sep-11	Inform DRPW	Dec-11					Director		
Financial loss	Existing networks	Implementation of 3 year plan	Reduce losses	Improved Service Delivery	20%	25	Sep-11	23	Dec-11	22	Mar-12	20	30-Jun-12				
Poor or insufficient infrastructure	Existing reporting	Modify formats	Ensure legal compliance	Improved Service Delivery	1 - Ongoing (1500M)	Employ staff	Sep-11	String 500m	Dec-11	String 500	Mar-12	String 500m	30-Jun-12	Director & Electrical Superintendent			
Poor or insufficient infrastructure	Existing DORA	Correspondence to Dept	Electrification of rural areas	Improved Service Delivery	1	Obtain data from Eskom(INEP)	Sep-11							Director & Electrical Superintendent			

TECHNICAL SERVICES 2010/11

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																
WEIGHTING																
Electricity	Insufficient staff	Existing staff	Ensure sufficient resources on budget	Improve service delivery and decrease losses	Improved Service Delivery	2	Advertise	Sep-11	Employ 2 x Ass Electricians						Director	
	No geysers available for indigent	SPs identified Undertake solar geyser installation in all indigent housing projects Training	Implementation	Hot water to indigent	Improved Service Delivery	6000	App SP	Sep-11	Installation	Dec-11	Installation	Mar-12	Installation	30-Jun-12	Director & Electrical Superintendent & HR	
Limited capacity to provide free basic services (MTAS)	No data available	Limited information	Request departments to submit information	Reduce gaps in FBS	Improved Service Delivery	1	Written correspondence to CFO / Eskom - Wsa	Sep-11	Consolidate data	Dec-11	Council reports	Mar-12				
MIG	Project management taking place	Resources available	Project Management	Ensure construction is in accordance to contract	Improved Service Delivery	9(Various)	Appointment of Sp's	Sep-11	Construction	Dec-11	Construction	Mar-12				
Job creation	No funds for Senqu Plastics	Limited funding	Request Premier for intervention or JGDA	Poverty alleviation	Increase living standards	1	Written correspondence to Premier from Mayor	Sep-11								
To ensure the delivery of FBS (MTAS)	No data available	Existing data	Request info from Councillors	Reduce gaps in FBS	Increase living standards	1	Written correspondence to CFO, Eskom & WSA	Sep-11								
PROGRAMMES																
MIG PMU	R 1,155,100.00	Implementation	4150/2005	MIG	Resources	Project Management	Completed projects	Ongoing		Tender Consultants	11 September 1930	Variable	31 December 2011	monitoring	31 March 2011	Monitoring
Call centre	R 700,000.00	No Call Center	4150/2040	SENOU	Resources	Complaint registration	Service Improvement	Ongoing		Training of operators	11 September 1930	Operation		Operation		Operation
Free Basic services (WWM)	R 2,355,130.00	Legal obligation	4550/2215	JGDM	Resources	WWM	Healthy community	Ongoing/variable		Operation		Operation		Operation		Operation
Khwezi storm water (phase)	R 4,000,000.00	Insufficient storm water control	4551/4107	SENOU	Resources	Roads & SW Channels (2 km)	Protection of infrastructure & safety	Complete Ph 3 of contract		Tender - Contractor	30 August 2011	Construction		Construction		Construction
Vehicles plants & equipment	R 2,150,000.00	Insufficient plant	4600/4105	SENOU	Resources	Purchase plant(2)	Increase maintenance ability	Purchase plant		Tender	31 September 2011	Purchase	31 October 2011			
Construct access roads W	R 6,808,772.00	Poor infrastructure	4600/4159	MIG	Resources	Construct 15 km of road	Access to services	Complete contract as per tender		Tender - Contractor	31 September 2011	Construction		Construction		Construction
Transwiler bridge	R 2,500,000.00	Poor infrastructure	4600/	MIG	Resources	Reconstruct bridge	Safety and access to services	Re-construct bridge		Registration & Tender-Contractor		Appointment of contractor & construction		Construction		Construction
Surfaced roads	R 4,000,000.00	Higher level of infrastructure	4600/4110	SENOU	Resources	Surface 1.2km of road	Safety and access to services	Complete Sterkspruit road surfacing		Tender-Contractor		Construction		Construction		Construction
Sterkspruit taxi rank (Ph1)	R 1,980,325.00	No formal rank	Community	MIG	Resources	Construction of Ph 1	transport	project		Tender-Contractor		Construction		Construction		Construction
Musong road	R 2,000,000.00	Dangerous infrastructure	4600/4111	D R & PW	Resources	Surfacing of 7km	Ensure safety and transport	Completion of 7km surfacing		Construction		Construction	30 October 2011			
Miamil Road	R 2,000,000.00	Dangerous infrastructure	4600/	D R & PW	Resources	Planning	Ensure safety and transport	Start design		Obtain funding	31 September 2011	Tender-Consultant	31 December 2011	Design		Design
Job creation (roads)	R 3,500,000.00	High unemployment	4600/3001	SENOU	Resources	Create 1320 temp jobs	Poverty elivation	Create 1320 temp jobs		Appoint 85 on 6 month contract	01 July 2011		Appoint 85 on 6 month contract	31 December 2011		
Free basic services (water)	R 1,490,720.00	Legal obligation	4650/2215	JGDM	Resources	FBW	Community health	Ongoing/variable		Operation		Operation		Operation		Operation
Free basic services (elec ret)	R 4,014,210.00	Legal obligation	4700/2215	SENOU	Resources	FRE	Community welfare	Ongoing/variable		Operation		Operation		Operation		Operation
KPA: LOCAL ECONOMIC DEVELOPMENT																
WEIGHTING																
Objective: To ensure that conditions are created which stimulate the growth of the local economy																

TECHNICAL SERVICES 2010/11

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance	
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame			
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																WEIGHTING	
EPWP	EPWP has been implemented in the municipality	EPWP projects	Increased employment	Increased revenue base	No of capital projects complying with EPWP												
		Labour			No of jobs created with EPWP												
KPA: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT																WEIGHTING	
Objective: To ensure the financial viability of the municipality by the implementation of good financial management																	
Sound financial management	Improve departmental adherence to scm policies and procedures	SCM policy	Decrease in deviation from SCM policies	Improved accountability	Decrease in deviations	90%	Quarterly deviation reports	quarterly	Quarterly deviation reports	quarterly	Quarterly deviation reports	Quarterly	Quarterly deviation reports	Quarterly	Technical services Staff		
	Each manager must ensure that at least 80% of the Municipality's budget is spend on capital projects identified for the FY in the IDP	SDBIP	Improved expenditure	Increased service delivery and sound financial management	Expenditure on capital projects	85%	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Technical services staff		
KPA: SPATIAL RATIONALE & ANALYSIS																WEIGHTING	
Objective: To ensure that land is developed in accordance with the SDF and planning administration																	
Land administration and spatial development	The SDF has been reviewed. Land legislation has not been enforced particularly in the former Transkei and this has led to continuous land invasions	Existing data	Ensure land issues are updated	Proper sustainable land use	Legal Compliance	Ongoing (Only when applicable to Technical Services)	On Need	On Need	On Need	On Need	On Need	On Need	On Need	Jun-12	All department Directors		
CMC 1: Financial Management																WEIGHTING	
Effective, accountable and viable financial management	Issues to be addressed raised in Audit Action Plan	Reporting quarterly on implementation of Audit Action Plan	Audit action plan completed	Better governance	Progress to 70% attainment of a clean audit through the application of issues from Annual Audit Action Plan (Audit queries raised in TSD)	70%	25% Report		50% Report		60% Report		70% Report		Technical Services Manager		
	Updated annually	Develop MTEF plan			Development of capital MTEF Plan MTEF Plan (MIG) for the next MTEF	100%			60% Draft MTEF Plan		100% MTEF Plan					Technical Services Manager	
CMC 2: People Management and Empowerment																WEIGHTING	
Building an institution capable of effective delivery with sound administration	WSP is developed	Enhancing service delivery by empowering staff to achieve their potential through training and capacitation	WSP implemented	Capacitated staff	80% application of the Departmental Training Plan	80%	25% Implementation		50% Implementation		70% Implementation		80% Implementation		Technical Services Manager		
		Staff meetings held regularly (once a quarter with senior staff in TSD) and attendance of management meetings s57 management	Staff meetings	improved staff morale	meetings	4 Quarterly meetings and 12 monthly management meetings		1 Quarterly meeting & 3 management meetings		1 Quarterly meeting & 3 management meetings		1 Quarterly meeting & 3 management meetings		1 Quarterly meeting & 3 management meetings		Technical Services Manager	
CMC 3: Client orientation and Customer Focus																WEIGHTING	

TECHNICAL SERVICES 2010/11

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1 ending 30 Sept		Quarter 2 ending 31 Dec		Quarter 3 ending 31 March		Quarter 4 ending 30 June		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																
Development of an institution with effective delivery and sound administration and good governance	Updated annually		Cluster Action and Implementation Plans		Attendance of Cluster meetings as scheduled in order to ascertain community needs and to develop the manner in which to address these	90%	25% of implementation plan		50% of implementation plan		65% of implementation plan		90% of implementation plan		Technical Services Manager	
	Developed and applied as required	Cluster meetings	Service Provider progress Report (TSD)	Improved public participation	Appointment of Service Provider as per project plan, to meet the needs of the Technical projects/Service providers performance progress report	95%	25%	50%		75%		95%		Technical Services Manager		
		Service provider		Improved service delivery												



PMS & SDBIP : 2011/2012
 INTEGRATED PLANNING, MONITORING & EVALUATION DEPARTMENT

Key: Snap assessment	
	Proceeding well. Annual target will be met and exceeded
	Meeting target
	Under achieving on target. More work is needed
	On Hold /Target to be revised

SDBIP HIGH LEVEL SDBIP

Programme	Allocation/Balance	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
		July	August	September	October	November	December	Jan	Feb	March	Apr	May	June
Housing													
LED	R 635,000.00	R 0.00	R 3,750.00	R 0.00	R 56,750.00	R 25,000.00	R 152,000.00	R 0.00	R 113,750.00	R 90,000.00	R 55,000.00	R 138,750.00	R 0.00
Communication	R 66,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 66,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
PMS	R 609,862.00	R 50,000.00	R 0.00	R 0.00	R 0.00	R 200,000.00	R 300,000.00	R 0.00	R 0.00	R 59,862.00	R 0.00	R 0.00	R 0.00
IDP	R 219,538.00	R 0.00	R 2,000.00	R 10,000.00	R 100,000.00	R 20,000.00	R 10,000.00	R 5,000.00	R 5,000.00	R 15,000.00	R 10,000.00	R 42,538.00	R 0.00
TOTAL	R 1,530,400.00	R 50,000.00	R 5,750.00	R 10,000.00	R 156,750.00	R 311,000.00	R 462,000.00	R 5,000.00	R 118,750.00	R 164,862.00	R 65,000.00	R 181,288.00	R 0.00

SDBIP MONTHLY EXPENDITURE

Programme	Allocation/Balance	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
		July	August	September	October	November	December	Jan	Feb	March	Apr	May	June
OPERATIONAL													
IDP & Budget	R 219,538.00	R 0.00	R 2,000.00	R 10,000.00	R 100,000.00	R 20,000.00	R 10,000.00	R 5,000.00	R 5,000.00	R 15,000.00	R 10,000.00	R 42,538.00	R 0.00
Performance Management	R 609,862.00	R 50,000.00	R 0.00	R 0.00	R 0.00	R 200,000.00	R 300,000.00	R 0.00	R 0.00	R 59,862.00	R 0.00	R 0.00	R 0.00
Agricultural/rural commonages	R 33,000.00	R 0.00	R 0.00	R 0.00	R 33,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
LED Strategy	R 55,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 55,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
LED	R 250,000.00	R 0.00	R 0.00	R 0.00	R 20,000.00	R 25,000.00	R 10,000.00	R 0.00	R 100,000.00	R 50,000.00	R 45,000.00	R 0.00	R 0.00
Tourism	R 297,000.00	R 0.00	R 3,750.00	R 0.00	R 3,750.00	R 0.00	R 87,000.00	R 0.00	R 13,750.00	R 40,000.00	R 10,000.00	R 138,750.00	R 0.00
Communication	R 66,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 66,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Advertisements	1,320.00	R 0.00	R 1,320.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
License Fees	1,320.00	R 0.00	R 0.00	R 0.00	R 700.00	R 0.00	R 0.00	R 620.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
License Fees (Housing)	495.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 495.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Training	27,500.00	R 0.00	R 0.00	R 10,000.00	R 0.00	R 0.00	R 17,500.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Training (Housing)	5,500.00	R 0.00	R 0.00	R 5,500.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Professional fees	285,000.00	R 0.00	R 200,000.00	R 0.00	R 0.00	R 185,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Professional services (Housing)	150,000.00	R 0.00	R 0.00	R 0.00	R 30,000.00	R 0.00	R 20,000.00	R 0.00	R 0.00	R 100,000.00	R 0.00	R 0.00	R 0.00
Subsistence & Travelling	396,000.00	R 0.00	R 5,000.00	R 20,000.00	R 10,000.00	R 30,000.00	R 50,000.00	R 70,000.00	R 80,000.00	R 50,000.00	R 70,000.00	R 11,000.00	R 0.00
Subsistence & Travelling (Housing)	37,708.00	R 0.00	R 0.00	R 10,000.00	R 5,000.00	R 10,000.00	R 5,000.00	R 0.00	R 5,000.00	R 0.00	R 2,708.00	R 0.00	R 0.00
Travel & Accommodation	22,000.00	R 0.00	R 1,000.00	R 5,000.00	R 2,000.00	R 10,000.00	R 2,000.00	R 2,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Travel & Accommodation (Housing)	6,303.00	R 0.00	R 0.00	R 2,000.00	R 500.00	R 2,000.00	R 500.00	R 0.00	R 1,000.00	R 0.00	R 303.00	R 0.00	R 0.00
Uniform & protective clothing	5,500.00	R 0.00	R 0.00	R 5,500.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00
Telephone charges	27,500.00	R 0.00	R 0.00	R 5,000.00	R 0.00	R 0.00	R 10,000.00	R 0.00	R 0.00	R 7,000.00	R 0.00	R 5,500.00	R 0.00
Vehicle: fuel & oil	66,000.00	R 0.00	R 4,000.00	R 5,000.00	R 6,000.00	R 7,000.00	R 5,000.00	R 10,000.00	R 10,000.00	R 10,000.00	R 1,000.00	R 2,000.00	R 0.00
Vehicle fuel & oil	33,000.00	R 0.00	R 4,000.00	R 5,000.00	R 6,000.00	R 7,000.00	R 5,000.00	R 1,000.00	R 1,000.00	R 2,000.00	R 1,500.00	R 500.00	R 0.00
Depreciation	R 85,682.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 85,682.00
TOTAL GENERAL EXPENDITURE	R 1,250,828.00	R 0.00	R 215,320.00	R 73,000.00	R 60,200.00	R 251,000.00	R 115,000.00	R 84,115.00	R 97,000.00	R 169,000.00	R 75,511.00	R 13,500.00	R 91,182.00
REPAIRS & MAINTENANCE													
Vehicles & equipment	R 24,200.00	R 1,500.00	R 2,000.00	R 0.00	R 2,000.00	R 0.00	R 0.00	R 7,000.00	R 2,000.00	R 1,000.00	R 5,000.00	R 4,200.00	R 0.00
TOTAL REPAIRS & MAINTENANCE	R 24,200.00	R 1,500.00	R 2,000.00	R 0.00	R 2,000.00	R 0.00	R 0.00	R 7,000.00	R 2,000.00	R 1,000.00	R 5,000.00	R 4,200.00	R 0.00
CAPITAL EXPENDITURE													
Furniture & office equipment	R 100,000.00	R 0.00	R 29,000.00	R 29,000.00	R 0.00	R 25,000.00	R 0.00	R 12,000.00	R 5,000.00	R 0.00	R 0.00	R 0.00	R 0.00
TOTAL CAPITAL EXPENDITURE	R 100,000.00	R 0.00	R 29,000.00	R 29,000.00	R 0.00	R 25,000.00	R 0.00	R 12,000.00	R 5,000.00	R 0.00	R 0.00	R 0.00	R 0.00

SDBIP CAPITAL ACTIVITIES & PMS SCORECARD

Focus Area	Baseline	Input	Output	Outcome	KPI	Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Responsible Person	Variance
							Activities	Time Frame	Activities	Time Frame	Activities	Time Frame	Activities	Time Frame		
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION																
Objective: To ensure a responsive, accountable, effective and efficient local government system																
		R 609,862	Organisational, Departmental	Legal compliance with the Municipal Systems	Compliance with legislation	100%	Scorecards developed	1-Jul-11	Quarterly report	15-Oct-11	Quarterly report	15-Jan-12	Quarterly report	15-Jun-12		Managers not meeting timeframes

IPME 2011/12

PMS	R 609,862.00	R 50,000.00	R 0.00	R 0.00	R 0.00	R 200,000.00	R 300,000.00	R 0.00	R 0.00	R 59,862.00	R 0.00	R 0.00	R 0.00						
IDP	R 219,538.00	R 0.00	R 2,000.00	R 10,000.00	R 100,000.00	R 20,000.00	R 10,000.00	R 5,000.00	R 5,000.00	R 15,000.00	R 10,000.00	R 42,538.00	R 0.00						
PMS		PMS only implemented for S 57 Managers. PMS Framework adopted	Trade Union support for the process	S 57 Managers assessed according to performance agreements	Productive, accountable & performance orientated organisation	Performance assessments	Quarterly & Annual evaluation	Performance agreements signed	Quarterly report	15-Oct-11	Quarterly report	15-Jan-12	Annual performance report	15-Jun-12					
			Management support and input for the process	Line Managers assessed according to scorecards		Performance reports	Quarterly & annual report	Workshop pms policy with trade unions and middle management	Facilitation of quarterly performance reviews of S 57 and middle management	20-Oct-11	Facilitation of quarterly performance reviews of S 57 and middle management	20-Jan-12	Facilitation of quarterly performance reviews of S 57 and middle management	20-Jun-12					
								Engage service provider to undertake performance review		30-Sep-11									
PMS	R 609,862.00	Adopted PMS framework		1 roll out plan	PMS reviews	Community complaints	PMS scorecards		Roll out plan	30-Sep	Half year report	Dec-11	S 57 reviews	31-Mar-12				Limited administrative support	
Annual & oversight report		AFS & Directors reports	Annual & oversight report	Productive, accountable & performance orientated organisation	Adopted annual & oversight report	1	Service provider engaged	30-Sep-11	Annual report developed	20-Dec-11	Annual report for 2010/11 sent for adoption	31-Mar-12	Oversight report	31-May-12				Managers not resolving timeframes	
		Service provider			Engagement of service provider	1					Mayor tables annual report	31-Jan-12	Report printed	31-May-12					
Monthly, Quarterly & Annual reports		Staff are not currently submitting monthly, quarterly and annual reports	Report writing	Reports	Effective monitoring of progress	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly	Report submission	Monthly				IPME Staff
Limited Contract management		Not all of IPME contract are archived with Corporate Services	Signed contracts to be archived with Corporate Services	Contract archive at Corporate Services	Better contract management and responsible government	IPME contracts with Corporate Services	100%	Copies of all signed contracts registered with Corporate services		30-Sep-11									D.P. Aggemyang
Unco-ordinated and inadequate stakeholder communication(MTAS)		A communication strategy has been developed but not implemented due to lack of funds and capacity	Communication strategy	Partially implemented communication strategy	Better informed stakeholders	Communication strategy workshoped	1	Workshop communication strategy with management and Council		30-Aug-11									T.Koena
			Training in communication software			Communication annual work plan developed	1	Develop annual work plan including outreach programme and community based planning		30-Sep-11									
			Communication software and hardware	Producing quarterly internal newsletters		Acquisition of software and hardware	100%	Acquisition of software and hardware		30-Sep-11									
						Quarterly newsletters	3			30-Sep-11									
Communication	66,000.00	Adopted communication strategy		Tender		Newsletters	Increased awareness		Computer training & equipment procurement	30-Sep	Quarterly newsletter	Dec-11	Quarterly newsletter	31-Mar-11					
						Calendars	Improved time management	Calendars for 2012	Tender advertisement	30-Sep	Tender	Dec-11	Calendars	10-Jan-12					Quarterly newsletter
						Adopted process plan	1	Develop budget & IDP process plan		30-Jul-11									
IDP		The IDP for 2011/16 has been developed and adopted	Departmental inputs	Accountable local government	Adopted IDP	1	Adopt process plan	30-Aug-11	Completed analysis & strategies phase	30-Dec-11	Draft IDP adopted	31-Mar-12	Final IDP adopted	31-May-12					B.Viedge
			Public inputs																Limited political and administrative will
			Sector departments input	Revised IDP 2012/13															
IDP	R 219,538.00	Completed IDP		1 process plan adopted	1 adopted IDP	Targets for PMS	1 reviewed IDP	IDP process Plan	30-Sep	Completed analysis & strategies phase	Dec-11	Draft IDP adopted	31-Mar-12	Adopted IDP					Limited political and administrative work
KPA: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT														WEIGHTING					
Objective: To ensure that the municipality has the most effective structure and human resources to deliver services																			
Capacity building	A WSP is being developed	Departmental training needs identified	Capacitated staff	Higher productivity	WSP training compliance	100%	Identify departmental training needs in line with IDP objectives	30-Jun-11	facilitate in the training committee	Quarterly	facilitate in the training committee	Quarterly	facilitate in the training committee	Quarterly					B.Viedge
																			CS does not conduct training
Unaligned corporate structure to resources (MTAS)	An organogram has been developed but needs to be changed	Organise staff meeting to discuss IPME organogram	Agreed departmental organogram	Improved staff morale	Agreed upon IPME organogram	1	To review the IPME organogram	30-Jun-11											D.P. Aggemyang
																			Council does not adopt structure
Strategic planning session	Strategic planning session was held in December 2010	Departmental operational budget	Ongoing verification of strategic plan and co-ordination thereof	Better interdepartmental co-operation	Strategic plan reports	1			Strategic session			30-Mar-12	Strategic plan report	15-Apr-12					D.P. Aggemyang
			Annual strategic session																Management does not co-operate
Insufficient internal communication	Staff meetings are held irregularly	Staff meeting schedule	Regular staff meetings	Better staff morale and communication	Staff meeting minutes	monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly	Staff meeting	Monthly					D.P. Aggemyang
KPA: SERVICE DELIVERY & INFRASTRUCTURE														WEIGHTING					
Objective: To ensure that cost effective, appropriate and efficient services are delivered																			

IPME 2011/12

PMS	R 609,862.00	R 50,000.00	R 0.00	R 0.00	R 0.00	R 200,000.00	R 300,000.00	R 0.00	R 0.00	R 59,862.00	R 0.00	R 0.00	R 0.00			
DP	R 219,538.00	R 0.00	R 2,000.00	R 10,000	R 100,000.00	R 20,000.00	R 10,000.00	R 5,000.00	R 5,000.00	R 15,000.00	R 10,000.00	R 42,538.00	R 0.00			
Housing	Lack of co-ordinated and planned housing delivery in the municipality	Dept of Human settlement funding	Housing sector plan	Structured housing delivery in the area	Housing development progress reports	Monthly	Conduct meeting with relevant stakeholder to explain the housing policy, roles and responsibilities	30-Sep-11	identify and update beneficiary list	Monthly	identify and update beneficiary list	Monthly	identify and update beneficiary list	Monthly	N.Adam	Department of Human Settlement reneges on payment schedule
					Beneficiary data base	1	Identify and update beneficiary list	Monthly	Keep Council improved of housing development progress	Monthly	Keep Council improved of housing development progress	Monthly	Keep Council improved of housing development progress	Monthly		
					Workshop on housing	1	Keep Council improved of housing development progress	Monthly	Keep Council improved of housing development progress	Monthly	Keep Council improved of housing development progress	Monthly	Keep Council improved of housing development progress	Monthly		
KPA: LOCAL ECONOMIC DEVELOPMENT														WEIGHTING		
Objective: To ensure that conditions are created which stimulate the growth of the local economy																
LED is unco-ordinated and underfunded (MTAS)	LED Strategy adopted in 2007	Departmental budget (DUG ATA R 150 000)	Revised strategy		Revised LED strategy	1	*	*	Review an LED strategy	20-Dec-11	*	*	*	*	L.Makula	Funding
	Understanding of the concept of LED not well understood by stakeholders	Workshop on the National LED policy framework	Clearer understanding of LED implementation	Co-ordinated LED delivery	LED workshop	1	Facilitate workshop on national LED policy	30-Sep-11	*	*	*	*	*	*		
Current infrastructure does not support tourism (MTAS)	No tourism sector plan exists to guide tourism development	Service provider	Tourism sector plan	Co-ordinated planning based on tourism sector plan	Develop tourism sector plan	1	Develop ToR, place advert & appoint service provider	Sep-11	Develop sector plan and submit 1st draft	31-Dec-11	*	*	*	*	N Methola	Poor co-operation of stakeholders
	Current tourism structures are not operating effectively	R 150,000	Marketing brochures	Functioning and integrated tourism structures	Brochure development	30-Sep-11	Brochure development	30-Sep-11	*	*	Schools competition	31-Mar-12	*	*		
		R 187,000	Attendance of expos		Expo attendance	4	Cape Town expo	30-Aug-11	Macufe	Oct-11	Die Beeld	Feb-12	International Indaba	May-12		
			Event support		Event support	2					Duablon	Mar-12	Passion play	May-12		
			Training & awareness campaigns		LTO's	3	Establish LTO	Monthly	Establish LTO	Monthly	Launch LTO	30-Mar-12				
					Training courses	1						Customer care course	May-12			
Business forums and co-operative development	No Hawkers Association	Facilitate DEDEA support for co-operatives	Established Hawkers Association for 3 towns	Co-ordinated Business Structures	Hawkers Association	3	Work to create a Hawkers Associations	Monthly	Work to create a Hawkers Associations	Monthly	Launch Hawkers Associations	30-Mar-12	*	*		
	No Business Association	Established provincial Business Associations LED Forum	Established Business Association		Business Association	1	Revive local business associations	Monthly	Revive local business associations	Monthly	Launch local business associations	30-Mar-12	*	*	O Bamblawu	Poor co-operation of stakeholders
Small town regeneration	R 100,040	Economic regeneration plan for Barkly East		Developed small town development plan	Develop economic regeneration plans for Barkly East	1	Develop economic regeneration plans for Barkly East	30-Sep-11	Develop economic regeneration plans for Barkly East	20-Dec-11	Adopt small town development plan	30-March-2012	*	*		
	Service provider			Greening, surveying, walkway, Taxi slipway & pedestrian bridge in Khwezi Naledi	Khwezi Naledi greening	Monthly	Khwezi Naledi greening	Monthly	Khwezi Naledi greening	Monthly	Khwezi Naledi greening	28-Feb-12	*	*		
	Neighbourhood Development grant	Khwezi Naledi linked to the main town of Lady Grey			Khwezi Naledi Landscaping	Monthly	Khwezi Naledi Landscaping	Monthly	Khwezi Naledi Landscaping	Oct-11	*	*	*	*	D.P.Agyemang	
		Consolidated Sterkspruit with rural villages			Khwezi Naledi walkway & slipway bridge	Monthly	Khwezi Naledi walkway & slipway bridge	Monthly	Khwezi Naledi walkway & slipway bridge	Oct-11	*	*	*	*		
	No economic development plans exist for the urban areas of Senqu				Khwezi Naledi taxi slipway	Monthly	Khwezi Naledi taxi slipway	Monthly	Khwezi Naledi taxi slipway	Monthly	Khwezi Naledi taxi slipway	31-Mar-12	*	*		
					Consolidated Sterkspruit town	Mar-12	Consolidated Sterkspruit town	Monthly	Consolidated Sterkspruit town	Monthly	Consolidated Sterkspruit town	30-Mar-12	*	*		Insufficient funds
Tourism Sector Plan	R 150,000.00	Development of Sector plan				1	develop ToR, Place an advert and appoint service provider	Sep-11	service provider to develop the sector plan and submit 1st draft	Dec-11	submit Tourism Sector plan for adoption to the Council	Jan-12				
Development of brochures	R40 000.00	Number of brochures developed				5000	Seek for service provider and quotations, Development of brochures and printing	Sep-11								
Marketing	15,000.00	Number of Expos to attend				4	Attend Destinations Expo in Cape town	Aug-11	Attend Macufe in Bloemfontein	Oct-11	Attend Die Beeld Expo in Johannesburg	Feb-12	Attend International Indaba on Durban	May-12		
Events	20,000.00	Number of Events held				2					Duablon	Mar-12	Passion Play	2012 May		
Trainings	30,000.00	Number of trainings to be conducted				1							Customer Care	2012 May		
Schools Competition	10,000.00	Number of competitions held				1						Have schools comp in Senqu	Mar-12			
Tourism Awareness to schools	12,000.00	Number of Awareness Campaigns				1					Have awareness campaigns to schools during Tourism month	Sep-11				
Support to Tourism	60,000.00	Number of structures (LTO's and LTO's)				5					Street Names	Dec-12				
						Monthly					Holo Hahatsi	Monthly	Holo Hahatsi	Monthly	Holo Hahatsi	Monthly
KPA: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT														WEIGHTING		
Objective: To ensure the financial viability of the municipality by the implementation of good financial management																

IPME 2011/12

PMS	R 609,862.00	R 50,000.00	R 0.00	R 0.00	R 0.00	R 200,000.00	R 300,000.00	R 0.00	R 0.00	R 59,862.00	R 0.00	R 0.00	R 0.00			
IDP	R 219,538.00	R 0.00	R 2,000.00	R 10,000	R 100,000.00	R 20,000.00	R 10,000.00	R 5,000.00	R 5,000.00	R 15,000.00	R 10,000.00	R 42,538.00	R 0.00			
Sound financial management	Improve departmental adherence to scm policies and procedures	SCM policy	Decrease in deviation from SCM policies	Improved accountability	Decrease in deviations	90%	Quarterly deviation reports	quarterly	Quarterly deviation reports	quarterly	Quarterly deviation reports	Quarterly	Quarterly deviation reports	Quarterly	D.P.Agyemang	Limited co-operation from SM
	Each manager must ensure that at least 80% of the Municipality's budget is spent on capital projects identified for the FY to the IDP	SDBIP	Improved expenditure	Increased service delivery and sound financial management	Expenditure on capital projects	85%	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	Quarterly expenditure reports as per the SDBIP	Quarterly	IPME staff	
To ensure the alignment of the budget and planning processes (MTAS)	The budget and planning processes are currently not adequately aligned	Budget & IDP process plan	Aligned budget & planning processes	Greater efficiency and economy in the provision of services	Drafted IDP and budget process plan	Aug-11	Progress reports on process plan implementation	Monthly	Progress reports on process plan implementation	Monthly	Progress reports on process plan implementation	Monthly	Progress reports on process plan implementation	Monthly	B.Vedje	

KPA: SPATIAL RATIONALE & ANALYSIS

WEIGHTING

Objective: To ensure that land is developed in accordance with the SDF and planning administration

Land administration and spatial development	The SDF has been reviewed. Land legislation has not been enforced particularly in the former Transkei and this has led to continuous land invasions	Adherence to Town & regional planning norms and standards	Well co-ordinated development	Efficient an effective co-coherent development	development applications	Quarterly	Approval of development applications	Quarterly	Approval of development applications	Quarterly	Approval of development applications	Quarterly	Approval of development applications	Quarterly	D.P.Agyemang	
		SDF review			Reviewed SDF	31 May-12	Analysis	Monthly	Strategies & objectives	20-Dec-11	Draft SDF	31 March 201	Final SDF	May-12	B.Vedje	
		Control of Land invasion and illegal structures			Conduct workshop/meetings with stakeholders	30-Oct-11		Monthly	Conduct workshop/meetings with stakeholders	30-Oct-11						N Adam
Commonage management	Commonage Management Plan is in place but fencing is required for stock rotation	Budget	Fenced camp	Stock rotation	Fenced camp	1	Fencing quotations	Sep-11	Fenced camp	20-Dec-11					L.Makaula	

CMC 1: Financial Management

WEIGHTING

Effective, accountable and viable financial management	Issues to be addressed annually in the Audit Action Plan	Completed audit action plan	Reporting quarterly on implementation of Audit Action Plan	progress to 70% attainment of a clean audit through applying steps to measure the issues raised	70%	25%	Reporting	50%	Reporting	75%	Reporting	100%	Reporting	IPME Manager /MMS57 Managers	
	Annually ongoing			Monthly budget print-outs	Resources managed effectively and over/under expenditure managed to within 95% of budget	95%	25%	50%	75%	100%	IPME Manager /MMS57 Managers				
	Spent budget	Improved financial management													

CMC 2: People Management and Empowerment

WEIGHTING

Policy Reviews and Updates & compliance	Reviewed and approved policies - Policy workshop	Reviewed policies	Improved governance	Policies are reviewed and updated annually for IPME section. Staff workshoped on policy updates - checking compliance	100%	25% Planned Review	50% Planned Review	75% Planned Review	100% Planned Review	IPME Manager /MMS57 Managers	
Building an institution capable of effective delivery with sound administration	Training Plan statistics and quarterly reports			WSP implemented	Capacitated staff	80% application of the IPME sections training plan in order to empower staff	80%	25%	50%	75%	100%

CMC 3: Client orientation and Customer Focus

WEIGHTING

Building an institution capable of effective delivery with sound administration	SDBIP submissions per Department	SDBIP completed	Facilitates the review of the SDBIP by coordinating timely submission of reviewed SDBIP based on IDP objectives to ensure public participation factored into targets	100% SDBIP revised annually	100%			50%	100%	IPME Manager /MMS57 Managers	
Building an institution capable of effective delivery with sound administration	Cluster meeting minutes and action plans Quarterly progress reporting			Meetings attended	Good governance	Attendance of cluster meetings as scheduled in order to ascertain community needs and to develop the manner in which to address these	100%	Attended annually	25% Reporting	50% Reporting	75% Reporting