

1. BACKGROUND

The Service Delivery and Budget Implementation Plan (SDBIP) is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers, the top management team, the resources to be used and the deadlines set for the relevant activities. It is informed by the Integrated Development Plan and the Budget approved by Council and it seeks to map out how the IDP priorities and objectives through various departmental programmes will be achieved.

The Service Delivery and Budget Implementation Plan form the basis on which Performance Agreements of the Municipal Manager and senior managers will be concluded and signed in terms of Section 57 of the Municipal Systems Act.

2. LEGISLATIVE IMPERATIVE

2.1 Definition of the Service Delivery and Budget Implementation Plan

In terms of Chapter 1(i) of the Municipal Finance management Act (Act 53 of 2003) (MFMA), an SDBIP is a detailed plan approved by the mayor of a municipality in terms of Section 53(1)(c)(ii) for implementing the municipality's delivery of services and its annual budget and which must indicate:

- (a) Projections for each month of?
 - (i) Revenue to be collected by source; and
 - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter; and
- (c) Any other matters that may be prescribed.

Furthermore, Circular 13 of the MFMA identifies five necessary components that must be contained in an SDBIP as follows:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward.

Approval

2.2 Approval of the Service Delivery and Budget Implementation Plan

In terms of Section 69 (3) of the MFMA, the Accounting Officer must no later than 14 days after the approval of an annual budget submit to the Mayor a draft SDBIP for the budget year and drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act (Act 32 of 2000) for the Municipal Manager and all senior managers.

Subsequent to this, Section 53 of the MFMA requires that the Executive Mayor of a municipality approves the municipality's SDBIP within 28 days after the approval of the budget.

2.3 Implementation and Monitoring of the SDBIP

Performance progress against the set objectives, indicators and targets set out in the SDBIP will be monitored and reported on as follows:

- Monthly in terms of Section 71 of the MFMA
- Quarterly reports in terms of Section 52 of the MFMA
- Mid-year budget and performance report in terms of Section 54 and 72 of the MFMA
- Annual Performance Report in terms of Section 46 of the Municipal Systems Act (as amended)
- Annual Financial Statements in terms of Section 122 of the MFMA
- Annual report in terms of Section 121 of the MFMA

Submission and Approval of the 2011/12 Service Delivery and Budget Implementation Plan

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Mr ZA WILLIAMS
MUNICIPAL MANAGER

DATE:25/05/2011

.....
Cllr. Z. DUMZELA
EXECUTIVE MAYOR

DATE: 06/06/2011

3. BUDGET PROJECTIONS

3.1 Monthly projections of revenue by source

R	Budget Year 2011/12												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year 2012/13	Budget Year 2013/14
Revenue By Source															
Property rates	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - external investments	926,666	885,590	523,393	373,422	134,522	951,671	516,418	421,972	346,730	-	-	-	5,080,384	5,300,000	5,800,000
Interest earned - outstanding debtors	833	833	833	833	833	833	833	833	833	833	833	837	10,000	10,000	10,000
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	70,383,185	-	-	-	70,383,185	-	-	70,383,185	-	-	-	-	211,149,556	241,504,333	287,923,222
Transfers recognised - operational	55,587,258	-	-	-	55,587,258	-	-	55,587,258	-	-	-	-	166,761,774	183,882,220	198,016,609
Other revenue	25,628	25,628	25,628	25,628	25,628	25,628	25,628	25,628	25,628	25,628	25,628	25,628	307,539	307,539	307,693
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue by source	126,923,571	912,051	549,854	399,883	126,131,427	978,132	542,879	126,418,877	373,191	26,461	26,461	26,465	383,309,253	431,004,092	492,057,524

Expenditure by GFS Function	Framework		
	Budget Year 2011/2012	Budget Year 2012/2013	Budget Year 2013/2014
Executive & Council	14,827,414	15,741,393	17,829,628
Budget & Treasury Office	11,390,630	12,996,799	13,977,997
Corporate Services	22,755,387	21,138,531	22,627,836
Planning & Development	2,426,715	2,605,874	2,799,304
Health	11,618,260	12,498,312	13,448,087
Community & Social Services	29,430,537	27,529,035	29,519,570
Housing	-	-	-
Public Safety	-	-	-
Sport & Recreation	-	-	-
Environmental Protection	-	-	-
Waste Management	24,477,820	24,184,834	25,253,326
Road Transport	29,811,761	32,040,527	34,437,016
Water	59,166,374	27,078,028	28,525,406
Electricity	-	-	-
Other - PMU, Water/Wetlands	26,750,570	21,631,134	22,042,357
Total Expenditure	232,655,468	198,444,467	210,560,527

Capital Expenditure by GFS Function	Framework		
	Budget Year 2011/2012	Budget Year 2012/2013	Budget Year 2013/2014
Executive & Council	-	-	-
Budget & Treasury Office	-	-	-
Corporate Service	8,033,000	-	-
Planning & Development	-	-	-
Health	320,000	-	-
Community & Social Services	4,500,000	5,000,000	500,000
Housing	-	-	-
Public Safety	-	-	-
Sport & Recreation	-	-	-
Environmental Protection	-	-	-
Waste Management	36,910,965	86,500,000	88,000,000
Road Transport	1,200,000	-	-
Water	99,612,719	141,000,000	193,756,150
Electricity	-	-	-
Other	-	-	-
Total Capital	150,576,684	232,500,000	282,256,150

KPA 1: Service Delivery and Infrastructure Development													
Objective	Programme number	KPI	Baseline Indicator	Annual Target	Date	Budget	Ward/ Area	Quarterly Target				Indicator Custodian	
								Qtr 1	Qtr 2	Qtr 3	Qtr 4		
To maintain and expand water purification works and waste water treatment works in line with growing demand	SD01	% compliance with SANS 241 for drinking water quality as per BODs (Outcome)	90%	97%	June 2012		District wide	97%	97%	97%	97%	DTS	
	SD01-02	Increase number of urban systems that comply with DWA's Blue Drop criteria (Outcome)	0 out of 14	2	June 2012		District wide				2	DTS	
	SD02	% compliance with SANS 241 for effluent water quality	New indicator	80%	June 2012		District wide				80%	DTS	
	SD02-01	Number of W&S Master Plans completed (Output)	0	4	June 2012		District wide	0	1	1	2	DTS	
	SD03	Development of District water and sanitation refurbishment Master Plan (Output)	No District water and sanitation refurbishment master plan	water and sanitation refurbishment Master Plan developed	June 2012		District wide					District water and sanitation refurbishment Master Plan	DTS
	SD04	% expenditure of appropriated budget on operation and maintenance of all waste water treatment works (Output)	New indicator	100%	June 2012		District wide					100%	DTS
SD04-01	% budget spent of the Water Services Development Plan budget (Input)	R 0.00	100%	June 2012	R 300,000	District wide		50%			100%	DTS	
To improve water and sanitation quality and ensure continuity of services	SD05	% expenditure of appropriated budget on operation and maintenance of all water purification works (Output)	New indicator	100%	June 2012		District wide		50%			100%	DTS
	SD06	Number of Blue Drops achieved (Output)	0	2	June 2012		District wide				2	DTS	
	SD06-01	Number of water & sanitation MIs registered projects under construction (Output)	0	12 projects under construction	June 2012	R 143,957,000	District wide	12	12	12	12	DTS	
To develop and implement water management plans to reduce water losses	SD07	Development of Water Safety Plans for water system for two towns (Output)	New indicator	Water Safety Plans for two towns developed	June 2012		Two towns					Water Safety Plans for water system for two towns	DTS
To implement the working for water and Working for wetlands programme	SD08	% expenditure of the budget for Working for Water as per the National financial year (Output)	New indicator	100%	June 2012		District wide					100%	DTS
	SD09	% expenditure of the budget for Working for Wetlands as per the National financial year (Output)	New indicator	100%	June 2012		District wide					100%	DTS
	SD09-01	No of hectares of alien plants eradicated (Outcome)	0 Ha	600 Ha	June 2012		District wide	150	150	150	150	DTS	
	SD10	Number of households provided with basic level of water in 2011/12 financial year (Outcome)	0	5000 households	June 2012		District wide	1000	1000	1000	2000	DTS	
	SD11	Number of households provided with basic level of sanitation in 2011/12 financial year (Outcome)	0	5000 households	June 2012		Sengca & Elandini LMs	1000	1000	1000	2000	DTS	
To continuously perform municipal health services within the District	SD12	Number of formal urban waste sites where a monthly updated evaluation report was issued to relevant role players / stakeholders (Outcome)	No annual report prepared	1 quarterly report on each municipality	June 2012	R 149,908	District wide	4	4	4	4	CommS	
	SD13	Number of Formal Food Premises that were evaluated for compliance with regulation 918 using the standardised evaluation tool (Output)	programme being implemented but targets not met	80	June 2012	R 0	District wide	20	20	20	20	CommS	
	SD13-01	Number of public premises are regularly monitored to ensure healthy and safe environments (Output)	premises are monitored but targets not met	40 public facilities monitored	June 2012	R 59,963	District wide	8	12	12	8	CommS	
	SD13-02	Sewerage spills monitored and compliance enforced (Output)	996 monitored	All reported and or identified sewerage spills compliance enforced	June 2012	R 149,908	District wide	100%	100%	100%	1	CommS	
	SD13-03	Number of pauper burials facilitated (Output)	about 10/year but increasing	All recognized pauper burials facilitated	June 2012	R 59,963	District wide	100%	100%	100%	1	DTS	
To improve maintenance of municipal road networks	SD14	% expenditure of the budget for maintenance of roads in terms of the SLA with DPW&R as per the National Financial year (Input)	R28m	100%	June 2012	R 30m	District wide	50%	25%	25%	25%	DTS	
	SD14-01	Number of km's graded as per the SLA (Output)	8400 km	8400 km	June 2012		Rainip and Maletswai LMs	2100km	2100km	2100km	2100km	DTS	
	SD14-02	Number of roads maintained as per the SLA (Outcome)	61	61 unpaved roads maintained	June 2012		Garing & Maletswai LMs	20	20	21		DTS	
To expand municipal services to rural nodes	SD15	% of incidences responded to (Output)	New indicator	100%	June 2012		District wide	100%	100%	100%	100%	DTS	
	SD15-01	% budget spent on the extension of the main office building (Input)	New indicator	100%	June 2012	R 5.1m	N/A					DTS	

KPA 2: Local Economic Development							KPA weight: 25					
IDP Objective	programme Number	Indicators	Baseline	target	Date	Budget	ward	Targets				Custodian
								Qrt 1	Qrt 2	Qrt 3	Qrt 4	
To create job opportunities through Expanded Public Works programme, Community Works Programme, LED and capital projects		Applications made to source funding for economic development (input)	Three Sinako funds closed. No new applications made	Funds secured for business relevance strategy (LED 9), 2 other applications made	31-Dec	0	internal	1	2	1	1	CommS
	LED5	System implemented to record the number of jobs created through municipal activities (input)	lack of coordination in the institution around the number of jobs created. Most reporting done by Tech Services.	system implemented with quarterly reports	quarterly report	3 000 000	district wide	1	1	1	1	CommS
	LED11	Reviewed LED Strategy (output)	Not been reviewed as yet	LED Strategy reviewed	30-Oct-11	0	internal	1	1	1	1	CommS
	LED 10	JogEDA performs as per its strategic plan (Outcome)	have only been operational for 1 year	Annual Performance report and AFS by 31 August	31-Aug	3 000 000	internal	1	1	1	1	CommS
	To support rural development programme	LED13	Coordinated intervention programmes implemented with other government departments (outcome)	Magalwene programme being implemented	1 joint initiative in the social cluster	annual	0	ebandini	1	1	1	1
To facilitate development of the timber industry	LED15	Support for forestry outgrowers programme (output)	Forestry outgrowers plan in place but no funds	Quarterly reports	quarterly report	0	ebandini	1	1	1	1	CommS
To facilitate development of the tourism industry	LED16	The Eastern Cape Highlands brand is marketed as a preferred destination (output)	Are marketing 4 times per year	4 marketing initiatives	annual	400 000	district wide	1	1	1	1	CommS

KPA 3: Financial Viability and Management													
IDP Objective	Programme Number	KPI	Baseline	Target	Date	Budget	ward	Targets				Indicator Custodian	
								Qrt 1	Qrt 2	Qrt 3	Qrt 4		
To develop and implement annual budget	PV01	Development and approval of annual budget (Output)	Prior year budget approved	Annual budget adopted by Council	May 2012	R 0	N/A				Annual budget adopted by Council	Finance	
To obtain clean audit report by 2014	PV02	% Resolution of audit issues identified by AG in prior year (Output)	New indicator	100%	June 2012		N/A				100%	Finance	
	PV02-01	Audit Action Plan (AAP) Developed (Input)	Prior year AAP	Approved AAP	December 2011	R 0	N/A		Approved AAP			Finance	
	PV03	Achieve unqualified Audit opinion (Outcome)	Qualified Report	unqualified audit report	December 2011		Internal			unqualified audit report obtained			Finance
To improve procurement systems to eliminate corruption and ensure value for money	PV04	Annual review of Supply Chain Management policy	New indicator	Reviewed SCM Policy	June 2012						Reviewed SCM Policy	Finance	
	PV05	Review of Fraud and Anti-corruption Strategy	New indicator	Reviewed Fraud and Anti-corruption Strategy	June 2012						Reviewed Fraud and Anti-corruption Strategy	Finance	
To improve financial management and reporting	PV06	% expenditure of all grants	New indicator	100%	June 2012							Finance	
	PV07	Submission of MFMA Section 52, 66 and 71 and 72 reports to Council	Reports submitted late	MFMA Reports submitted to Council	June 2012	R 0	N/A	MFMA Reports submitted to Council	MFMA Reports submitted to Council	MFMA Reports submitted to Council	MFMA Reports submitted to Council	Finance	
	PV07-01	% expenditure against income	New indicator	100%	June 2012	R 0	N/A					Finance	
	PV07-02	% of municipal debt reduced	New indicator	100%	June 2012	R 0	N/A					Finance	
	PV08	Opex budget actually spent on assets and infrastructure	New indicator									Finance	
	PV09	Preparation of Consolidated Annual Financial Statement	Late by 2 weeks	100%	August 2011	R 0	N/A					Finance	
		% revenue collected against projection	New indicator	100%	June 2012	R 0	N/A					Finance	
	PV10	Sign agreements with all Water Service Providers	New indicator	SLAs with WSPs completed	September 2012					SLAs with WSPs completed			Finance
	PV11	Development of Investment Strategy	No strategy in place	Investment Strategy developed	June 2012	R 0	N/A					Investment Strategy developed	Finance
	PV12	Review all financial policies	Prior Year reviews	All Financial policies reviewed	March 2012						All Financial policies reviewed	Finance	
	PV13	debt coverage		4.00	June 2012			4.00	4.00	4.00	4.00	Finance	
	PV14	cost coverage		2.00	June 2012			2.00	2.00	2.00	2.00	Finance	
	PV15	Compliance with Finance Turn Around Strategy		Full Compliance with Finance Turn Around Strategy								Finance	
	PV16	Development of Revenue enhancement Strategy (output)	No strategy in place	Revenue enhancement strategy developed	June 2012	R 0	N/A					Revenue enhancement strategy developed	Finance
	To ensure that capital budget is spent or committed by the end of June 2012	PV17	expenditure of budget appropriated for the Mayor's Discretionary Fund		100%	June 2012	R 0	N/A					Finance
To improve financial management and reporting	PV18	% capital budget actually spent in forms of integrated development plan (Output)		All financial policies	March 2012	R 0	N/A				All financial policies	Finance	

EPA 5: Good Governance and Public Participation												
Objective	Programme number	KPI	Baseline Indicator	Annual Target	Date	Budget	Ward/ Area	Quarterly Targets				Indicator custodian
								Qrt 1	Qrt 2	Qrt 3	Qrt 4	
To strengthen internal control systems	GG01	Number of meetings of oversight committee										OMM
	GG01-01	Number of Internal Audit reports submitted to audit committee and Management										OMM
	GG01-02	Number of Institutional Risk Assessments conducted (output)		1 Assessment	March 2012		N/A					OMM
	GG02	Performance and Audit Committee sitting										OMM
To manage and coordinate IDP processes within the District and local municipalities	GG03	IDP and Budget Framework and Process Plan approved	Prior year plan	IDP and budget Process Plan adopted by Council	September 2011		N/A		IDP and budget process plan adopted			OMM
	GG04	IDP adopted by the Council										OMM
To develop and implement performance monitoring and management systems	GG05	Completion of Annual Performance report										OMM
	GG06	Development of Annual Report										OMM
	GG07	Completion of Mid year Performance Report										OMM
	GG08	Review all policies, including finance, performance management and human resources policies										OMM
	GG09	Complete 2011/12 SDBIP		2011/12 SDBIP approved								OMM
	GG10	Performance Agreements of Section 57 Managers signed by July 2011										OMM
	GG11	PKS cascaded to middle management										OMM
	GG12	Development of District-wide scorecard										OMM
	GG13	IGR Cluster meetings including DIMAFU sitting										OMM
	GG14	IDP Forum meetings sitting										OMM
To promote and facilitate inter-governmental relations	GG14-01	Number of DIMAFU meetings sitting (Input)		4 meetings	June 2012		N/A	1 meeting	1 meeting	1 meeting	1 meeting	OMM
	GG15	Traditional Leaders forum meetings sitting										OMM
To encourage participation of the communities in municipal processes	GG16	Conduct Community Based Planning in each local municipality										OMM
	GG17	Conduct Mayoral outreach programme in each local municipality										OMM
To implement special programmes including HIV and AIDS programmes	GG18	% expenditure of budget appropriated for special programmes including HIV and AIDS programmes. (Input Indicator)	100%	100%	June 2012		N/A		50%			OMM

Performance Plan for the Director: Corporate Services - 2011/12 Financial Year

KPA 1: Infrastructure Development and Service Delivery											KPA weight: 30
IDP Objective	Indicators	Baseline	target	Date	Budget	ward	Targets				Custodian
							Ort 1	Ort 2	Ort 3	Ort 4	
To improve water and sanitation quality and ensure continuity of services	Update the organogram to incorporate new staff (Input)	Approved 2011/12 organogram	Approved 2011/12 organogram	August 2011	R 0	N/A	Approved organogram				Corp
	Conclude the transfer of water and sanitation staff from LMs (Output)	New indicator	Transfer agreement signed by all parties	August 2011	R 0	N/A	Transfer agreement				Corp
KPA 2: Local Economic Development											KPA weight: 30
IDP Objective	Indicators	Baseline	target	Date	Budget	ward	Targets				Custodian
							Ort 1	Ort 2	Ort 3	Ort 4	
To plan for medium to long term development of the local economy	Community training needs identified (Input)		Community skills audit report compiled	July 2011		District wide				Community skills audit report compiled	Corp
	Number of community training programmes implemented (Output Indicator)		2 training programmes	June 2012		District wide				2 training programmes conducted	Corp
KPA 3: Financial Viability and Management											
IDP Objective	KPI	Baseline Indicator	Target	Date	Budget	Ward/Area	Quarterly Targets				Custodian
							Q1	Q2	Q3	Q4	
To develop and implement annual budget	Departmental budget priorities for the 2012/13 Budget identified (Output Indicator)	2011/12 budget priorities identified	IDP priorities presented to the IDP and Budget Steering Committee	February 2012	R 0	N/A			IDP priorities presented to the IDP and Budget Steering Committee		Corp
	Develop and submit draft departmental SDBIP (Outcome)	Prior year SDBIP approved	Draft departmental SDBIP submitted to Municipal Manager	March 2012	R 0	N/A			Draft departmental SDBIP submitted to Municipal Manager		Corp
To obtain clean audit report by 2013	Turn-around time on responses to internal and external audit issues and queries	Inconsistent	Responses within 2 working days	June 2012	R 0	N/A	All responses provided within 2 working days	All responses provided within 2 working days	All responses provided within 2 working days	All responses provided within 2 working days	Corp
	Departmental Audit Action Plan Developed (Input)	New indicator	Departmental AAP submitted to Audit Action Manager	December 2011	R 0	N/A		Departmental AAP submitted to Audit Action Manager			Corp
	% resolution of Departmental audit issues identified by AG in 2010/11 FY as per AAP (Output)	New indicator	100%	June 2012	R 0	N/A				100%	Corp
To improve procurement systems to eliminate corruption and ensure value for money	% deviation from Supply Chain Management policy	New indicator	0%	July 2011	R 0	N/A	0%		0%	0%	Corp
To improve financial management and reporting	% expenditure of all grants		100%	June 2012		N/A				100%	Corp
	% Opex budget actually spent on repairs and maintenance		100%	June 2012		N/A				100%	Corp
To ensure that capital budget is spent or committed before the end of June 2011	% departmental budget spent (Input Indicator)		100%	June 2012		N/A				100%	Corp

KPA 3: Institutional Development											
IDP Objective	KPI	Baseline Indicator	Target	Date	Budget	Ward/Area	Quarterly Targets				Custodian
							Q1	Q2	Q3	Q4	
Improved human resource capacity of the District	% budgeted Departmental positions filled within the financial year (Input Indicator)	New Indicator	100%	June 2012	R 0	N/A	100%	100%	100%	100%	Corp
	Compile institutional organogram (Input Indicator)	Prior year organogram	Approved Organogram	March 2012		N/A			Approved Organogram		Corp
	EE Report submitted to Department of Labour	Prior year report submitted	Employment Equity report submitted	June 2012		N/A				Employment Equity report submitted	Corp
	% disciplinary cases resolved within 3 months	New Indicator	100%	June 2012		N/A	100%	100%	100%	100%	Corp
	% of Job Evaluation recommendations implemented	New indicator	100%	June 2012		N/A				100%	Corp
	Employee satisfaction survey conducted (Output Indicator)	Prior year survey	Employee satisfaction survey conducted	June 2012		N/A				Employee satisfaction survey conducted	Corp
	Scheduled Council meetings held	6	At least 4	June 2012		N/A	At least 1	At least 1	At least 1	At least 1	Corp
	Scheduled Mayoral Committee meetings held	10	At least 4	June 2012		N/A	At least 1	At least 1	At least 1	At least 1	Corp
	% budget spent on implementing workplace skills plan (Input Indicator)		100%	June 2012		N/A				100%	Corp
	Number of candidates recruited for intern and work experience programmes	27	30	June 2012		N/A			15	15	Corp
	Number of people from employment equity target groups employed in 3 highest levels of management (Output Indicator)	2	2	June 2012		N/A				2	Corp
	% of budgeted training programmes requested by municipal departments that are conducted	New indicator	100%	June 2012		N/A			50%	50%	Corp
	% of Councillors that are trained	New indicator	100%	June 2012		N/A				100%	Corp
	Number of LLF meetings held	New indicator	4	June 2012		N/A	1	1	1	1	Corp
	% of new employees inducted on HR policies and conditions of Service	New indicator	100%	June 2012		N/A				100%	Corp
	% of OHS committee recommendations implemented	New indicator	100%	June 2012		N/A				100%	Corp
	IT audit action plan developed	New indicator	IT Audit Action Plan Developed	December 2011	R 0	N/A			IT Audit Action Plan Developed		Corp
	% of IT audit issues relating to prior year resolved (Output Indicator)	New indicator	100%	June 2012		R 0	N/A			100%	Corp
	Annual review of Delegation Framework (Output Indicator)	Prior year Framework	Delegation Framework Reviewed	June 2012		R 0	N/A			Delegation Framework Reviewed	Corp

KPA 5: Good Governance and Public participation											KPA weight: 10
IDP Objective	Indicators	Baseline	target	Date	Budget	ward	Targets				Custodian
							Ort 1	Ort 2	Ort 3	Ort 4	
To strengthen internal control systems	Departmental Risk Plan Developed and implementation reports submitted (Input)	Prior year Plan	Departmental Risk Plan Developed	May 2012	0	N/A				Departmental Risk Plan Developed	Corp
	Number of Departmental Risk Management Reports submitted to Risk Committee	None	4 Risk reports	June 2012		N/A	1 Risk report	1 Risk report	1 Risk report	1 Risk report	DTS
To develop and implement performance monitoring and management systems	Number of Departmental quarterly SDBIP reports submitted		4 Departmental SDBIP Reports	June 2012		N/A	1 report	1 report	1 report	1 report	Corp
	Number of S57 Performance agreements signed (Input Indicator)		1 PA for the Director concluded	July 2011		N/A	1 PA for the Director concluded				DTS
	Number of Departmental middle managers who sign performance obligations (Output Indicator)		5 performance obligations	July 2011		N/A	5 performance obligations concluded				Corp
	Departmental input into Consolidated Annual Report (Outcome)		Departmental input submitted	July 2011		N/A	Departmental input submitted				Corp
To promote and facilitate inter-governmental relations	Number of (IGR) Safety and Justice Cluster meeting	2	2	June 2012	0	N/A	1	1	1	1	Corp

Performance Plan for the Director: Finance - 2011/12 Financial Year

KPA 1: Service Delivery and Infrastructure Development											
IDP Objective	LGTAS/NKPA	Baseline Indicator	Annual Target	Date	Budget	Ward/Area	Quarterly Targets				Custodian
							Q1	Q2	Q3	Q4	

KPA 2: Local Economic Development											
IDP Objective	LGTAS/NKPA	Baseline Indicator	Annual Target	Date	Budget	Ward/Area	Quarterly Targets				Custodian
							Q1	Q2	Q3	Q4	

KPA 3: Financial Viability and Management												
							KPA weight: 10					
IDP Objective	Indicators	Baseline	target	Date	Budget	ward	Targets				Custodian	
							Qrt 1	Qrt 2	Qrt 3	Qrt 4		
To develop and implement annual budget	Departmental budget priorities for the 2012/13 Budget identified (Output Indicator)	2011/12 budget priorities identified	IDP priorities presented to the IDP and Budget Steering Committee	February 2012	R 0	N/A		IDP priorities presented to the IDP and Budget Steering Committee				Acting CFO
	Compile annual budget (Outcome Indicator)	Prior year budget approved	Annual budget adopted by Council	May 2012	R 0	N/A				Annual budget adopted by Council		Acting CFO
	Develop departmental SDBIP (Outcome)	Prior year SDBIP developed	SDBIP approved by the Municipal Manager	June 2012	R 0	N/A				SDBIP approved by the Municipal Manager		Acting CFO
To obtain clean audit report by 2014	Departmental Audit Action Plan (AAP) Developed (Input)	Prior year AAP	Approved AAP	December 2011	R 0	N/A		Approved AAP				Acting CFO
	% resolution of departmental audit issues identified by AG in 2010/11 FY as per AAP (Output)	New indicator	100%	June 2012	R 0	N/A				100%		Acting CFO
	% Reduction in misstatements in financial statements	New indicator	100%	December 2011	R 0	N/A			100%			Acting CFO
To improve procurement systems to eliminate corruption and ensure value for money	Calendar of meetings for bid committees developed and adhered to (Input Indicator)	None	Calendar approved	July 2011	R 0	N/A	Calendar approved					Acting CFO
	Review of Fraud and Anti-corruption Strategy	New indicator	Fraud and Anti-corruption Strategy adopted	June 2012	R 0	Internal				Fraud and Anti-corruption Strategy		Acting CFO
	% appointments done within 7 weeks from time of advertisement (input)	New indicator	100%	June 2012	R 0	N/A	100%	100%	100%	100%		Acting CFO
	% Reduction of SCM policy deviations (Output)	New indicator	100%	June 2012	R 0	N/A	100%	100%	100%	100%		Acting CFO
	Development of Revenue enhancement Strategy	No strategy in place	Revenue enhancement strategy developed	June 2012	R 0	N/A				Revenue enhancement strategy developed		Acting CFO

To improve financial management and reporting	cost coverage ratio			June 2012	R 0	N/A	?	?	?	?	Acting CFO
	debt coverage ratio			June 2012	R 0	N/A	?	?	?	?	Acting CFO
	Development of Investment Strategy	No strategy in place	Investment Strategy developed	June 2012	R 0	N/A				Investment Strategy developed	Acting CFO
	Submission of MFMA Section 52, 66 and 71 and 72 reports to Council		MFMA Reports submitted to Council	June 2012	R 0	N/A	MFMA Reports submitted to Council	MFMA Reports submitted to Council	MFMA Reports submitted to Council	MFMA Reports submitted to Council	Acting CFO
	% expenditure of finance related grants	New indicator	100%	June 2012	R 0	N/A				100%	Acting CFO
	% expenditure against income	New indicator	100%	June 2012	R 0	N/A				100%	Acting CFO
	% of municipal debt reduced	New indicator	100%	June 2012	R 0	N/A				100%	Acting CFO
	% of capital expenditure	New indicator	100%	June 2012	R 0	N/A				100%	Acting CFO
	Timely submission of AFS	Late by 2 weeks	100%	August 2011	R 0	N/A				100%	Acting CFO
% revenue collected against projection	New indicator	100%	June 2012	R 0	N/A				100%	Acting CFO	
To ensure that capital budget is spent or committed before the end of June 2012	% total capital budget spent (Output Indicator)		100%	June 2012	R 0	N/A				100%	Acting CFO
To improve financial management and reporting	Review all financial policies		All financial policies	March 2012	R 0	N/A			All financial policies		Acting CFO

KPA 4: Institutional Development and Transformation											KPA weight: 10
IDP Objective	PKI	Baseline	target	Date	Budget	ward	Targets				Custodian
							Qrt 1	Qrt 2	Qrt 3	Qrt 4	
Improved human resource capacity of the District	Number of Departmental staff meetings held	New Indicator	12	June 2012	R 0	N/A	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	DTS

KPA 4: Institutional Development and Transformation											KPA weight: 10
IDP Objective	Indicators	Baseline	target	Date	Budget	ward	Targets				Custodian
							Qrt 1	Qrt 2	Qrt 3	Qrt 4	
Improved human resource capacity of the District	% of budgeted Departmental positions filled within three months of vacancy (Input Indicator)	New Indicator	100%	June 2012	R 0	Internal	100%	100%	100%	100%	Acting CFO
	% of staff submitting Personal Development Plans (PDPs) and training needs to HR	New Indicator	100%	June 2012	R 0	Internal			100%		Acting CFO
	Number of Departmental staff meetings held	New Indicator	12	June 2012	R 0	Internal	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	Acting CFO

KPA 5: Good Governance and Public participation						KPA weight: 10					
IDP Objective	Indicators	Baseline	target	Date	Budget	ward	Targets				Custodian
							Qrt 1	Qrt 2	Qrt 3	Qrt 4	
To strengthen internal control systems	Departmental Risk Plan Developed and implementation reports submitted (Input)	Prior year Plan	Departmental Risk Plan Developed	May 2012	0	N/A				Departmental Risk Plan Developed	Corp
	Number of Departmental Risk Management Reports submitted to Risk Committee	None	4 Risk reports	June 2012		N/A	1 Risk report	1 Risk report	1 Risk report	1 Risk report	DTS
To develop and implement performance monitoring and management systems	Number of Departmental quarterly SDBIP reports submitted		4 Departmental SDBIP Reports	June 2012		N/A	1 report	1 report	1 report	1 report	Corp
	Number of S57 Performance agreements signed (Input Indicator)	1	1 PA for the Director concluded	July 2011		N/A	1 PA for the Director concluded				DTS
	Number of Departmental middle managers who sign performance obligations (Output Indicator)		3 performance obligations	July 2011		N/A	3 performance obligations concluded				Corp
	Departmental input into Consolidated Annual Report (Outcome)		Departmental input submitted	July 2011		N/A	Departmental input submitted				Corp
To promote and facilitate inter-governmental relations	Number of Governance and Finance Cluster meeting	2	2	June 2012	0	Internal	1 per forum	1 per forum	1 per forum	1 per forum	Acting CFO

Performance Plan for the Director: Community Services - 2011/12 Financial Year

KPA 1: Infrastructure Development and Service Delivery										
KPA weight: 30										
IDP Objective	KPI	Baseline	target	Date	Budget	ward	Targets			Indicator Custodian
							Ort 1	Ort 2	Ort 3	
To improve water and sanitation quality and ensure continuity of services	% water quality compliance with SANS 241 standards for ecoli (output)	Monthly reports prepared	100%	monthly	700,000	district wide	4	4	4	CommS
	Improved water quality (Outcome)	None achieved as yet	2 blue drop achieved	annual	0	district wide				CommS
To improve municipal health services within the District	Number of formal urban waste sites where a monthly updated evaluation report was issued to relevant role-players / stakeholders (Outcome)	No annual report prepared	1 quarterly report on each municipality	quarterly	149,908	district wide	4	4	4	CommS
To improve municipal health services within the District	Number of Formal Food Premises that were evaluated for compliance with regulation 918 using the standardised evaluation tool (Output)	programme being implemented but targets not met	80	annual	-	district wide	20	20	20	CommS
	Public premises are regularly monitored to ensure healthy and safe environments (Output)	premises are monitored but targets not met	40 public facilities monitored	annual	59,963	district wide	8	12	12	CommS
	Sewerage spills monitored and compliance enforced (output)	996 monitored spills	All reported and or identified sewerage spills	annual	149,908	district wide	100%	100%	100%	CommS
	Number of pauper burials facilitated (output)	about 10/year but increasing	All recognised pauper burials facilitated	annual	59,963	district wide	100%	100%	100%	CommS

KPA 2: Local Economic Development										
IDP Objective	KPI	Baseline Indicator	Target	Date	Budget	Ward/ Area	Quarterly Targets			Indicator Custodian
							Q1	Q2	Q3	
To create job opportunities through Expanded Public Works programme, Community Works Programme, LED and capital projects	% expenditure of the approved LED budget (input)		100%	June 2012		N/A				CommS
	% expenditure of budget appropriated for SMME development spent (input)		100% of funds committed to SEDA spent	June 2012		N/A				CommS
	Finalisation of the transformation of Supply chain to support local SMME development Strategy development (output)		all phases complete	June 2012		N/A			1	CommS
	Support the CWP implemented in the District area (Output)		Assessment of CWP in district area	June 2012		District wide		1		CommS
	% of job opportunities created that are associated with functional cooperatives (output)		Identify areas of procurement that could be run by existing primary cooperatives	June 2012		District wide		1		CommS
	Number of jobs created through municipal activities (outcome)			June 2012		District wide				CommS
	Number of jobs created through municipal local economic development initiatives including capital projects (outcome)			June 2012		District wide				CommS

To plan for medium to long term development of the local economy	Budget allocation provided towards the hosting of the GDS and LED strategy review (input)		Adjustment budget motivation for funds for the hosting of the GDS	June 2012		N/A	1		1	CommS
	Reviewed LED Strategy (output)		LED Strategy reviewed	June 2012		N/A	1		1	CommS
	Coordinated actions between stakeholders within the economic cluster (outcome)		Growth and development Summit held	June 2012		N/A				CommS
To plan for medium to long term development of the local economy	Funds secured from the IDC for Business retention and expansion strategy (input)		Secure funding from the IDC	June 2012		N/A	1			CommS
	% expenditure of the budget appropriated for Business retention and expansion (output)		100%	June 2012		N/A				CommS
	Interventions planned as part of Business retention strategy in targeted communities (outcome)		1 intervention document	June 2012		District wide				CommS
To plan for medium to long term development of the local economy	% expenditure of budget appropriated for supporting establishment of JOGEDA (input)		100%	June 2012		N/A				CommS
	Jogeda improves its functional ability (output)		Number of meetings of the JoGeda Board	June 2012		N/A	1		1	CommS
	JoGEDA performs as per its strategic plan (outcome)		Annual Performance report and AFS by 31 August	June 2012		N/A			1	CommS

To support rural development programme	% expenditure of budget appropriated for rural development spent (input)		100%	June 2012		N/A				CommS
	Technical team for the coordination of the CRDP functional (output)		Regular meetings of the technical team	June 2012		N/A	1		1	CommS
	Coordinated intervention programmes implemented with other government departments (outcome)		1 joint initiative in the social cluster	June 2012		District wide			1	CommS
To facilitate agricultural development and food security	% expenditure of budget appropriated for agricultural development and food security spent (input)		0%	June 2012		N/A				CommS
	Number of agricultural initiatives implemented (output)			June 2012		District wide				CommS
	Relationships in the agricultural sector maintained and developed (Outcome)		4 meetings of the agricultural forum	June 2012		District wide	1		1	CommS
To facilitate development of the timber industry	% expenditure of budget appropriated for timber industry development spent (input)		0%	June 2012		District wide				CommS
	Support for forestry out growers programme (Output)		Quarterly reports	June 2012		District wide	1		1	CommS
To facilitate development of the tourism industry	% expenditure of budget appropriated for tourism development spent (input)		100%	June 2012		District wide				CommS
	The Eastern Cape Highlands brand is marketed annually at key national tourism events, as a preferred destination (output)		4 marketing initiatives	June 2012		District wide				CommS
	Increase brand awareness of the Eastern Cape Highlands (outcome)		1 brand awareness survey	June 2012		District wide				CommS

KPA 3: Financial Viability and Management										
KPA weight: 10										
IDP Objective	KPI	Baseline	target	Date	Budget	ward	Targets			Indicator Custodian
							Ort 1	Ort 2	Ort 3	
To develop and implement annual budget	Departmental 2012/13 Budget Priorities Identified (Input)	2011/12 budget priorities identified	Departmental Budget priorities presented to Budget Steering Committee	February 2012	R 0	Internal			1	CommS
To obtain clean audit report by 2013	Turn-around time on responses to internal and external audit issues and queries	Inconsistent	Responses within 2 working days	June 2012	R 0	Internal	All responses provided within 2 working days	All responses provided within 2 working days	All responses provided within 2 working days	CommS
	# of departmental variance reports compiled and submitted	New indicator		4 June 2012	R 0	Internal	1	1	1	CommS
	Departmental Audit Action Plan Developed (Input)	New indicator	Approved AAP	December 2011	R 0	Internal		Departmental AAP submitted to Audit Action Manager		CommS
	% resolution of Departmental audit issues identified by AG in 2010/11 FY as per AAP (Output)	New indicator	100%	June 2012	R 0	Internal				CommS
To improve procurement systems to eliminate corruption and ensure value for money	Finalisation of the transformation of Supply chain to support local SMME development Strategy development (Output)	in process	project phases complete	31-Dec-11	Final report to Thina Sinako	Internal			1	CommS
To ensure that capital budget is spent or committed before the end of June 2011	% of departmental budget actually spent in terms of approved budget and IDP (Input)	New indicator	100%	June 2012	R 0	Internal		50%		CommS

KPA 4: Institutional Development and Transformation										
KPA weight: 10										
IDP Objective	Indicators	target	Date	Budget	ward	Targets				Custodian
						Ort 1	Ort 2	Ort 3	Ort 4	
Improved human resource capacity of the District	Number of Departmental staff meetings held		12 June 2012	R 0	Internal	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	CommS

KPA 5: Good Governance and Public participation											
										KPA weight: 10	
IDP Objective	Indicators	target	Date	Budget	ward	Targets				Custodian	
						Ort 1	Ort 2	Ort 3	Ort 4		
To strengthen internal control systems	Departmental Risk Plan Developed and Implementation reports submitted (Input)	Departmental Risk Plan Developed	May 2012	0	N/A					Departmental Risk Plan Developed	CommS
	Number of Departmental Risk Management Reports submitted to Risk Committee	4 Risk reports	June 2012		N/A	1 Risk report	1 Risk report	1 Risk report	1 Risk report		CommS
To develop and implement performance monitoring and management systems	Number of Departmental quarterly SDBIP reports submitted	4 Departmental SDBIP Reports	June 2012		N/A	1 report	1 report	1 report	1 report		CommS
	Number of S57 Performance agreements signed (Input Indicator)	1 PA for the Director concluded	July 2011		N/A	1 PA for the Director concluded					CommS
	Number of Departmental middle managers who sign performance obligations (Output Indicator)	5 performance obligations	July 2011		N/A	5 performance obligations concluded					CommS
	Departmental input into Consolidated Annual Report (Outcome)	Departmental input submitted	July 2011		N/A	Departmental input submitted					CommS
To promote and facilitate inter-governmental relations	Number of (IGR) Social Needs Cluster meeting (input)		2 June 2012	0	Internal	1	1	1	1		CommS
	Number of Agriculture, Tourism, Cooperative fora meetings (input)	4 meetings each sector forum	June 2012	0	Internal	1 per forum	1 per forum	1 per forum	1 per forum		CommS

Performance Plan for the COO - 2011/12 Financial Year

KPA 1: Infrastructure Development and Service Delivery										Indicator Custodian
KPA weight:										
IDP Objective	KPI	Baseline	target	Date	ward	Targets				Indicator Custodian
						Ort 1	Ort 2	Ort 3	Ort 4	
To maintain and expand water purification works and waste water	Number of newsletter publications on blue drop status of the District (Output)	New indicator	4 publications	June 2012	District wide	1 publication	1 publication	1 publication	1 publication	COO
To continuously perform municipal health services	publications on provision of municipal health services within the District	New indicator	4 publications	June 2012	District wide	1 publication	1 publication	1 publication	1 publication	COO
To expand municipal services to rural nodes	Number of newsletter publications on provision of fire and disaster services	New indicator	4 publications	June 2012	District wide	1 publication	1 publication	1 publication	1 publication	COO

KPA 2: Local Economic Development										
IDP Objective	KPI	Baseline Indicator	Target	Date	Ward/Area	Quarterly Targets				Indicator Custodian
						Q1	Q2	Q3	Q4	
To create job opportunities through Expanded Public Works programme, Community Works Programme, LED and capital projects	Number of newsletter publications on job opportunities created through Expanded Public Works programme, Community Works Programme, LED and capital project (output)	New indicator	4 publications	June 2012		1 publication	1 publication	1 publication	1 publication	COO
Promote home production to enhance food security	Number of newsletter publications on implementation of the approved agricultural activities within the District (Input Indicator)	New indicator	4 publications	June 2012		1 publication	1 publication	1 publication	1 publication	COO

KPA 3: Financial Viability and Management										
IDP Objective	KPI	Baseline Indicator	Target	Date	Ward/Area	Quarterly Targets				Indicator Custodian
						Q1	Q2	Q3	Q4	
To develop and implement annual budget	Number of IDP and budget Steering Committee meetings held Input	2	2	March 2012	Internal		1 meeting	1 meeting		COO
	Budget priorities for the 2012/13 Budget identified (Output Indicator)	2011/12 budget priorities identified	IDP priorities presented to the IDP and Budget Steering Committee	February 2012	Internal		IDP Priority report			COO
To obtain clean audit report by 2013	Turn-around time on responses to internal and external audit issues and queries	Inconsistent	Responses within 2 working days	June 2012	Internal	All responses provided within 2 working days	All responses provided within 2 working days	All responses provided within 2 working days	All responses provided within 2 working days	COO
	# of departmental variance reports compiled and submitted	New indicator	4	June 2012	Internal	1	1	1	1	COO
	Departmental Audit Action Plan Developed (Input)	New indicator	Approved AAP	December 2011	Internal		Departmental AAP submitted to Audit Action Manager			COO
	% resolution of Departmental audit issues identified by AG in 2010/11 FY as per AAP (Output)	New indicator	100%	June 2012	Internal				100%	COO
To improve procurement	% variance from Supply Chain Management policy	New indicator	0%	July 2011	Internal	0%	0%	0%	0%	COO
To improve financial management and reporting	% expenditure of MSIG	100%	100%	June 2012	Internal				100%	COO
	% expenditure of budget appropriated for the Mayor's Discretionary Fund	100%	100%	June 2012	Internal				100%	COO
	Number of reports on expenditure of the Mayor's Discretionary Fund	New indicator	4	June 2012	Internal	1	1	1	1	COO
To ensure that capital budget is spent or committed before the end of	% of departmental capital budget actually spent in terms of approved budget and IDP (Input Indicator)	New indicator	100%	June 2012	Internal		50%		50%	COO

KPA 4: Institutional Development and Transformation										
IDP Objective	KPI	Baseline Indicator	Annual Target	Date	Ward/Area	Quarterly Targets				Indicator Custodian
						Q1	Q2	Q3	Q4	
	% of staff submitting Personal Development Plans (PDPs) and training needs to HR	New Indicator	100%	June 2012	Internal			100%		COO
	Number of Departmental staff meetings held	New Indicator	12	June 2012	Internal	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	COO

KPA 5: Good Governance and Public Participation										
Objective	KPI	Baseline Indicator	Annual Target	Date	Ward/Area	Quarterly Targets				Indicator Custodian
						Q1	Q2	Q3	Q4	
To strengthen internal control systems	Facilitate meetings of the Oversight committee	Oversight Committee	2 meetings	December 2011 and June 2012				1		COO
	Facilitate meetings of the Risk Committee	New indicator	2 meetings	December 2011 and June 2012		1		1		COO
	Compile Departmental Risk Register and report quarterly (input)	Prior year reports	Risk Register compiled and 4 reports produced	March 2012		1 Report	1 Report	1 Report	1 Report	COO
	Number of Performance Audit Committee reports submitted (Output Indicator)		12 Reports	December 2011 and June 2012				1	1	COO

To manage and coordinate IDP processes within the District and local municipalities To develop and implement performance monitoring and management systems	Compile IDP and budget Process Plan	Prior year plan	IDP and budget Process Plan adopted by Council	September 2011			IDP and budget process plan adopted			COO
	Number of Sectional Heads performance obligations and scorecards (Input)	Prior year scorecards	4	July 2011			Sectional Heads performance obligations and scorecards signed			COO
	Compilation of 2011/12 Corporate Scorecard (Input)		Draft SDBIP presented to MM for submission to Exec Mayor	May 2012					2011/12 Corporate Scorecard and Departmental SDBIPs approved	COO
	Departmental input into Consolidated Annual Report (Outcome)		Departmental input submitted	July 2011			Departmental input submitted			COO
	Develop Departmental SDBIP (Input)		SDBIP approved by the MM	June 2012			SDBIP approved by the MM			COO
	Coordinate compilation of Annual Report (output)		Draft Annual Report compiled	October 2011			Annual Report compiled			COO
To promote and facilitate inter-governmental relations	Develop Petitions /complaint management system (input)		Petitions/Complaints management system developed	December 2011					Petitions/Complaints management system developed	COO
To encourage participation of the communities in municipal processes	Number of community engagement meetings (input)	3/4 meetings were held	Community engagement meetings held	June 2012					Community engagement meetings held	COO
	Suggestion boxes installed in all satellite and main office of the District	New indicator	Suggestion boxes installed	December 2011			Suggestion boxes installed			COO
To implement special programmes including HIV and AIDS programmes	% expenditure of budget appropriated for special programmes including HIV and AIDS programmes (Input Indicator)	100%	100%	June 2012			50%		100%	COO

Performance Plan for the Director: Technical Services - 2011/12 Financial Year

KPA 1: Infrastructure Development and Service Delivery						KPA weight:				
IDP Objective	PKI	Baseline	target	Date	ward	Targets				Custodian
						Qrt 1	Qrt 2	Qrt 3	Qrt 4	
To maintain and expand water purification works and waste water treatment works in line with growing demand	Number of monthly Blue Drop progress reports for each of the 14 urban systems of which 2 are new (Input)	Nil monthly Blue Drop reports per system	168 reports (12 per system)	June 2012	District wide	42	42	42	42	DTS
	Number of Blue Drops achieved (Output)	0	2	June 2012	District wide				2	DTS
	Number of urban systems that comply with DWA's Blue Drop criteria (Outcome)	0 out of 14	2	June 2012	District wide				2	DTS
	Number of urban systems tested for water quality compliance on monthly basis (Input)	12	All 14 systems tested on monthly basis in accordance with Blue Drop System	June 2012	District wide	42	42	42	42	DTS
	Number of urban system's water quality test result captured on Blue Drop System (BDS) (Output)	12	All 14 systems test results captured on BDS on monthly basis in accordance with Blue Drop System	June 2012	District wide	42	42	42	42	DTS
	% compliance with SANS 241 for drinking water quality as per BDS. (Outcome)	90%	97%	June 2012	District wide	97%	97%	97%	97%	DTS
	% budget spent of the Planning Studies budget under the PMU (Input)	New indicator	100%	June 2012	District wide	R 0.00	R0.5m	R1.0m	R1.0m	DTS
	Number of W&S Master Plans completed (Output)	0	4	June 2012	District wide	0	1	1	2	DTS
	Individual Master Plans that will contribute to the development of District wide water and sanitation refurbishment Master Plan (Outcome)	No District wide w&s refurbishment master plan	water and sanitation refurbishment Master Plan developed	June 2012	District wide				District wide water and sanitation refurbishment Master Plan developed	DTS
	% budget spent of the Water Services Development Plan budget (Input)	R 0.00	100%	June 2012	District wide	R 0	R 0	R 0	R300,000	DTS
	Complete annual review of the Water Services Master Plan as required by Water Services Act (Output)		Annual review of WSDP completed and approved by Council	June 2012					Review WSDP submitted to Council	DTS
Reviewed Water Services Master Plan submitted Minister of Water Affairs (Outcome)		Water Services Development Plan submitted to Minister of Water Affairs	June 2012	District wide				Water Services Development Plan submitted to Minister of DWA	DTS	
To improve water and sanitation quality and ensure continuity of services	% expenditure of Municipal Infrastructure Grant (MIG) budget (Input)	100%	100%	June 2012	District wide	25%	25%	25%	25%	DTS
	Number of households provided with basic level of sanitation in 2011/12 financial year (Outcome 1)	0	5 000 households	June 2012	Senqu & Elundini LM's	1000	1000	1000	2000	DTS
	Number of households provided with basic level of water in 2011/12 financial year (Outcome 2)	0	5000 households	June 2012	District wide	1000	1000	1000	2000	DTS
To implement the working for water and Working for wetlands programme	% expenditure of the budget for Working for Water and Working for Wetlands as per the National financial year (Input)	100%	100%	June 2012	District wide	R4,125m	R4,125m	R4,125m	R4,125m	DTS
	No of WW and WWetlands projects funded and under implementation (Output)	9	8 WW projects and 1 WWetlands project		District wide				9	DTS
	No of hectares of alien plants eradicated (Outcome)	0 Ha	600 Ha		District wide	150 Ha	150 Ha	150 Ha	150 Ha	DTS
To improve maintenance of municipal road networks	% expenditure of the budget for maintenance of roads in terms of the SLA with DPW&R as per the National Financial year (Input)	R28m	100%	June 2012	District wide	R 7.5m	R 7.5m	R 7.5m	R 7.5m	DTS
	Number of km's graded as per the SLA (Output)	8400 km	8400 km	June 2012	Gariep & Maletswai LM's	2100km	2100km	2100km	2100km	DTS
	Number of roads maintained as per the SLA (Outcome)	61	61 unpaved roads maintained	June 2012	Gariep & Maletswai LM's	20	20	21		DTS
	% of fire and disaster incidents reported versus number responded to	New indicator	100%	June 2012	District wide	100%	100%	100%	100%	DTS
	% budget spent on the extension of the main office building (Input Indicator)	New indicator	100%	June 2012	N/A				100%	DTS

KPA 2: Local Economic Development							KPA weight:			
IDP Objective	PKI	Baseline	target	Date	ward	Targets				Custodian
						Qrt 1	Qrt 2	Qrt 3	Qrt 4	
To create job opportunities through Expanded Public Works programme, Community Works Programme, LED and capital projects	Number of job opportunities created through EPWP registered projects	150	300	June 2012	N/A				300	DTS
	Number of jobs created through Working for Water and Working for Wetlands Programme	150	150	June 2012	N/A				150	DTS
	number of jobs created through implementing municipal maintenance and capital projects (output)	150	150	June 2012	N/A				150	DTS
KPA 3: Financial Viability and Management							KPA weight:			
IDP Objective	KPI	Baseline Indicator	Target	Date	Ward/ Area	Quarterly Targets				Custodian
						Q1	Q2	Q3	Q4	
To develop and	Departmental budget	2011/12 budget	IDP priorities	February 2012	N/A				IDP priorities	Corp
	Develop and submit draft departmental SDBIP (Outcome)	Prior year SDBIP approved	Draft departmental SDBIP submitted to Municipal Manager	March 2012	N/A				Draft departmental SDBIP submitted to Municipal Manager	Corp
To obtain clean audit report by 2013	Turn-around time on responses to internal and external audit issues and queries	Inconsistent	Responses within 2 working days	June 2012	N/A	All responses provided within 2 working days	All responses provided within 2 working days	All responses provided within 2 working days	All responses provided within 2 working days	Corp
	Departmental Audit Action Plan Developed (Input)	New indicator	Departmental AAP submitted to Audit Action Manager	December 2011	N/A		Departmental AAP submitted to Audit Action Manager			Corp
	% resolution of Departmental audit issues identified by AG in 2010/11 FY as per AAP (Output)	New indicator	100%	June 2012	N/A				100%	Corp
To improve procurement systems to eliminate corruption and ensure value for money	% deviation from Supply Chain Management policy	New indicator	0%	July 2011	N/A	0%	0%	0%	0%	Corp
To improve financial management and reporting	% expenditure of all grants		100%	June 2012	N/A				100%	Corp
	% Opex budget actually spent on repairs and maintenance		100%	June 2012	N/A				100%	Corp
To ensure that capital budget is spent or committed before the end of June 2011	% departmental budget spent (Input Indicator)		100%	June 2012	N/A				100%	Corp

KPA 4: Institutional Development and Transformation							KPA weight:			
IDP Objective	PKI	Baseline	target	Date	ward	Targets				Custodian
						Qrt 1	Qrt 2	Qrt 3	Qrt 4	
Improved human resource capacity of the District	Number of Departmental staff meetings held	New Indicator	12	June 2012	N/A	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	3 meetings per quarter	DTS

KPA 5: Good Governance and Public Participation							KPA weight:			
IDP Objective	PKI	Baseline	target	Date	ward	Targets				Custodian
						Qrt 1	Qrt 2	Qrt 3	Qrt 4	
To strengthen internal control systems	Departmental Risk Plan Developed and implementation reports submitted (Input)	Prior year Plan	Departmental Risk Plan Developed	May 2012	N/A				Departmental Risk Plan Developed	
	Number of Departmental Risk Management Reports submitted to Risk Committee	None	4 Risk reports	June 2012	N/A	1 Risk report	1 Risk report	1 Risk report	1 Risk report	DTS
To develop and implement performance monitoring and management systems	Number of Departmental SDBIP reports submitted		4 Reports	June 2012	N/A	1 report	1 report	1 report	1 report	DTS
	Number of S57 Performance agreements signed (Input Indicator)		1 PA for the Director concluded	July 2011	N/A	1 PA for the Director concluded				DTS
	Number of middle managers who sign performance obligations (Output Indicator)		5 performance obligations	July 2011	N/A	5 performance obligations concluded				DTS
	Departmental input into Consolidated Annual Report (Outcome)		Departmental input submitted	July 2011	N/A	Departmental input submitted				DTS

IGR Cluster

Project name	Project Location	Funding source	Budget 11/12 (R)	Budget 12/13 (R)	Budget 13/14 (R)
MIG Aliwal North 13 Sewerage Ph2	Maletswai – Aliwal North	MIG	2,192,982	-	-
MIG Steynsburg Waterborne Sanitation phase 3	Gariep - Steynsburg	MIG	2,762,268	9,000,000	11,000,000
MIG Jamestown Eradication Bucket Sanitation	Gariep - Jamestown	MIG	3,816,679	11,000,000	2,000,000
MIG Barkly East Bucket Eradication phase 2(AFA)	Senqu - Barkly East	MIG	614,035	-	-
MIG Lady Grey Kwezi Naledi San	Senqu – Lady Grey	MIG	7,017,544	1,500,000	-
MIG Senqu Rural Sanitation Program	Senqu	MIG	20,507,456	35,000,000	45,000,000
MIG Lady Grey Bulk Water Infrastructure	Senqu – Lady Grey	MIG	1,754,386	10,000,000	8,000,000
Aliwal North WTP Upgrade	Maletswai - Aliwal North	MIG	7,017,544	5,000,000	694,000
Aliwal North Tower	Maletswai - Aliwal North	MIG	3,000,000	-	-
Sterkspruit Upgrading of Treatment P	Senqu - Sterkspruit	MIG	2,631,579	10,000,000	5,000,000
Ugie Sanitation Infrastructure	Elundini - Ugie	MIG	4,385,965	-	-
Senqu Rural Water Programme	Senqu	MIG	7,456,140	25,000,000	40,000,000
MIG Rural Sanitation Program		MIG	20,507,456	35,000,000	45,000,000
Elundini Rural Water Programme	Elundini	Dept Human Settlement	7,456,140	25,000,000	40,000,000
RHIP: Senqu Rural Water & Sanitation	Senqu	Dept Human Settlement	4,500,000	10,000,000	15,000,000
RHIP: Elundini Rural Water & Sanitation	Elundini	MIG	4,500,000	10,000,000	15,000,000
Drinking Water Quality Monitor	JGDM (all wards)	MIG	400,000	420,000	441,000
Database establishment	JGDM	JGDM	200,000	214,000	228,980
Maintenance of gravel roads	District-wide	DoRT	31 000 000	34 000 000	-
Disaster Facility	Senqu	MIG	1 500 000	3 000 000	500,000
Disaster Mangement Centre	JGDM	JGDM	5 000 000	3 000 000	2 000 000

Project name	Project Location	Funding source	Budget 11/12 (R)	Budget 12/13 (R)	Budget 13/14 (R)
Heritage Management & Strategy	Senqu LM	JGDM	482,289	-	-
Heritage Management Plan	Senqu LM - Barkly East	JGDM	459,823	-	-
Development Agency	JGDM	JGDM	3,000,000	3,210,000	3,434,700
Employment creation	JGDM	JGDM	3,000,000	3,210,000	3,434,700
SEDA	JGDM	JGDM	500,000	535,000	572,450
Tourism marketing	JGDM	JGDM	400,000	428,000	457,960

Project name	Project Location	Funding source	Budget 11/12 (R)	Budget 12/13 (R)	Budget 13/14 (R)
Job evaluations	JGDM	JGDM	1,000	1070	1,145

Project name	Project Location	Funding source	Budget 11/12 (R)	Budget 12/13 (R)	Budget 13/14 (R)
IDP - DM	JGDM	JGDM	250,000	267,500	286,225
Traditional leaders	JGDM	JGDM	286,200	311,958	330,675
Mayoral Projects (including Special programmes)	JGDM	JGDM	692,180	754,476	799,745