



Ugu District Municipality

SERVICE DELIVERY BUDGET & IMPLEMENTATION PLAN 2011/2012

1. SDBIP SYNOPSIS/ FRAMEWORK

1.1 PURPOSE OF THE SDBIP

The Service Delivery and Budget Implementation Plan (SDBIP) is a detailed annual financial plan for implementing services using the approved budget for 2011/2012. This annual service delivery plan called the SDBIP is based on the approved IDP and Budget. SDBIP serves as a contract between the municipality and the community on the services that the municipality commits to deliver over the twelve (12) months. It also helps to hold the municipality and its management accountable for the performance on the mentioned programmes and projects. The Municipal Finance Management Act and the guiding MFMA circular requires the following to be included in the SDBIP of a municipality:

- I. Monthly projection of revenue to be collected for each source
- II. Monthly projections of expenditure (operating and capital) and revenue for each vote
- III. Quarterly projections of service delivery targets and performance indicators for each vote
- IV. Ward information for the delivery of a specific service

1.2 BACKGROUND

The MFMA prescribes that each municipality must compile its SDBIP. The Mayor of the municipality is required to approve the SDBIP within 28 days after the approval of the budget and table the same at a Municipal Council meeting and made public no later than 14 days after approval for information. National Treasury's MFMA Circular No.13 further states that the SDBIP is a layered plan, once the top-layer targets have been set as in this document, the various departments of the municipality develop the next lower-level.

The organisation of the SDBIP is in terms of the prescribed Key Performance Areas:

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development (LED)
- Municipal Financial Viability and Management
- Good Governance and Public Participation

1.3 MONITORING AND EVALUATION

The Municipal Council has approved Performance Management Policy (PMP) and System for the 2011/2012. The performance management system makes provisions for the Quarterly and Mid-year performance reporting and reviews on the implementation of the SDBIP. The key focus areas and service delivery targets for the 2011/2012 are outlined in the following sections of this plan.

1.4 CONCLUSION

The Ugu District Municipality's SDBIP for 2011/2012 was developed based on the revised & approved IDP and the Municipal Budget for this financial year. The legislation governing performance contracts for senior management requires that such contracts should be based on the approved SDBIP.

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1. MONTHLY PROJECTIONS OF REVENUE BY SOURCE

Monthly projections of Revenue by Source	Total projections of revenue by source	July	August	September	October	November	December	January	February	March	April	May	June
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Service charges - water revenue	270 469	30 856	21 603	25 807	25 646	24 043	21 740	29 628	21 555	21 108	22 776	25 707	270 469
Service charges - sanitation revenue	83 586	9 065	7 794	8 953	6 399	6 526	7 860	8 786	7 692	7 449	5 494	7 569	83 586
Rental of facilities and equipment	642	–	64	64	64	64	64	64	64	64	64	64	(642)
Interest earned-external investments	915	915	915	915	915	915	915	915	915	915	915	915	915
Interest earned-outstanding debtors	104	104	104	104	104	104	104	104	104	104	104	104	104
Other income	502	502	502	502	502	502	502	502	502	502	502	502	502
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-
Government grants & subsidies	-	67 911	--	67 911	-	-	67 911	-	-	67 911	-	-	-
TOTAL REVENUE BY SOURCE	353 175	109 353	30 982	104 256	33 630	32 153	99 096	39 999	30 832	98 053	29 855	34 861	353 175

2. Monthly Projections of Revenue and Expenditure by Vote

Department Votes	JULY			AUGUST			SEPTEMBER		
	Revenue	Capex	Opex	Revenue	Capex	Opex	Revenue	Capex	Opex
Vote1 - Executive & Council	163	167	5 824	163	167	5 824	163	167	5 824
Vote2 - Finance & Administration	5 695	258	7 268	5 695	258	7 268	5 695	258	7 268
Vote3 - Infrastructure & Economic Development	4 992	-	4 168	4 992	-	4 168	4 992	-	4 168
Vote4 - Water	37 222	18 831	31 805	37 222	18 831	31 805	37 222	18 831	31 805
Vote5 - Waste Water Management	7 952	6 258	5 603	7 952	6 258	5 603	7 952	6 258	5 603
Vote6 - Public Safety	481	-	481	481	-	481	481	-	481
Vote7 - Environmental Protection	198	-	746	198	-	746	198	-	746
Vote8 - Other: Markets	91	-	430	91	-	430	91	-	430
Vote9 - Sports & Recreation	21	-	399	21	-	399	21	775	399

Department Votes	OCTOBER			NOVEMBER			DECEMBER		
	Revenue	Capex	Opex	Revenue	Capex	Opex	Revenue	Capex	Opex
Vote1 - Executive & Council	163	167	5 824	163	167	5 824	163	167	5 824
Vote2 - Finance & Administration	5 695	258	7 268	5 695	258	7 268	5 695	258	7 268
Vote3 - Infrastructure & Economic Development	4 992	5	4 168	4 992	-	4 168	4 992	-	4 168
Vote4 - Water	37 222	18 831	31 805	37 222	18 831	31 805	37 222	18 831	31 805
Vote5 - Waste Water Management	7 952	6 258	5 603	7 952	6 258	5 603	7 952	6 258	5 603
Vote6 - Public Safety	481	-	481	481	-	481	481	-	481
Vote7 - Environmental Protection	198	-	746	198	50	746	198	-	746
Vote8 - Other: Markets	91	-	430	91	-	430	91	-	430
Vote9 - Sports & Recreation	21	-	399	21	-	399	21	-	399

Department Votes	JANUARY			FEBRUARY			MARCH		
	Revenue	Capex	Opex	Revenue	Capex	Opex	Revenue	Capex	Opex
Vote1 - Executive & Council	163	167	5 824	163	167	5 824	163	167	5 824
Vote2 - Finance & Administration	5 695	258	7 268	5 695	258	7 268	5 695	258	7 268
Vote3 - Infrastructure & Economic Development	4 992	-	4 168	4 992	-	4 168	4 992	-	4 168
Vote4 - Water	37 222	18 831	31 805	37 222	18 831	31 805	37 222	18 831	31 805
Vote5 - Waste Water Management	7 952	6 258	5 603	7 952	6 258	5 603	7 952	6 258	5 603
Vote6 - Public Safety	481	-	481	481	-	481	481	-	481
Vote7 - Environmental Protection	198	-	746	198	-	746	198	-	746
Vote8 - Other: Markets	91	-	430	91	-	430	91	-	430
Vote9 - Sports & Recreation	21	-	399	21	-	399	21	-	399

Department Votes	APRIL			MAY			JUNE		
	Revenue	Capex	Opex	Revenue	Capex	Opex	Revenue	Capex	Opex
Vote1 - Executive & Council	163	167	5 824	163	167	5 824	24 283	167	5 657
Vote2 - Finance & Administration	5 695	258	7 268	5 695	258	7 268	46 932	258	7 010
Vote3 - Infrastructure & Economic Development	4 992	-	4 168	4 992	-	4 168	31 650	-	4 168
Vote4 - Water	37 222	18 831	31 805	37 222	18 831	31 805	295 380	18 831	12 974
Vote5 - Waste Water Management	7 952	6 258	5 603	7 952	6 258	5 603	65 045	6 258	(655)
Vote6 - Public Safety	481	-	481	481	-	481	13 696	17 065	33 649
Vote7 - Environmental Protection	198	-	746	198	-	746	3 577	-	746
Vote8 - Other: Markets	91	-	430	91	-	430	1 344	650	870
Vote9 - Sports & Recreation	21	-	399	21	-	399	1 660	-	399

2.1 TOTAL PROJECTIONS OF REVENUE & EXPENDITURE BY VOTE

DEPARTMENTAL VOTES	Revenue	Capex	Opex
Vote1 - Executive & Council	1 955	2 000	69 884
Vote2 - Finance & Administration	68 337	3 100	87 220
Vote3 - Infrastructure & Economic Development	59 908	5	50 019
Vote4 - Water	446 662	225 972	381 664
Vote5 - Waste Water Management	95 424	75 100	67 242
Vote6 - Public Safety	5 775	17 065	5 775
Vote7 - Environmental Protection	2 376	50	8 948
Vote8 - Other: Markets	1 094	650	5 160
Vote9 - Sports & Recreation	249	775	4 792
TOTAL PROJECTIONS OF REVENUE & EXPENDITURE	681 780	324 717	680 704

3 RECONCILIATION OF IDP AND BUDGET.

RECONCILIATION OF IDP & BUDGET						CAPITAL BUDGET			OPERATING BUDGET		
						BUDGET YEAR1 2010/11	BUDGET YEAR2 2011/2012	BUDGET YEAR3 2012/2013	BUDGET YEAR1 2010/11	BUDGET YEAR 2 2011/2012	BUDGET YEAR 3 2012/2013
						Budget R'000	Budget R'000	Budget R'000	Budget R'000	Budget R'000	Budget R'000
Strategic Objective (IDP)	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Baseline (Previous Year actual)	Annual Target						
3.1 CORPORATE STRATEGY & SHARED SERVICES											
To promote a culture of participatory democracy and integration	Review the IDP annually using a public participatory approach	Develop an IDP process plan	Council resolution adopting the process plan	adopted	Adoption by 31/08/11	R0	R0	R0	R0	R0	R0
		IDP alignment within the family of municipalities and consistent with section 2(1)(e) of the Municipal Planning and Performance Management Regulations	% increased credibility rating by COGTA	88.04% credibility rating	95% credibility rating	R0	R0	R0	200 000	200 000	200 000
			Clean Audit	Audit Finding	Clean Audit	R0	R0	R0	R0	R0	R0
	Develop and Implement a Shared Services Approach to development	Development Planning Shared Services	Appointment of planners as per DPSS business plan	4 out of 6	6 out of 6	R0	R0	R0			
			Fully functional DPSS	60%	100%	R0	R0	R0			
		GIS Shared Services	Appointment of planners as per GISSS business plan	4 out of 6	6 out of 6	R0	R0	R0			

		Fire Fighting Shared Services	number of implementation reports tabled	4	4	R0	R0	R0			
			signed SLA for Cluster B	Signed FFSS for Cluster A		Signed FFSS for Cluster B	R0	R0	R0		
	Promote a culture and practice of Batho Pele principles	Name badges	% of personnel with name tags	250 out of 300	80%	R0	R0	R0	R120 000	R130 000	R140 000
		Display of Batho Pele principles and Service Charter in all municipal buildings	Availability of displayed BP principles of service charter in both English & isiZulu	7 out of 7	7 municipal buildings	R0	R0	R0	R0	R0	R0
		Municipal Service Week	Senior Managers reports with recommendations to Top management	5 out of 10	10 workstations	R0	R0	R0	R0	R0	R0
To facilitate the creation of a safe environment for all inhabitants	Develop a Risk Management Plan for the entire organisation	Update of the risk register	Resolution of Audit Committee noting the updated risk register	30 November 2010	30 November 2011	R0	R0	R0	R10 000	R12 000	R14 000
		Monitoring of Implementation of the risk management plan by departments	Number of quarterly reports submitted	2 Quarterly reports	4 quarterly reports	R0	R0	R0	R0	R0	R0
			Number of Risk Committee meetings held	4	4 meetings	R0	R0	R0	R0	R0	R0
To fast track the spatial, economic and social integration	Develop framework for sustainable development	Develop SDF and LUMF	Exco resolution adopting SDF and LUMF	none	30 June 2010	R0	R0	R0			
		Alignment of SDF and LUMF within the family of 7 municipalities and neighbouring districts	Minutes of consultative meetings	6 LMs and 5 neighbouring districts	30 June 2010	R0	R0	R0			
To improve the quality of service	Develop an Organisational Performance	Develop and Monitor Implementation of OP Targets	Number of departmental monthly	12	12	R0	R0	R0	R160 000	R168 000	R176 400

delivery and strengthening democratic processes	Management System		performance reports								
			Internal Audit quarterly Report s monitoring implementation of OP targets		4 quarterly reports	R0	R0	R0	R0	R0	R0
	Performance Management System	Full compliance with section 9(1)(b) of Municipal Planning and Performance Management Regulations	Top manco resolution noting the OPM plan	Audit finding	SMART KPIs developed by 30/06/2011	R0	R0	R0	R0	R0	R0
		Facilitate Quarterly Performance management Reviews	Number of quarterly performance review meetings	4	4	R0	R0	R0	R0	R0	R0
		Accurate and consistent performance reporting on both the annual and audit reports in line with Section 46(1)(a)(i) of the MSA	Unqualified audit opinion	Unqualified with non-compliance with performance regulations	Unqualified opinion with full compliance to performance regulations	R0	R0	R0	R0	R0	R0
		Full compliance with Section 46 of the MSA	Adopted Annual Report	09/10 Annual report adopted	Annual report adopted by 31/03/2012	R0	R0	R0	R200 000	R210 000	R220 500
	Develop a Municipal Turn Around Strategy	Facilitate quarterly implementation reviews of the MTAS	Number of quarterly MTAS report	4	4	R0	R0	R0	R0	R0	R0
		Ensure the functioning of the Rapid Response Team	Number of RRT reports	12	12	R0	R0	R0	R0	R0	R0
3.2 MAYORALTY & COMMUNICATIONS											
To promote a culture of	Building partnership with	Mayoral Izimbizo	Number of Izimbizo reports together with	10	10 Izimbizos	R0	R0	R0	300 000	300 000	300 000

participatory democracy and integration	society and strengthening democratic institutions		Minutes of issues raised by the community supported by photographs of the events	Izimbizos							
		IDP and budget Roadshows	Number of Roadshows	24	24 roadshows	R0	R0	R0	720 000	840 000	940 000
		Community Consultation meeting to review performance	Number of Community Consultation Meetings	6	6 meetings	R0	R0	R0	240 000	270 000	300 000
	Marketing and Promotions	Billboard advertising	Number of Billboards advertising the institution	0	4 billboards adverts	R0	R0	R0	0	150 000	450 000
		Proactive media articles on service delivery	Number of proactive articles	0	12 articles	R0	R0	R0	0	0	0
		Upgrade of the Ugu Website	annual upgrade of the website	0	28 February 2011	R0	R0	R0	0	0	0
	Develop a Community Assistance programme	Indigent Burial	Adoption of the policy and procedures	0	28 February 2011	R0	R0	R0	1,5 000 000	1,5 000 000	1,5 000 000
		Education Support	Adoption of the policy and procedures	0	28 February 2011	R0	R0	R0	1,2 000 000	1,2 000 000	1,2 000 000
		Community Initiatives Support	Adoption of the policy and procedures	0	28 February 2011	R0	R0	R0	300 000	300 000	300 000
	Internal and external communication strategy	Develop Communication Policy and Procedures	Exco adoption resolution	0	28 February 2011	R0	R0	R0	0	0	0
		Notices on by-laws and other council communication	Number of notices placed	20	50 notices	R0	R0	R0	150 000	200 000	250 000
	3.3 YOUTH DEVELOPMENT										
To promote a culture of participatory democracy	Institutionalising and mainstreaming Youth	Youth Development Programmes	Number of Youth Development initiatives Implemented	4	8 initiatives	R0	R0	R0	R550 000	R577 500	R606 375

and integration	Development	Kwanaloga Games	Number of training sessions and participation in the provincial event		10 training sessions and 1 provincial event	R0	R0	R0	R150,000.00	R 200,000.00	R 200,000.00
		Winter Games	Winter Games tournament accomplished	none	30 June 2011	R0	R0	R0	R 2,5,000.00	R 2,6000.00	R 3,000.000
3.4 HIV/AIDS & SPECIAL PROGRAMMES											
To promote a healthy and hygienically safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society,	Institutionalizing, mainstreaming and facilitation of a coordinated strategy for HIV, AIDS and Special Programmes	HIV and AIDS Programme	Number of HIV and AIDS initiatives under implementation within the district	8	8	R0	R0	R0	550 000	550 000	550 000
	Institutionalizing, mainstreaming and facilitation of programmes targeting the vulnerable groups	Senior Citizens	Portfolio Committee resolution noting the Number of Senior citizens programmes/ initiatives implemented		5	R0	R0	R0	550 000	550 000	550 000
	Institutionalizing, mainstreaming and facilitation of programmes targeting the vulnerable groups	Rights of the Child	Number of Rights of the Child Programme initiatives implemented	3	5	R0	R0	R0	150 000	200 000	250 000
		Farm worker	Number of Farm Worker Programme initiatives implemented	3	5	R0	R0	R0	5 000	5 000	5 000

		Disability	Number of Disability Programme initiatives implemented	2	4	R0	R0	R0	300 000	320 000	320 000
		Gender	Number of Gender Programme initiatives implemented	4	8	R0	R0	R0	500 000	550 000	570 000
3.5 INTERNAL AUDIT & LEGAL SERVICES											
To facilitate the creation of a safe environment for all inhabitants	Provision of effective and efficient legal services for Council	Contracts Management	requests for drafting and vetting contracts attended to, as well as properly recorded	90%	100%	R0	R0	R0	R100 000	R105 000	R110 250
		Policy advice and Legislation Compliance	policies reviewed	12	12 policies	R0	R0	R0	R50 000	R52 500	R55 125
		Litigation	lodged litigation responded to or instituted where necessary	100%	100%	R0	R0	R0	R1 100 000	R1 155 000	R1 212 750
		By-law enforcement	Number of premises inspected and notices on infringements issued	360	360 premises	R0	R0	R0	R300 000	R315 000	R330 750
To improve the quality of service delivery and strengthening democratic process	Provision of effective and efficient Internal Audit services for Council	Internal audit Programme	Number of reports submitted to the Audit Committee in respect of the approved Annual Audit plan	Audit finding	6 reports	R0	R0	R0	3 364 000	3 700 4000	4 100 000
		Audit Committee	Number of Audit Committee assessments conducted	Plan and Implementation report Adopted by Audit Committee	1	R0	R0	R0	291 060	170 000	190 000
			Number of audit committee meetings held		4	R0	R0	R0			

3.6 ERP PROJECT OFFICE											
To ensure sustainable institutional capacity	Implement the ERP and Billing Systems	Efficient, Improved and sustainable Software Applications	% implementation of RMS Billing system	15%	100%	4.7m	1m	0	0	0	0
			% implementation of Axapta ERP system	65%	2.25m	2m	1m	0	0	0	0
			RMS Billing, Axapta ERP, and other Systems' Support Services	On-going annual support services	0	0	0	0	800000	4.2m	
	Ensure sound IT Governance in the municipality	Implementation of key controls (policies and procedures) governing the Municipal ERP, Billing and other IT Systems and their production environments	Develop policies and procedures that govern access to live ERP, Billing and other IT systems' production environments	Auditor General's finding	Compliance to internal controls that ensure safety and security of the ERP, Billing and other IT systems.	R0	R0	R0	R0	R0	R0
To ensure sustainable institutional capacity	Implement the ERP and Billing Systems	Efficient, Improved and sustainable Software Applications	% implementation of RMS Billing system	15%	100%	4.7m	1m	0	0	0	0
3.6.DEPARTMENT: TREASURY											
3.6.1. SECTION: BUDGET OFFICE											
To uphold treasury norms and standards	Full compliance with GRAP and MFMA	Table Draft Annual Budget to council by 31 March 2012 and the Final Budget for approval by 31 May 2012.	Council resolution adopting the budget	Budget adopted by due date	Realistic budget adopted by prescribed due date	R0	R0	R0	R0	R0	R0
		Full compliance with sections 9 & 24 of the MFMA	Proof of submission of all bank account details and approved SDBIP to both National and Provincial	Submitted by 30 June 2012	Submission by 30 June 2012	R0	R0	R0	R0	R0	R0

			Treasury								
		Full Compliance with section 62(1)b of the MFMA	No audit finding on the completeness records of the financial affairs of the municipality	Audit finding	Complete records of municipal financial affairs	R0	R0	R0	R0	R0	R0
		IDP and budget Roadshows as part of Public consultation processes	Number of Roadshows held	24	24 roadshows	R0	R0	R0	R0	R0	R0
To ensure financial sustainability and management	Ensure sound, proper and accurate financial reporting	Full Compliance with section 52(d) of the MFMA	Number of Quarterly financial reports to Council, Provincial and National Treasury within 30 days of the end of each quarter.	Audit finding	Monthly checklist ensuring compliance with section 52(d)	R0	R0	R0	R0	R0	R0
		Full Compliance with section 71 and 72 of the MFMA	Number of monthly budget reports tabled	Audit finding	12 reports tabled within 10 working days of month end	R0	R0	R0	R0	R0	R0
		Full compliance with section 135(1) of the MFMA	Audit Committee resolution adopting the management plan to address the going concern challenges.	Audit finding	Municipality able to meet its financial obligations at all times	R0	R0	R0	R0	R0	R0
3.6.2 .INCOME											
To uphold treasury norms and standards	Full compliance with the MFMA	Full compliance with section 64(2)(h) of the MFMA	Number of Revenue weekly reconciliation	Audit finding	52 reconciliations	R0	R0	R0	R0	R0	R0
		Full Compliance with section 64(3) of the MFMA	Monthly schedule of payments in arrears for more than 30 days,	Audit finding	12	R0	R0	R0	R0	R0	R0

			due by State Organs								
To reduce dependency on grant transfers and actively seek alternative revenue	Develop and Implement a revenue enhancement strategy	Extensive, Effective and efficient meter reading initiative	% increase in annual revenue	Declining Revenue	10% increase	R0	R0	R0	R0	R0	R0
		Accurate Consumer Billing				R0	R0	R0	R0	R0	R0
		Intensive Revenue Collection Initiative/Debt reduction				R0	R0	R0	R0	R0	R0
3.6.3 SUPPLY CHAIN MANAGEMENT											
To uphold treasury norms and standards	Full compliance with MFMA and SCM Regulations	Implement internal controls to ensure that no awards above R30 000 are made to persons without a valid Tax Clearance certificate	Signed schedule of Quarterly SCM policy implementation reports to the Mayor within 10 working days of quarter end (SCM Regulation 6).	Audit Finding	Valid Tax Clearance certificate confirmed for each award above R30 000 100%	R0	R0	R0	R0	R0	R0
		Implement internal controls to ensure that no awards are made to persons who are in the service of the state (paragraph 44 of Municipal SCM regulations)	Signed schedule of Quarterly SCM policy implementation reports to the Mayor within 10 working days of quarter end (SCM Regulation 6).	Audit Finding	No awards made to persons in the service of the state 100%	R0	R0	R0	R0	R0	R0
To promote and facilitate economic transformation, sustainable growth and development	Rotation of Suppliers	Introduce a formal system of Rotation of Suppliers	Number of quarterly reports on rotation of service providers	Adhoc rotation	4 reports on transparent, efficient rotation of suppliers	R0	R0	R0	R0	R0	R0
	Implementation of the Preferential Procurement	Revise preference points to favour the Previously	% of work awarded to PDIs	23%	65%	R0	R0	R0	R0	R0	R0

	Policy	Disadvantaged groups									
	Improve Park Rynie and Stores Efficiency	Stock count	Monthly report to the CFO on inventory count.	10% unaccounted for stock	Nil unaccounted for stock	R0	R0	R0	R0	R0	R0
			% Decrease in stock purchase	R3M	10% decrease	R0	R0	R0	R0	R0	R0
3.6.4 EQUITY AND ACCOUNTS											
<i>To ensure financial sustainability and management</i>	Full compliance with MFMA and GRAP	Compile and submit municipal audit file and AFS to the Auditor General by 31 August 2011.	Audit Committee resolution approving the Annual Financial Statement.	Unqualified Audit opinion with matters of emphasis	Unqualified Audit opinion with matters of emphasis	R0	R0	R0	3 780 000	3 969 000	4 168 000
		Monthly asset and inventory count and reconciliation in compliance with sections 63(1) and (2) of the MFMA.	Top Manco resolution noting the maintenance of a system of internal control of asset, and an updated asset register.	Audit finding	GRAP compliant fixed asset register.	R0	R0	R0	R0	R0	R0
		Full compliance with MFMA and GRAP	Monthly asset and inventory count and reconciliation in compliance with sections 63(1) and (2) of the MFMA.	Top Manco resolution noting the maintenance of a system of internal control of assets, and an updated asset register	Audit finding	R0	R0	R0	3 150 000	3 308 000	3 474 000

To uphold treasury norms and standards	Full compliance with MFMA and GRAP	Full compliance with sections 9 & 24 of the MFMA	Proof of submission of all bank account details and approved SDBIP to both National and Provincial Treasury		Submission by 30 June 2012.	R0	R0	R0	R0	R0	R0
	Full Compliance with section 15 and 11(3) of the MFMA	No unauthorised expenditure	R144 037 266	Audit finding.	R0	R0	R0	R0	R0	R0	R0
	Full Compliance with section 62(1)c of the MFMA	No audit finding on irregular, fruitless and wasteful expenditure	Audit finding	Audit finding.	Full disclosure where irregular, fruitless and wasteful expenditure could not be prevented	R0	R0	R0	R0	R0	R0
3.6.5 GRANTS & EXPENDITURE											
To uphold treasury norms and standards	Full compliance with MFMA and GRAP	Comprehensive and adequate cover for infrastructure and community assets	Insurance Cover documents submitted to the MM once a year for verification	Audit finding	Adequate Insurance Cover by July 2011.	R0	R0	R0	3,000,000	3,200,000	3,500,000
		Full Compliance with section 65(2)(h) of the MFMA	Monthly budget reports indicating sufficient funds to cover unspent conditional grants	Audit finding	Full compliance with section 65(2)(h) of the MFMA.	R0	R0	R0	R0	R0	R0
		Full Compliance with section 15 and 11(3) of the MFMA	No unauthorised expenditure	R144 037 266	R0	R0	R0	R0	R0	R0	R0
		Full Compliance with section 62(1)c of the MFMA	No audit finding on irregular, fruitless and wasteful expenditure	Audit finding	Full disclosure where irregular, fruitless and wasteful expenditure could	R0	R0	R0	R0	R0	R0

					not be prevented							
3.7. DEPARTMENT: CORPORATE SERVICES												
3.7.1. SECTION: HUMAN RESOURCES												
To ensure sustainable institutional capacity	Develop and implement an Annual Workplace Skills Plan	Streamline and improve recruitment and selection processes	% of vacant positions filled in the organogram	30% vacant positions	10% vacant post by June 2012	R0	R0	R0	R 1 500 000	R 1 600 000	R 1 700 000	
		Compliance with section 10(1) of the Basic Conditions of Employment Act	A file at HR containing signed pre-authorization forms for working overtime	Audit finding	Updated Pre-agreement file for all overtime worked beyond 40 hours a month	R0	R0	R0	R0	R0	R0	
		Implement the Employment Equity Plan within the WSP	Portfolio Committee minutes noting compliance with the EEP	100% compliance	100% compliance	R0	R0	R0	R0	R0	R0	
		Compliance to Employment Equity Regulations	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan		WHITE= 0 AFRICAN=1 COLOURED= 0 INDIANS= 0	R0	R0	R0	R0	R0	R0	
		Compliance to Employment Equity Regulations	Number of Youth Employed in the Municipality		64	R0	R0	R0	R0	R0	R0	
		Compliance to Employment Equity Regulations	Number of disabled persons employed in the municipality		0	0	0	0	R0	R0	R0	

		Compliance to Employment Equity Regulations	Number of females employed in the municipality		38	R0	R0	R0	R0	R0	R0
	Continuous Training of workforce	Accredited Skills Training Interventions	Portfolio Committee minutes noting activity in all areas of skills intervention	50 Bursaries	50 Bursaries	R0	R0	R0	R3,000,000.00	R2,500,000.00	R4,000,000.00
				20 in RPL	20 in RPL	R0	R0	R0	R0	R0	R0
				40 attended workshops	40 attended workshops	R0	R0	R0	R0	R0	R0
				40 Interns	40 Interns	R0	R0	R0	R0	R0	R0
				40 In-service Trainees	40 In-service Trainees	R0	R0	R0	R0	R0	R0
	Adherence to the Collective Bargaining Agreement	Functional Local Labour Forum	Minutes of the Local Labour Forum	6	8	R0	R0	R0	R0	R0	R0
Efficient disciplinary processes	Disciplinary cases backlog reduction project	Reduction in pending cases	20	5	R0	R0	R0	R 1.5m	R 472 500	R 1000 000	
To promote a healthy and hygienically safe environment, that supports sustainable utilisation of natural resources, and creates an environmentally educated society.	Promote Organisational Health and Safety in the workplace	Occupational Health & Safety programme	Portfolio Committee resolution noting the Number of Health and Safety initiatives under implementation	8	8	R0	R0	R0	R 700 000	R 682 500	R 1000 000
		Employee Assistance Programme	Portfolio Committee resolution noting the Number of EAP initiatives under implementation	7	8	R0	R0	R0	R900,000.00	R525 000	R1m

3.7.2. SECRETARIAT, ICT & AUXILIARY SERVICES

To ensure sustainable institutional capacity	Ensure the provision of sound and efficient secretariat support to the organisation	Correct and timeous agendas to all council meetings	Nil number of meetings postponed/cancelled due to absence or late agenda	3 postponements	Nil postponements	R0	R0	R0	R0	R0	R0
		Effect accurate record keeping of minutes of all municipal meetings	All minutes signed and safely kept	Some minutes not found during the Audit	Updated and signed minute book	R0	R0	R0	R0	R0	R0
To ensure sustainable institutional capacity	Ensure sound IT Governance in the municipality	Ensure IT service continuity	Approved DRP and BCP plans, and copies retained offsite	Audit finding	Proper plans and provisions for IT service continuity	750.000.00	1m	500.000.00	R0	R0	R0
		Develop a formal IT risk and control framework	Updated User Account management policies, control procedures, back-up standards.	Audit finding	Completed risk framework	R0	R200 000	R0	R0	R0	R0
		Implementation of key controls (policies and procedures) governing the Municipal IT production environment	Programmers not having access to live production environment	Audit finding	No external programmers having access to the production environment without pre-authorisation.	R0	R0	R0	R0	R0	R0
		Implementation of key controls (policies and procedures) governing the Municipal IT production environment	Programmers not having access to live production environment	Audit finding	No external programmers having access to the production environment without pre-authorisation.	R0	R0	R0	R0	R0	R0

		Develop a formal IT risk and control framework	Updated User Account management policies, control procedures, back-up standards.	Audit finding	Sound IT governance	R0	R0	R0	R0	R0	R0
To ensure sustainable institutional capacity	Cost Effective and Streamlined Communications Management	inter branch communications network infrastructure implementation	% Reduction in different telephone lines (external)		100%	R0	R0	R0	3 900 000	4 200 000	4 620 000
		Communication cost saving and abuse tracking program	% Reduction in communication costs		10%	R0	R0	R0	600 000	200 000	200 000
		Compliance with Promotion of Access to Information Act	Developing and Printing of PAIA manuals and equipping receptions with necessary skills as PAIA points		Number of compliant receptions	R0	R0	R0	100 000	50 000	50 000
		Electronic Records Management	Expansion of Docuscan electronic records system to user departments		Number of electronic records stored on system	R0	R0	R0	250 000	150 000	150 000
	Compliant and strategic contract management	Cleaning Services	Validity of agreement		100%	R0	R0	R0	1 620 000	1 782 000	1 960 200
		Outsourced Handyman Services	Validity of agreement		100%	R0	R0	R0	400 000	440 000	484 000
		Pest Control Services	Validity of agreement		100%	R0	R0	R0	170 560	170 560	190 000

		Hygiene Services	Validity of agreement		100%	R0	R0	R0	447900	490 000	540 000
		Garden Services (office buildings)	Validity of agreement		100%	R0	R0	R0	540 000	590 000	650 000
		Security guard services	Validity of agreement		100%	R0	R0	R0	8 000 000	8 500 000	9 000 000
To manage institutional risk	Ensure access control and security check when entering and exiting municipal premises	Develop and implement an access control plan to comply with section 63(1)a of the MFMA	Security records proving evidence of security check when entering or exiting our municipal buildings	Audit finding	Number of assets missing on Ugu premises	R0	R0	R0	R0	R0	R0
		Install a Security Access Control Solution	Security Access Control solution installed		Security Access Control solution	R650 000	R340 000	R0	R0	R0	R0
	Effective Property Management section 63(2)(c) of MFMA	Marburg Workshop Development	Decrease in office rental costs	R2M	R1.8M	3 800 000	R2 500 000	R0	R0	R0	R0
		Telephone infrastructure maintenance and upgrade	Reduction in internal communication costs	R3m	R2M	2.1m	1m	500 000	R0	R0	R0
		Municipal Property Audit	Quarterly report to Exco on Updated property register	Audit finding in terms of section 63(2)(c) of MFMA	Complete asset register	R0	R0	R0	400 000	300 000	R0
		Long Term office accommodation plan	Number of owned buildings		Long Term office accommodation plan	0	0	0	1 480 000	1 628 000	1 790 800
		Building projects: Connor Street Phase 2	Building Project plans		Building projects: Connor Street Phase 2	2 000 000	R0	R0	R0	R0	R0

3.7.3. DISASTER MANAGEMENT

To manage institutional risks	Provide sound disaster management services in the Ugu region	Update Disaster Management Plans, procedures, reporting and protocols: Risk reduction, mitigation and preparedness	Number Adequate plans, response time and reporting	Adequate plans, response time and reporting	8	R0	R0	R0	3.5m	3.6m	3.7m
		Construction of a new disaster management centre:	Number of Title Deed		1	7m	16.5m	24m	R0	R0	R0
		Land Acquisition	Number of Municipal Infrastructure Grant		1						
		Acquire Further funding	Number of Project plan		1						
		Building construction									
		Develop a new integrated disaster management centre: Integrated information management system between Ugu Disaster Centre, EMRS, Local Municipal Fire Stations, RTI, SAPS, SANRAL	Number of up to date information management and statistics including SLAs	Inadequate information management and statistics	8	R0	R0	R0	2.4m	2.5m	2.6m
		Implementation of Education, Training, Public Awareness & Research interventions	Number of Trained volunteers thus improving state of readiness and response	400 volunteers	400 volunteers	R0	R0	R0	1.2m	1.6m	1.7m

3.8. DEPARTMENT: WATER SERVICES

3.8.1. WATER SERVICES OPERATIONS

To provide	Efficient	Control of operational cost	% variance in annual	Not	0%	R0	R0	R0	13 970 130	14 668 637	5 402 068
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sustainable water and sanitation infrastructure To provide sustainable water and sanitation infrastructure	Management of Fleet	within fleet division	operational budget	available							
	Improved service delivery	Effective resolution of water supply incidents	% compliance with service level delivery targets	70%	90% compliance	R0	R0	R0	R0	R0	R0
		Effective resolution of sanitation incidents	% compliance with service level delivery targets	90%	100%	R0	R0	R0	R0	R0	R0
		Effective operation of electro mechanical equipment and pump station and treatment plants	Production down time % equipment repaired in 24hrs	100%	100%	R0	R0	R0	R0	R0	R0
			Process down time % process equipment repaired within 5 working days	100%	100%	0	0	0	0	0	0
			All other services % on equipment repaired within 30days	100%	100%	0	0	0	0	0	0
	Reduce Water Loss	Non Revenue water programme	% NRW	30%	28%	R0	R0	R0	R0	R0	R0
		Establishment of meter and pressure zones	No of completed configured water zones	3	5	6 235 000	7m	8m	R0	R0	R0
		Leak Detection Proramme	A report showing length of mains covered in km	0km	2229km of mains by June	6	R0	R0	6 500 000	6 825 000	7 166 250
	Provision of potable water	Water Quality Monitoring Programme	No of compliance reports as per regulations	12	12	R0	R0	R0	R0	R0	R0
	% compliance with SNAS241		100%	100%	0	0	0	0	0	0	

			% Blue Drop rating	87%	95%	0	0	0	0	0	0
	Provision of safe disposal of Waste Water	Waste Water Monitoring Programme	No of compliance reports as per regulations	12	12	0	0	0	0	0	0
			%Compliance with SANS 241	80%	90%	0	0	0	0	0	0
			% Green Drop Rating	60%	80%	0	0	0	0	0	0

3.8.3. WATER SERVICES AUTHORITY

To provide sustainable water and sanitation infrastructure	Efficient Implementation all water and sanitation projects	MIG program	% Approval of all designs for MIG Projects Amount spent on design	100%	100%	18 000 000	20 000 000	23 000 000	735000	779000	825000	
	Strategic Planning of water and sanitation services	Waterborne sanitation programme	% approval of all designs for waterborne projects Amount spent on design	100%	100%	5 000 000	10 000 000	15 000 000	315000	333900	353000	
	Development Control	Funding Business Plan		Monthly reports on completed business plans submitted to funders for approved programmes	0	12	0	0	0	500 000	800 000	1 000 000
		WSDP Programme		Review WSDP components as per checklist	100%	100%	R0	R0	R0	500 000	600 000	650 000
		Bylaw enforcement		% compliance on By Law . Enforce By Laws	100%	100%	R0	R0	R0	668 000	708 000	750 000

		Approval of all development within Ugu boundaries	Approve/reject plans % compliance within 14 days turn around approval	100%	100%	R0	R0	R0	668000	708000	750000
	GIS	Functional GIS system	No of scheduled support visits to LM twice a month Release quarterly updated data set for all users	100%	100%	R0	R0	R0	1002000	1062000	1126000
		Shared service	No of support visits to LM's	6	12	R0	R0	R0	1200000	1272000	1348000
	Asset Management	Updates of assets	Quarterly updates of Asset Register	0	4	R0	R0	R0	1600000	1696000	1797000
3.8.4 PROGRAMME MANAGEMENT UNIT (PMU)											
To promote and facilitate public infrastructure investment	Efficient Implementation all water and sanitation projects	MIG programme	Number of households served with basic water and sanitation services Amount spent on projects as per MIG Cashflow Plan	5000 new VIP Toilets	5000	0	0	0	30m	40m	50m
				5000 new households	3000	230m	250	270m	2m	0	0
		Massification Programme	% completion of programme	10%	100%	24m	0	0	1.0	0	0
		Waterborne Sanitation Programme	% expenditure on allocated funding	40%	100%	70m	0	0	0	0	0
		Bulk Water Programme	% expenditure	40%	100%	60m	100m	100m	0	0	0

	Implement rudimentary water schemes	Rudimentary Water Programme springs	Increase in the number of households with access to water	100 households	500 households springs	10m	20m	5m	10m	10m	10m
To provide universal access to services	Implement rudimentary water schemes	Rudimentary Water Programme Boreholes	Increase in the number of households with access to water	100 households borehole	500 households (boreholes)	60m	100m	100m	0	0	0
3.8.5 CUSTOMER RELATIONS MANAGEMENT											
To provide sustainable water and sanitation infrastructure	Provision of efficient and effective water services to customers	community/customer outreach programmes	Number of community/customer outreach programmes	6	12	0	0	0	0	0	0
		Set up bulk SMS service, web based customer interface, walk in contact centres	% functionality of communication systems	50%	100%	0	0	0	0	0	0
		Evaluate calls (in/out) and align to	% calls answered	80%	90%	0	0	0	0	0	0
		Social facilitation programme in service provision(ISD)	No of monthly reports on interventions	12	12	0	0	0	0	0	0
3.9. DEPARTMENT: INFRASTRUCTURE & ECONOMIC DEVELOPMENT											
3.9.1. SECTION: LED & TOURISM											
To promote and facilitate economic transformation, sustainable growth and	Co-operatives development strategy	Training	Number of coops trained and functioning	20	20	R0	R0	R0			
		Registration of Cooperatives	Number of cooperatives registered	0	60	R0	R0	R0			

development		Re-constitution of secondary cooperatives	Number of re-constituted cooperatives	0	6	R0	R0	R0			
To promote, facilitate and implement pro-poor economic development interventions	SMME Development programme	Emerging Contractors Development Programme	Number of Trained and thriving small contractors accessing t job opportunities	15	15	R0	R0	R0			
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	SMME Development programme	Crafts Commercialisation Project	Number of trained and thriving crafters	120	120	R0	R0	R0			
	Ugu Khuphuka Manufacturing Project	Ugu Furniture Manufacturing Common Shared Facility Business Plan	Number of Business Plan developed	0	1	R0	R0	R0			
	Support of LED Anchor Projects	Hibberdene Harbour	Number of Project Monitoring Committee meetings	0	1	R0	R0	R0			
			Number of development approvals obtained	0	1	R0	R0	R0			
	Ugu Broadband Project	Increase number of people accessing broadband/ICT infrastructure	0	50	R0	R0	R0				
Rural Economic Development Initiative (Pilot) – DBSA	Phase II – Implementation	Number of REDI projects under implemented	0	5	R0	R0	R0				

	Implement the Land Acquisition Strategy	Mixed Use Gap Housing (Social Housing)	Number of projects implemented	0	1	R0	R0	R0			
	Rural Development through agriculture	Agricultural Production on Claimed Land	Increase in number of successfully claimed land under agricultural production	2	4	R0	R0	R0			
		Facilitate the roll-out of irrigation schemes	Increase the number of revived irrigation scheme by DEARD	0	3	R0	R0	R0			
		Ezingoleni Tea Tree Oil Project	Litres of tea tree Oil produced	0	1000 litres	R0	R0	R0			
			Number of Jobs Created	0	50 jobs	R0	R0	R0			
	Conduct economic research	Two research projects	Empirical data	2	1	R0	R0	R0			
	LED Stakeholder Engagements	LED Forum	Number of LED Forum Held	0	4	R0	R0	R0			
3.9.2. UGU MARKET											
To promote, facilitate and implement anti-poor economic development interventions	Efficient operation of the Ugu Fresh Produce Market	Emerging Farmer outreach programme	Number of emerging farmers supplying fresh produce to the market	0	5	R5 334 776	R655 000	R0	R5 334 776	R5 160 354	R5 315 165
		Resuscitation of the Horse Shoe Farm as a supply base to the UFPM	Operational farm providing employment	0	20	R0	R0	R0	R0	R0	R0
			Volume of produce	0	20 tonnes	R0	R0	R0	R0	R0	R0

			supplied to the UFPM									
3.9.3. UGU SPORTS COMPLEX												
To promote and facilitate public infrastructure investment	Creation of sporting and social amenities	Thriving Ugu Sports and Leisure centre able to host social and sporting events	Number of sporting events held per month	2	2	R0	R0	R0				
			Number of social events held per month	2	2	R0	R0	R0				
			Growth in income	R200 000	R500 000	R0	R0	R0				
3.9.4 ENVIRONMENTAL MANAGEMENT SERVICES												
To promote a healthy and hygienic safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society	Develop framework for sustainable development	Environmental Education, Awareness and Training	No of sessions/workshop/campaigns done			R0	R0	R0	R0	350,000		
		Finalise Umuziwabantu SEA with Umuziwabantu and DAEARD	Strategic Environmental Assessment Document		Approved Umuziwabantu SEA by 30/06/2012	R0	R0	R0	R0	R0		
		Finalise Umdoni Strategic Environmental Assessment with Umdoni	Strategic Environmental Assessment Document		Approved Umdoni SEA by 30/06/2012	R0	R0	R0	R0	R0		
		Ugu Environmental Management Framework	Ugu EMF	New	Adopted Ugu EMF by 30/06/2012	R0	R0	R0	R0	1,5m		
		Air Quality Management plan	Final document of Air Quality management plan		Approved AQMP by 30/06/2012	R0	R0	R0	R0	150,000		

		IWMP	Final document & Implementation of the plan		Approved IWMP by 30/06/2012	R0	R0	R0	R0	145,000		
		Coastal Management Forum	Number of Coastal Management Forum meetings held	5 meetings	5 meetings	R0	R0	R0	R19,000	R25,000		
		Estuarine Cleaning project	Project phases completed	Draft project concept	Project phases completed	R0	R0	R0	R540,000	R540,000		
	Greening	Greening of low income human settlements	Number of greening project phases completed			R0	R0	R0	620,000	620,000		
	To ensure effective waste management	Waste management initiatives -Recycling	Number of programmes/projects implemented			R0	R0	R0	500,000	500,000		
	Promote environmental protection and biodiversity conservation	Invasive Alien Species Programmes	Approved Invasive Alien species strategy		Approved Strategy by 30/06/2012	R0	R0	R0	500,000	500,000		
		Bushpigs management project	Approved implementation plan		Approved implementation plan by 30/06/2012	R0	R0	R0	R0	200,000		
3.9.5 ENVIRONMENTAL HEALTH SERVICES												
To promote a healthy and hygienic safe environment,	To ensure effective delivery of efficient environmental	Section 78 Assessment of Environmental Health Services	Approved Final Document		Approved document by 30 June 2011	R0	R0	R0	R160 000	R160 000		

which supports sustainable utilisation of natural resources, and creates an environmentally educated society	health services										
	health national standards and bylaws enforcement	Public Health by-laws	By-laws adopted		Adopted by-laws by 30 June 2011	R0	R0	R0	R250 000	R250 000	
		Food control	Number of swabs /samples tested		100	R0	R0	R0	R0	R0	
		Food Runs	Number of food runs		As per National/provincial instruction	R0	R0	R0	R0	R0	
		Water Quality monitoring	Number of samples tested	400	400	R0	R0	R0	R0	R0	
		Air Quality monitoring	Number of air quality monitoring initiatives	3	4	R0	R0	R0	100, 000	R0	
		Public education	Food handling workshops (including caterers)	Number of workshops and caterers trained		4 workshops	R0	R0	R0	R0	R0
	Public Campaigns		Number of public campaigns conducted		25 campaigns	R0	R0	R0	80, 000	60, 000	
	Health education programme in schools		Number of schools covered	16	20	R0	R0	R0	R0	R0	
	Compliance with section 78 of the EHS	EH reporting	S7b of the EHS reported submitted on time	none	30 June 2011	R0	R0	R0	R0	R0	R0

4. ORGANISATIONAL SCORECARDS FOR 2011/12

SERVICE DELIVERY TARGETS & INDICATORS							SERVICE DELIVERY QUARTERLY PROJECTIONS					
KPA	Strategic Objective (IDP)	Strategies	Programmes/ Projects (Measurable Objective/ Output)	Performance Indicator	Baseline (Previous Year actual)	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Responsibility	Budget
							Planned	Planned	Planned	Planned		
4.1 CORPORATE STRATEGY & SHARED SERVICES												
Good Governance & Community Participation	To promote a culture of participatory democracy and integration	Review the IDP annually using a public participatory approach	Develop an IDP process plan	Council resolution adopting the process plan	adopted	Adoption by 31/08/11	adoption	N/A	N/A	N/A	Mngr. Dev. Planning	R0
			IDP alignment within the family of municipalities and consistent with section 2(1)(e) of the Municipal Planning and Performance Management Regulations	% increased credibility rating by COGTA	88.04% credibility rating	80% credibility rating	N/A	N/A	N/A	80% credibility	Mngr. Dev. Planning	
			Clean Audit 2014	Clean Audit	Audit Finding	Clean Audit	N/A	N/A	N/A	Clean audit	Mngr. Dev. Planning	
			Public Participation Meeting throughout the district	Number of IDP public participation meetings	24	24	6	6	6	6	Mngr. Dev. Planning	
		Develop and Implement a Shared Services Approach to development	Development Planning Shared Services	Appointment of planners as per DPSS business plan	4 out of 6	6 out of 6	recruitment	selection	interviews	6 planners appointed	SM:CSSS	
			Functional DPSS	Fully functional DPSS	60%	100%	65%	80%	90%	100%	SM:CSSS	

			GIS Shared Services	Appointment of planners as per GISSS business plan	4 out of 6	6 out of 6	recruitment	selection	interviews	6 planners appointed	SM:CSSS	
				signed SLA for Cluster B	Signed FFSS for Cluster A	Signed FFSS for Cluster B	Consultation	Consultation	Consultation	Signed FFSS for cluster B	SM:CSSS	
Municipal Transformation & Institutional Development		Promote a culture and practice of Batho Pele principles	Name badges	% of personnel with name tags	250 out of 300	80%	20%	20%	20%	20%	BP Coordinator	
			Display of Batho Pele principles and Service Charter in all municipal buildings	Availability of displayed BP principles of service charter in both English & isiZulu	7 out of 7	7 municipal buildings	N/A	N/A	N/A	Charters in all 7 buildings	BP Coordinator	
			Municipal Service Week	Senior Managers reports with recommendations to Top management	5 out of 10	10 reports	N/A	10 reports	N/A	N/A	BP Coordinator	
Good Governance & Community Participation	To facilitate the creation of a safe environment for all inhabitants	Develop a Risk Management Plan for the entire organisation	Update of the risk register	Resolution of Audit Committee noting the updated risk register	30 November 2010	30 November 2011	Development of first draft	Adopted risk register	N/A	N/A	RMO	
			Monitoring of Implementation of the risk management plan by departments	Top Manco resolution noting the implementation of the risk management plan	2 Quarterly reports	4 quarterly reports	1	1	1	1	RMO	
Spatial Development & Environmental Management	To fast track the spatial, economic and social integration	Develop framework for sustainable development	Develop SDF and LUMF	Exco resolution adopting SDF and LUMF	none	30 June 2011	Consultation meetings	Development and submission of first draft	Final draft submitted to Exco	Adoption of SDF & LUMF	Mngr. Dev. Planning	

			Alignment of SDF and LUMF within the family of 7 municipalities and neighbouring districts	Minutes of consultative meetings	6 LMs and 5 neighbouring districts	30 June 2011	Consultation meetings	Consultation meetings	Consultation meetings	Alignment and adoption	Mngr. Dev. Planning	
Municipal Transformation & Institutional Development	To improve the quality of service delivery and strengthening democratic processes	Develop an Organisational Performance Management System	Develop and Monitor Implementation of OP Targets	Number of departmental monthly performance reports	12	12	3	3	3	3	PMO	R0
			Conduct Internal Audit for OPMS	Internal Audit quarterly Reports monitoring implementation of OP targets		4	1	1	1	1	Internal Audit	R0
			Full compliance with section 9(1)(b) of Municipal Planning and Performance Management Regulations	Top manco resolution noting the OPM plan	Audit finding	Indicators compliant to MPPMR developed	Indicator protocol developed and submitted to Top Management for approval	N/A	N/A	N/A	PMO	R0
			Facilitate Quarterly Performance management Reviews	Number of quarterly performance review meetings	4	4	1	1	1	1	PMO	R0
			Facilitate consolidation and adoption of the 2010/2011 Annual Report	Council resolution adopting 10/11 annual report		Adopted annual report	Consolidate performance information and submit to the AG	Attend to all audit queries raised by the AG	Table Annual report to Council and oversight committee	Adoption of the report and submission to all relevant stakeholders	PMO	R200 000

Municipal Transformation & Institutional Development		Develop a Municipal Turn Around Strategy	Facilitate quarterly implementation reviews of the MTAS	Number of quarterly MTAS reports	4	4	1	1	1	1	PMO	R0
			Ensure the functioning of the Rapid Response Team	Number of RRT reports	12	12	1	1	1	1	PMO	R0
4.2 MAYORALTY & COMMUNICATIONS												
Good Governance & Community Participation	To promote a culture of participatory democracy and integration	Building partnership with society and strengthening democratic institutions	Mayoral Izimbizo	Number of Izimbizo reports together with Minutes of issues raised by the community supported by photographs of the events	10 Izimbizos	10 Izimbizos	2	3	3	2	Snr. Mngr. Mayoralty	
			IDP and budget Roadshows	Number of Roadshows	24	24	6	6	6	6	Snr. Mngr. Mayoralty	
			Community Consultation meeting to review performance	Number of Community Consultation Meetings	6	6	2	2	1	1	Snr. Mngr. Mayoralty	
		Marketing and Promotions	Billboard advertising	Number of Billboards advertising the institution	0	4	1	1	1	1	Snr. Mngr. Mayoralty	
			Proactive media articles on service delivery	Number of proactive articles	0	12	3	3	3	3	Snr. Mngr. Mayoralty	
			Upgrade of the Ugu Website	annual upgrade of the website	0	28/02/2011	N/A	N/A	Website updated 28/02/2011	N/A	Snr. Mngr. Mayoralty	

	Develop Community Assistance programme	Indigent Burial	Adoption of the policy and procedures	Developed Community Assistance programme		28/02/2011	Consultation	Draft presented	Programme complete 28/02/2012	Circulation to relevant stakeholders	Snr. Mngr. Mayoralty	
		Education Support	Adoption of the policy and procedures	Adopted policy and procedure manual		28/02/2011	Consultation	Draft presented	Policy and procedure manual adopted 28/02/2012	Circulation to relevant stakeholders	Snr. Mngr. Mayoralty	
		Community Initiatives Support	Adoption of the policy and procedures	Adopted policy and procedure manual		28/02/2011	Consultation	Draft presented	Policy and procedure manual adopted 28/02/2012	Circulation to relevant stakeholders	Snr. Mngr. Mayoralty	
	Internal and external communication strategy	Develop Communication Policy and Procedure	Exco adoption resolution	Internal and external communication strategy		28/02/2011	Consultation	Draft presented	Internal & External communication strategy developed	Circulation to relevant stakeholders	Snr. Mngr. Mayoralty	
		Notices on by-laws and other council communication	Notices on by-laws and other council communication	Number of notices placed	20	50	10	15	15	10	Snr. Mngr. Mayoralty	
4.3 YOUTH DEVELOPMENT												
Good Governance & Community Participation	To promote a culture of participatory democracy and integration	Institutionalising and mainstreaming Youth Development	Youth Development Programmes	Number of Youth Development initiatives Implemented	4	8 initiatives: Science Expo	Ugu district Science Expo	N/A	N/A	N/A	Mngr. Youth Development	R20 000
			Mobile Computer Classrooms	Purchase of Mobile computer classrooms		Mobile Computer Classrooms purchased	Sensitising of school governing bodies/principals about MCC	Mobile computer classroom purchased	Roll out computer literacy programme to high schools	Training programme continued	Mngr. Youth Development	R400,000
			Ugu DM youth awards	Ugu DM youth awards		Ugu DM youth awards	Engage service provider to	Nomination process commenced	District selection committee	N/A	Mngr. Youth Development	R200,000

				conducted			source sponsorship	and communicated to public	established Screening process and profiles for nominated youth finalized			
			Ugu DM career Exhibitions/Roadshows	Number of roadshows conducted in each municipality		6 career exhibitions/ roadshows	N/A	N/A	6 roadshows	N/A	Mngr. Youth Development	R30,000
			Youth Local Governance Education/ Campaigns	Number of campaigns/ workshops conducted		6 campaigns	3 campaigns/ workshops	3 campaigns/ workshops	N/A	N/A	Mngr. Youth Development	R30, 000
			Ugu District Youth council	Number of strategic planning workshops conducted		1 workshop	1 strategic planning workshop	N/A	N/A	N/A	Mngr. Youth Development	R100,000
			Ugu District Youth policy Review Summit	Date summit held		31May 2012	N/A	N/A	N/A	Summit held	Mngr. Youth Development	R210,000
			Fentec project- youth training on furniture manufacturing	Number of youth trained		30 youth trained	Ongoing training of selected youth	Ongoing training of selected youth	Ongoing training of selected youth	Ongoing training of selected youth	Mngr. Youth Development	R210,000
			Kwanaloga Games	Number of training sessions and participation in the provincial event		10 training sessions and 1 provincial event	Selections from winter games	District squads formulated	5 training sessions undertaken 2 camping sessions Participation in the provincial event	5 training sessions undertaken	Mngr. Youth Development	R2,850 000

			Winter Games	Winter Games tournament accomplished	none	30 June 2011	Prepare LM teams to partake in winter games	Selected squads	Winter games tournament staged	N/A	Mngr. Youth Development	R150,000
4.4 HIV/AIDS & SPECIAL PROGRAMMES												
Municipal Transformation & Institutional Development	To promote a healthy and hygienically safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society,	Institutionalizing, mainstreaming and facilitation of a coordinated strategy for HIV, AIDS and Special Programmes	HIV and AIDS Programme	Number of HIV and AIDS initiatives under implementation within the district	8	8	8 programmes ongoing	8 programmes ongoing	8 programmes ongoing	8 programmes ongoing	Mngr. HIV/AIDS & Special Programmes	
		Institutionalizing, mainstreaming and facilitation of a coordinated strategy for HIV, AIDS and Special Programmes	Senior Citizens	Number of senior Citizens Programme initiatives implemented		5	5 programmes ongoing	5 programmes ongoing	5 programmes ongoing	5 programmes ongoing	Mngr. HIV/AIDS & Special Programmes	
		Institutionalizing, mainstreaming and facilitation of a coordinated strategy for HIV, AIDS and Special Programmes	Farm worker	Number of Farm Worker Programme initiatives implemented	3	5	5 programmes ongoing	5 programmes ongoing	5 programmes ongoing	5 programmes ongoing	Mngr. HIV/AIDS & Special Programmes	
		Institutionalizing, mainstreaming and facilitation of programmes targeting the vulnerable groups	Rights of the Child	Number of Rights of the Child Programme initiatives implemented	3	5	5 programmes ongoing	5 programmes ongoing	5 programmes ongoing	5 programmes ongoing	Mngr. Special programmes	

		Institutionalizing, mainstreaming and facilitation of a coordinated strategy for HIV, AIDS and Special Programmes	Disability	Number of Disability Programme initiatives implemented	2	4	4 programmes ongoing	4 programmes ongoing	4 programmes ongoing	4 programmes ongoing	Mngr. Special programmes	
		Institutionalizing, mainstreaming and facilitation of a coordinated strategy for HIV, AIDS and Special Programmes	Gender	Number of Gender Programme initiatives implemented	4	8	8 programmes ongoing	8 programmes ongoing	8 programmes ongoing	8 programmes ongoing	Mngr. Special programmes	
4.5 INTERNAL AUDIT & LEGAL SERVICES												
Good governance & Community Participation	To facilitate the creation of a safe environment for all inhabitants	Provision of effective and efficient legal services for Council	Contracts Management	requests for drafting and vetting contracts attended to, as well as properly recorded	90%	100%	100% ongoing	100% ongoing	100% ongoing	100% ongoing	Mngr. Legal services	
			Policy advice and Legislation Compliance	Number of policies reviewed	12	12	3	3	3	3	Mngr. Legal services	
			Litigation	% lodged litigation responded to or instituted where necessary	100%	100%	100% ongoing	100% ongoing	100% ongoing	100% ongoing	Mngr. Legal services	
			By-law enforcement	Number of premises inspected and notices on infringements issued	360	360	90	90	90	90	Mngr. Legal services	
	To improve the quality of service delivery and strengthening	Provision of effective and efficient Internal Audit services for Council	Annual assessment of the Audit Committee by council	Number of Audit Committee assessments conducted	Audit finding	1 assessment conducted	N/A	N/A	N/A	1 assessment	Mngr. Internal Audit	

	democratic process											
			Preparation and implementation of the Annual Audit plan	Annual Internal Audit Plan	Plan and Implementation report Adopted by Audit Committee	Plan and Implementation report Adopted by Audit Committee	Audit Plan adopted	N/A	N/A	N/A		Mngr. Internal Audit
		Internal Audit Programme	Compilation of Audit Reports	Number of reports submitted to the Audit Committee in respect of the approved Annual Audit plan		6 reports	N/A	3	N/A	3		Mngr. Internal Audit
		Internal Audit Meetings	Performance Audit Meetings conducted	Number of Internal Audit Committee meetings held		4 meetings	1	1	1	1		Mngr. Internal Audit
3.6 ERP PROJECT OFFICE												
Municipal Transformation & Institutional Development	To ensure sustainable institutional capacity	Implement the ERP and Billing Systems	Efficient, Improved and sustainable Software Applications	% implementation of RMS Billing system	15%	100%	75%	100%	N/A	N/A		Mngr. ERP
				% implementation of Axapta ERP system	65%	2.25m	75%	100%	N/A	N/A		Mngr. ERP
				RMS Billing, Axapta ERP, and other Systems' Support Services	On-going annual support services	0	75%	100%	N/A	N/A		Mngr. ERP
	Ensure sound IT Governance in the	Implementation of key controls (policies and procedures) governing the Municipal ERP,	Develop policies and procedures that govern access to live ERP, Billing and other IT	Approved ERP, Billing and other IT systems		Compliance to internal controls that ensure safety	Consultation	11 draft tabled	Incorporate comments and finalize	Table final draft and adoption		Mngr. ERP

	municipality	Billing and other IT Systems and their production environments	systems' production environments	policies		and security of the ERP, Billing and other IT systems.						
4.6 DEPARTMENT: TREASURY												
4.6.1 SECTION: BUDGET OFFICE												
Financial Management & Viability	To uphold treasury norms and standards	Full compliance with GRAP and MFMA	Table Draft Annual Budget to council by 31 March 2012 and the Final Budget for approval by 31 May 2012.	Council resolution adopting the budget	Budget adopted by due date	Realistic budget adopted by prescribed due date	N/A	N/A	100% - Draft Budget Adopted for Public consultation by 31 st March 2012.	100% - Annual Budget Approved by 31 st May 2012.	Manager: Budget	
			Full compliance with sections 9 & 24 of the MFMA	Proof of submission of all bank account details and approved SDBIP to both National and Provincial Treasury	Submitted by 30 June 2012.	Submission by 30 June 2012.	N/A	N/A	100% - submission of draft budget.	100% - submission of annual budget	Manager: Budget	
			IDP and budget Roadshows as part of Public consultation processes	Number of Roadshows held	24	24	N/A	N/A	12	12	Manager: Budget	
	To ensure financial sustainability and management	Ensure sound, proper and accurate financial reporting	Full Compliance with section 52(d) of the MFMA	Number of Quarterly financial reports to Council, Provincial and National Treasury within 30 days of the end of each quarter.	Audit finding	Monthly checklist ensuring compliance with section 52(d)	1 report	1 report	1 report	1 report	Manager: Budget	

			Full Compliance with section 71 and 72 of the MFMA	Number of monthly budget reports tabled	Audit finding	12 reports tabled within 10 days of month end	3 reports	3 reports	3 reports	3 reports	Manager: Budget	
			Full compliance with section 135(1) of the MFMA	Audit Committee resolution adopting the management plan to address the going concern challenges.	Audit finding	Municipality able to meet its financial obligations at all times 12 progress reports to the Executive Committee.	3 reports	3 reports	3 reports	3 reports	Manager: Budget	
4.6.2 INCOME												
Financial Management & Viability	To reduce dependency on grant transfers and actively seek alternative revenue	Develop and Implement a revenue enhancement strategy	Extensive, Effective and efficient meter reading initiative	% reduction in estimated readings % Increase in Revenue	20% 10%	20% 10%	20% 10%	20% 10%	20% 10%	20% 10%	Mngr: Income	
			Accurate Consumer Billing	% reduction in account queries % increase in customers receiving bills	20% 10%	20% 10%	20% 10%	20% 10%	20% 10%	20% 10%	Mngr: Income	
			Intensive Revenue Collection Initiative/Debt reduction	% reduction of 120 days debt by 10% % improvement with regards to turnaround times	10% 80%	10% 80%	10% 80%	10% 80%	10% 80%	10% 80%	Mngr: Income	

				in respect of issuing clearances certificates.								
4.6.3 SUPPLY CHAIN MANAGEMENT												
Financial Management and Viability	To uphold treasury norms and standards	Full compliance with MFMA and SCM Regulations	Implement internal controls to ensure that no awards above R30 000 are made to persons without a valid Tax Clearance certificate	Signed schedule of Quarterly SCM policy implementation reports to the Mayor within 10 days of quarter end (SCM Regulation 6).	Audit Finding	Valid Tax Clearance certificate confirmed for each award above R30 000. 100%	95%	100%	100%	100%	Mngr:SCM	
			Implement internal controls to ensure that no awards are made to persons who are in the service of the state (paragraph 44 of Municipal SCM regulations)	Signed schedule of Quarterly SCM policy implementation reports to the Mayor within 10 days of quarter end (SCM Regulation 6).	Audit Finding	No awards made to persons in the service of the sate. 100% compliant	100% compliant	100% compliant	100% compliant	100% compliant	Mngr:SCM	
	To promote and facilitate economic transformation, sustainable growth and development	Rotation of Suppliers	Introduce a formal system of Rotation of Suppliers	Quarterly reports on rotation of service providers	Adhoc rotation	4 reports on transparent and efficient rotation of suppliers.	1	1	1	1	Mngr:SCM	
		Implementation of the Preferential Procurement Policy	Revise preference points to favour the Previously Disadvantaged groups.	% of work awarded to PDIs	23%	65%	65%	65%	65%	65%	Mngr:SCM	

		Improve Park Rynie and Stores Efficiency	Stock count	Monthly report to the CFO on inventory	10% unaccounted for stock	Nil unaccounted for stock 12 reports tabled	3	3	3	3	Mngr:SCM	
				% Decrease in stock purchase	R3M	10% decrease	10% decrease ongoing	10% decrease ongoing	10% decrease ongoing	10% decrease ongoing	Mngr:SCM	
4.6.4 EQUITY AND ACCOUNTS												
Financial Management and Viability	To ensure financial sustainability and management	Full compliance with MFMA and GRAP	Compile and submit municipal audit file and AFS to the Auditor General by 31 August 2011.	Audit Committee resolution approving the Annual Financial Statements.		Unqualified Audit opinion with matters of emphasis	150 000	450 000	1 200 000	1 800 000	Mngr: Equity & Accounts	
		Full compliance with MFMA and GRAP	Monthly asset and inventory count and reconciliation in compliance with sections 63(1) and (2) of the MFMA.	Top Manco resolution noting the maintenance of a system of internal control of asset, and an updated asset register		Audit finding	50 000	850 000	1 500 000	600 000	Mngr: Equity & Accounts	
	To uphold treasury norms and standards	Full compliance with MFMA and GRAP	Full compliance with sections 9 & 24 of the MFMA	Proof of submission of all bank account details and approved SDBIP to both National and Provincial Treasury		Submission by 30 June 2012.	100% compliance	100% compliance	100% compliance	100% compliance	Mngr: Equity & Accounts	
		Full Compliance with section 15 and 11(3) of	No unauthorised expenditure	R144 037 266	Full Compliance with section	No unauthorised	100% compliance	100% compliance	100% compliance	100% compliance	Mngr: Equity & Accounts	

		the MFMA			15 and 11(3) of the MFMA	expenditure						
		Full Compliance with section 62(1)c of the MFMA	No audit finding on irregular, fruitless and wasteful expenditure	Audit finding	Full Compliance with section 62(1)c of the MFMA	Full disclosure where irregular, fruitless and wasteful expenditure could not be prevented	100% compliance	100% compliance	100% compliance	100% compliance	Mngr: Equity & Accounts	
4.6.5 GRANTS & EXPENDITURE												
Financial Management and Viability	To uphold treasury norms and standards	Full compliance with the MFMA	Full Compliance with section 64(3) of the MFMA	Monthly schedule of payments in arrears for more than 30 days, due by State Organs		12 reports	3	3	3	3	Mngr: Grants & Expenditure	
	To uphold treasury norms and standards	Full compliance with MFMA and SCM Regulations	Implement internal controls to ensure that all payments are authorized by two signatures	Signed-off vouchers filed by creditors clerks		All payment vouchers signed by two signatories.	All payment vouchers signed by two signatories.	All payment vouchers signed by two signatories.	All payment vouchers signed by two signatories.	All payment vouchers signed by two signatories.	Mngr: Grants & Expenditure	
			Comprehensive and adequate cover for infrastructure and community assets	Insurance Cover documents submitted to the MM once a year for verification		Adequate Insurance Cover by July 2011.	Maintain the existing Insurance cover	Maintain the existing Insurance cover	Maintain the existing Insurance cover	Review and update the existing Insurance cover for the start of the new financial year.	Mngr: Grants & Expenditure	R3 000 000
		Full compliance with MFMA and GRAP	Full Compliance with section 62(1)c of the MFMA	Monthly budget reports indicating sufficient funds to cover unspent conditional grants	Audit finding	Full compliance with section 65(2)(h) of the MFMA	3 monthly reports of grant funds balance reconciled to the grants bank account balance	3 monthly reports of grant funds balance reconciled to the grants bank	3 monthly reports of grant funds balance reconciled to the grants bank	3 monthly reports of grant funds balance reconciled to the grants bank account balance	Mngr: Grants & Expenditure	

								account.	account.			
4.7 DEPARTMENT: CORPORATE SERVICES												
4.7.1 SECTION: HUMAN RESOURCES												
Municipal Transformation & Institutional Development	To ensure sustainable institutional capacity	Develop and implement an Annual Workplace Skills Plan	Streamline and improve recruitment and selection processes	% of vacant positions filled in the organogram	30% vacant positions	10% vacant post by June 2012	2%	3%	3%	2%	Mngr. HR	
			Compliance with section 10(1) of the Basic Conditions of Employment Act	A file at HR containing signed pre-authorization forms for working overtime	Audit finding	Updated Pre-agreement file for all overtime worked beyond 40 hours a month	Updated Pre-agreement file for all overtime worked beyond 40 hours a month	Updated Pre-agreement file for all overtime worked beyond 40 hours a month	Updated Pre-agreement file for all overtime worked beyond 40 hours a month	Updated Pre-agreement file for all overtime worked beyond 40 hours a month	Mngr. HR	
			Implement the Employment Equity Plan within the WSP	Portfolio Committee minutes noting compliance with the EEP	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	Mngr. HR	
			Compliance to Employment Equity Regulations	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan		WHITE= 0 AFRICAN=1 COLOURED= 0 INDIANS= 0	0	0	0	1	Mngr. HR	
			Compliance to Employment Equity Regulations	Number of Youth Employed in the Municipality		64	24	25	15	0	Mngr. HR	

			Compliance to Employment Equity Regulations	Number of disabled persons employed in the municipality		0	0	0	0	0	Mngr. HR	
			Compliance to Employment Equity Regulations	Number of females employed in the municipality		38	15	15	8	0	Mngr. HR	
			Implement the Employment Equity Plan within the WSP	Portfolio Committee minutes noting compliance with the EEP	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	Mngr. HR	
			Implementation of Workplace Skills Plan	Percentage of a municipality's budget actually spent on implementing its workplace skills plan		100%	25%	50%	75%	100%	Mngr. HR	
		Continuous Training of workforce	Accredited Skills Training Interventions	Portfolio Committee minutes noting activity in all areas of skills intervention	50 Bursaries	50 Bursaries	Applications received	Selection of qualifying candidates	Award 50 bursaries	Payment to relevant institutions of approved bursaries	Mngr. HR	
				Number of learners in RPL	20 in RPL	20 in RPL	5	5	5	5	Mngr. HR	
				Number of staff attended workshops	40 attended workshops	40 attended workshops	10	10	10	10	Mngr. HR	
				Number of interns recruited	40 Interns	40 Interns	10	10	10	10	Mngr. HR	
				Number of In-service trainees recruited	40 In-service Trainees	40 In-service Trainees	10	10	10	10	Mngr. HR	
		Adherence to the Collective Bargaining	Functional Local Labour Forum	Minutes of the Local Labour Forum	6	10	3	2	3	2	Mngr. HR	

		Agreement										
		Efficient disciplinary processes	Disciplinary cases backlog reduction project	Reduction in pending cases	20	5	2	1	1	1	Mngr: HR	
	To promote a healthy and hygienically safe environment, that supports sustainable utilisation of natural resources, and creates an environmentally educated society.	Promote Organisational Health and Safety in the workplace	Occupational Health & Safety programme	Portfolio Committee resolution noting the Number of Health and Safety initiatives under implementation	8	8	2	2	2	2	Mngr: HR	
			Employee Assistance Programme	Portfolio Committee resolution noting the Number of EAP initiatives under implementation	7	8	2	2	2	2	Mngr: HR	
4.7.2 SECRETARIAT, ICT & AUXILIARY SERVICES												
Municipal Transformation & Institutional Development	To ensure sustainable institutional capacity	Ensure the provision of sound and efficient secretariat support to the organisation	Correct and timeous agendas to all council meetings	Nil number of meetings postponed/cancelled due to absence or late agenda	3 postponements	100% sitting of meetings	100% ongoing	100% ongoing	100% ongoing	100% ongoing	Mngr. Secretariat, ICT & Auxiliary Services	

			Effect accurate record keeping of minutes of all municipal meetings	All minutes signed and safely kept	Some minutes not found during the Audit	Updated and signed minute book	Updated and signed minute book	Updated and signed minute book	Updated and signed minute book	Updated and signed minute book	Mngr. Secretariat, ICT & Auxiliary Services	
	To ensure sustainable institutional capacity	Ensure sound IT Governance in the municipality	Ensure IT service continuity	Approved DRP and BCP plans, and copies retained offsite	Audit finding	Proper plans and provisions for IT service continuity				DRP Plans retained off site	Mngr. Secretariat, ICT & Auxiliary Services	
			Implementation of key controls (policies and procedures) governing the Municipal IT production environment	Programmers not having access to live production environment	Audit finding	No external programmers having access to the production environment without pre-authorisation.	100% compliance	100% compliance	100% compliance	100% compliance	Mngr. Secretariat, ICT & Auxiliary Services	
		Sound IT governance	Develop a formal IT risk and control framework	Updated User Account management policies, control procedures, back-up standards.	Audit finding	IT risk and control framework developed by 30/06/2012	Research conducted	1 st draft to Top Manco	Final draft tabled to council	Approved and adopted IT risk and control framework	Mngr. Secretariat, ICT & Auxiliary Services	
	To manage institutional risk	Ensure access control and security check when entering and exiting municipal premises	Develop and implement an access control plan to comply with section 63(1)a of the MFMA	Approved and adopted Access control plan	Audit finding	Approved and adopted Access control plan by 30/06/2012	Research conducted	1 st draft to Top Manco	Final draft tabled to council	Approved and adopted Access control plan	Mngr. Secretariat, ICT & Auxiliary Services	
			Install a Security Access Control Solution	Installed Security Access Control Solution		Date installation of Security Access	Advertise tender	Tender evaluation	Appointment of service provider	System installed by 30/06/2012	Mngr. Secretariat, ICT & Auxiliary Services	

						Control Solution						
		Effective Property Management and Planning	Marburg Workshop Development	Decrease in office rental costs	R2M	R1.8M	R450 000	R450 000	R450 000	R450 000	Mngr. Secretariat, ICT & Auxiliary Services	
			Telephone infrastructure maintenance and upgrade	Reduction in internal communication costs	R3	R2M	R500 000	R500 000	R500 000	R500 000	Mngr. Secretariat, ICT & Auxiliary Services	
			Municipal Property Audit	Number of Quarterly report to Exco on Updated property register	Audit finding in terms of section 63(2)(c) of MFMA	4 reports	1	1	1	1	Mngr. Secretariat, ICT & Auxiliary Services	
4.7.3 DISASTER MANAGEMENT												
Good Governance and community participation	To manage institutional risks	Provide sound disaster management services in the Ugu region	Update Disaster Management Plans, procedures, reporting and protocols: Risk reduction, mitigation and preparedness	Number Adequate plans, response time and reporting	Adequate plans, response time and reporting	8	2	2	2	2	Manager: Disaster Management	2.6m
			Construction of a new disaster management centre:	Number of Title Deed		1	0	0	0	1	Manager: Disaster Management	16.5m
			Land Acquisition	Number of Municipal Infrastructure Grant		1	0	0	0	1		
			Acquire Further funding									
			Building construction	Number of Project plan		1	0	1	0	1		

			Develop a new integrated disaster management centre: Integrated information management system between Ugu Disaster Centre, EMRS, Local Municipal Fire Stations, RTI, SAPS, SANRAL	Number of up to date information management and statistics including SLAs	Inadequate information management and statistics	8	0	4	0	4	Manager: Disaster Management	1.7m
			Implementation of Education, Training, Public Awareness & Research interventions	Number of Trained volunteers thus improving state of readiness and response	400 volunteers	400 volunteers	100	100	100	100	Manager: Disaster Management	1.3m

4.8. DEPARTMENT: WATER SERVICES
4.8.1 WATER SERVICES OPERATIONS

Basis Service delivery & Infrastructure Development	To provide sustainable water and sanitation infrastructure	Efficient Management of Fleet	Control op operational cost within fleet division	% variance in annual operational budget	R10 M	R7M	R1 750 000	R1 750 000	R1 750 000	R1 750 000	Snr. Mngr. OPS	
		Improved service delivery	Effective resolution of water supply incidents	% compliance with service level delivery targets	70%	90% compliance	90%	90%	90%	90%	Snr. Mngr. OPS	
			Effective resolution of sanitation incidents	% compliance with service level delivery targets	90%	95%	95%	95%	95%	95%	Snr. Mngr. OPS	
			Effective operation of electro mechanical equipment and pump station and treatment plants	Production down time-% equipment repaired in 24hrs	100%	100%	100%	100%	100%	100%	Snr. Mngr. OPS	
				Process down time-% process equipment repaired within 5 working days	90%	95%	95%	95%	95%	95%		

				All other services % on equipment repaired within 30days	100%	100%	100%	100%	100%	100%		
		Reduce Water Loss	Non Revenue water programme	% NRW	30%	28%	30%	29%	29%	28%		Snr. Mngr. OPS
			Establishment of meter and pressure zones	No of completed configured water zones	n/a	30	5	5	10	10		Snr. Mngr. OPS
			Leak Detection Proramme	A report showing length of mains covered in km	n/a	2000km	500	500	500	500		Snr. Mngr. OPS
		Provision of potable water	Water Quality Monitoring Programme	No of compliance reports as per regulations	12	12	3	3	3	3		Snr. Mngr. OPS
				% compliance with SANS241	90%	99%	99%	99%	99%	99%		
				% Blue Drop rating	87%	95%	95%	95%	95%	95%		
		Provision of safe disposal of Waste Water	Waste Water Monitoring Programme	No of compliance reports as per regulations	12	12	3	3	3	3		Snr Mng ops
				%Compliance with SANS 241	80%	90%	80%	85%	90%	90%		
				% Green Drop Rating	51%	70%	60%	65%	70%	70%		
4.8.2 WATER SERVICES AUTHORITY												
Basis delivery Infrastructure	Service & Implementation	Efficient Implementation in all water and	Backlog alleviation	Approval of all feasibility and design reports as per UGU standards	% Approval of all designs for MIG Projects	100%	100%	100%	100%	100%	100%	Snr. Mngr. WSA

Development	sanitation projects			Amount spent on design	n/a	R18m	R3.0M	R6.0m	R6.0m	R2.0M		
	Strategic Planning of water and sanitation services	Safe disposal of waste water	Waterborne sanitation programme	% approval of all designs for waterborne projects Amount spent on design	100% n/a	100% R5.0m	100% 1.0m	100% 3.0m	100% 1.5m	100% 0.5m	Snr. Mngr. WSA	
		Acceleration of delivery of water and sanitation infrastructure	Funding Business Plan	Monthly reports on completed business plans submitted to funders for approved programmes	n/a	12	3	3	3	3	Snr. Mngr. WSA	
	Development Control	Sustainable development of water and sanitation projects	WSDP review and update	Review WSDP component as per checklist	100%	100%	Consultation	1 st Draft to Top Manco	Final draft tabled to Council	Approved and adopted WSDP	Snr. Mngr. WSA	
		Compliance with water regulations and legislation	By law enforcement	% compliance on By Laws Enforce bylaws	100%	100%	100%	100%	100%	100%	Snr. Mngr. WSA	
		Approval of all development within Ugu boundaries	Approval of all development within Ugu boundaries	Approve/reject plans % compliance within 14 days of turnaround approval	100%	100%	100%	100%	100%	100%	Snr. Mngr. WSA	
	GIS	Functional GIS system	Functional GIS system	Release quarterly updated data set	0	4	1	1	1	1	Snr. Mngr. WSA	

				for all users								
		Shared service	Shared service	No of support visits to LM's	6	12	3	3	3	3		Snr. Mngr. WSA
	Asset Management	Updates of assets	Updates of assets	Quarterly updates of Asset Register	1	4	1	1	1	1		Snr. Mngr. WSA

4.8.3 PROGRAMME MANAGEMENT UNIT (PMU)

Basis Service & Infrastructure Development	To promote and facilitate public infrastructure investment	Efficient Implementati on all water and sanitation projects	MIG programme	Number of households served with basic water and sanitation services %variance projects as per MIG Cashflow Plan	5000 new VIP Toilets 10%	5000 5%	1250 5%	1250 5%	1250 5%	1250 5%		Mngr. PMU
			Massification Programme	% completion of programme	0	30%	50%	60%	70%	100%		Mngr. PMU
			Waterborne Sanitation Programme	% expenditure on allocated funding	70%	100%	30%	60%	80%	100%		Mngr. PMU
			Bulk Water Programme	% expenditure on allocated funding	10%	100%	20%	50%	80%	100%		Mngr. PMU
	To provide universal access to services	Implement rudimentary water schemes	Rudimentary Water Programme (Springs)	Increase in the number of households with access to spring water	100 households (springs)	500 households (springs)	125	125	125	125		Mngr. PMU

		Implement rudimentary water schemes	Rudimentary Water Programme (Boreholes)	Number of households with access to boreholes	100 households (boreholes)	500 households (boreholes)	125	125	125	125		Mngr. PMU	
4.8.4 CUSTOMER RELATIONS MANAGEMENT													
Basis Service & Infrastructure Development	To provide sustainable water and sanitation infrastructure	Provision of efficient and effective water services to customers	community/customer outreach programmes	Number of community/customer outreach programmes	6	12	3	3	3	3		Mngr. Customer Relations	
			Set up bulk SMS service, web based customer interface, walk in contact centres	% functionality of communication systems	50%	100%	25%	50%	75%	100%		Mngr. Customer Relations	
			Evaluate calls (in/out) and align to	% calls answered	80%	90%	90%	90%	90%	90%		Mngr. Customer Relations	
			Social facilitation programme in service provision(ISD)	No of monthly reports on interventions	12	12	3	3	3	3		Mngr. Customer Relations	
4.9 DEPARTMENT: INFRASTRUCTURE & ECONOMIC DEVELOPMENT													
4.9.1 SECTION: LED & TOURISM													
Local Economic Development	To promote and facilitate economic transformation, sustainable growth and development	Co-operatives development strategy	Training	Number of coops trained and functioning	20	20	5	5	5	5		Mngr. LED & Tourism	
			Registration of Cooperatives	Number of cooperatives	0	60	15	15	15	15		Mngr. LED & Tourism	

				registered								
			Re-constitution of secondary cooperatives	Number of re-constituted cooperatives	0	6	1	2	2	1		Mngr. LED & Tourism
	To promote, facilitate and implement pro-poor economic development interventions	SMME Development programme	Emerging Contractors Development Programme	Number of Trained and thriving small contractors accessing t job opportunities	15	15	3	5	4	3		Mngr. LED & Tourism
	Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	SMME Development programme	Crafts Commercialisation Project	Number of trained and thriving crafters	120	120	30	30	30	30		Mngr. LED & Tourism
		Ugu Khuphuka Manufacturing Project	Ugu Furniture Manufacturing Common Shared Facility Business Plan	Number of Business Plan developed	0	1	N/A	1	N/A	N/A		Mngr. LED & Tourism
		Support of LED Anchor Projects	Hibberdene Harbour	Number of Project Monitoring Committee meetings	0	1	N/A	1	N/A	N/A		Mngr. LED & Tourism
				Number of development approvals obtained	0	1	N/A	1	N/A	N/A		Mngr. LED & Tourism

			Ugu Broadband Project	Increase number of people accessing broadband/ICT infrastructure	0	50	10	15	15	10	Mngr. LED & Tourism	
		Rural Economic Development Initiative (Pilot) – DBSA	Phase II – Implementation	Number of REDI projects under implemented	0	5	1	2	1	1	Mngr. LED & Tourism	
		Implement the Land Acquisition Strategy	Mixed Use Gap Housing (Social Housing)	Number of projects implemented	0	1	N/A	1	N/A	N/A	Mngr. LED & Tourism	
		Rural Development through agriculture	Agricultural Production on Claimed Land	Increase in number of successfully claimed land under agricultural production	2	4	1	1	1	1	Mngr. LED & Tourism	
			Facilitate the roll-out of irrigation schemes	Increase the number of revived irrigation scheme by DEARD	0	3	N/A	1	1	1	Mngr. LED & Tourism	
			Eziqoleni Tea Tree Oil Project	Litres of tea tree Oil produced	0	1000 litres	250L	250L	250L	250L	Mngr. LED & Tourism	
				Number of Jobs Created	0	50 jobs	10	15	15	10	Mngr. LED & Tourism	

			Conduct economic research	Two research projects	Empirical data	2	N/A	1	1	N/A	Mngr. LED & Tourism	
			LED Stakeholder Engagements	LED Forum	Number of LED Forum Held	4	1	1	1	1	Mngr. LED & Tourism	
4.9.2 UGU MARKET												
Local Economic Development	To promote, facilitate and implement anti-poor economic development interventions	Efficient operation of the Ugu Fresh Produce Market	Emerging Farmer outreach programme	Number of emerging farmers supplying fresh produce to the market	0	5	5 ongoing	5 ongoing	5 ongoing	5 ongoing	Mngr. UGU Market	
			Resuscitation of the Horse Shoe Farm as a supply base to the UFPM	Operational farm providing employment	0	20	5	5	5	5	Mngr. UGU Market	
				Volume of produce supplied to the UFPM	0	20 tonnes	5	5	5	5	Mngr. UGU Market	
4.9.3 UGU SPORTS COMPLEX												
Basis Service & Infrastructure Development	To promote and facilitate public infrastructure investment	Creation of sporting and social amenities	Thriving Ugu Sports and Leisure centre able to host social and sporting events	Number of sporting events held per month	2	2 per month	6	6	6	6	Snr. Manager Sports Complex	
				Number of social events held per month	2	2 per month	6	6	6	6	Snr. Manager Sports Complex	

				Growth in income	R200 000	R500 000	R125 000	R125 000	R125 000	R125 000		Snr. Manager Sports Complex	
4.9.4 ENVIRONMENTAL MANAGEMENT SERVICES													
Spatial Development & Environmental Management	To promote a healthy and hygienic safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society	Develop framework for sustainable development	Environmental Education, Awareness and Training	No of sessions/workshop/ campaigns done		4	1	1	1	1		Mngr. Environmental Services	R350 000
			Finalise Umuziwabantu SEA with Umuziwabantu and DAEARD	Strategic Environmental Assessment Document		Approved Umuziwabantu SEA by 30/06/2012	1 st draft	Tabling of draft to TPM	2 nd draft	Tabling and adoption of final draft to Council		Mngr. Environmental Services	
			Finalise Umdoni Strategic Environmental Assessment with Umdoni	Strategic Environmental Assessment Document		Approved Umdoni SEA by 30/06/2012	1 st draft	Tabling of draft to TPM	2 nd draft	Tabling and adoption of final draft to Council		Mngr. Environmental Services	
	To promote a healthy and hygienic safe environment, which supports sustainable utilisation of natural resources, and	Develop framework for sustainable development	Ugu Environmental Management Framework	Ugu EMF	New	Adopted Ugu EMF by 30/06/2012	1 st draft	Tabling of draft to TPM	2 nd draft	Tabling and adoption of final draft to Council		Mngr. Environmental Services	R1,5m

	creates an environmentally educated society											
			Air Quality Management plan	Final document of Air Quality management plan		Approved AQMP by 30/06/2012	1 st draft	Tabling of draft to TPM	2 nd draft	Tabling and adoption of final draft to Council	Mngr. Environmental Services	R150 000
			IWMP	Final document & Implementation of the plan		Approved IWMP by 30/06/2012	1 st draft	Tabling of draft to TPM	2 nd draft	Tabling and adoption of final draft to Council	Mngr. Environmental Services	R145 000
			Coastal Management Forum	Number of Coastal Management Forum meetings held	5 meetings	5 meetings	1	2	1	1	Mngr. Environmental Services	
			Estuarine Cleaning project	Project phases completed	Draft project concept	Project phases completed					Mngr. Environmental Services	R25 000
		Greening	Greening of low income human settlements	Number of greening project phases completed							Mngr. Environmental Services	R540 000
	To ensure effective waste management	Waste Management Initiatives	Waste management initiatives -Recycling	Number of programmes/projects implemented							Mngr. Environmental Services	R500 000
		Promote environmental protection and biodiversity conservation	Invasive Alien Species Programmes	Approved Invasive Alien species strategy		Approved Strategy by 30/06/2012	1 st draft	Tabling of draft to TPM	2 nd draft	Tabling and adoption of final draft to Council	Mngr. Environmental Services	R500 000

			Invasive Alien Species Programmes	Approved Strategy		Approved strategy by 30/06/2012	1 st draft	Tabling of draft to TPM	2 nd draft	Tabling and adoption of final draft to Council	Mngr. Environmental Services	
			Bushpigs management project	Implementation of bush pigs project		Approved implementation plan by 30/06/2012	1 st draft	Tabling of draft to TPM	2 nd draft	Tabling and adoption of final draft to Council	Mngr. Environmental Services	
4.9.4.1 ENVIRONMENTAL HEALTH SERVICES												
Spatial Development & Environmental Management	To promote a healthy and hygienic safe environment, which supports sustainable utilisation of natural resources, and creates an environmentally educated society	Containment and prevention of spread of diseases	Section 78 Assessment of Environmental Health Services	Approved Final Document	16	Approved document by 30 June 2012	1 st draft	Tabling of draft to TPM	2 nd draft	Approved Assessment report by 30/06/2012	Mngr. Environmental Services	R160 000
		health national standards and bylaws enforcement	Public Health by-laws	By-laws adopted	160	By-laws adopted by 30 June 2012	consultation	1 st Draft by-laws	2 nd draft	By-laws adopted by 30/06/2012	Mngr. Environmental Services	R250 000
			Food control	Number of swabs/samples tested	100	100	25	25	25	25	Mngr. Environmental Services	
			Food runs	Number of food runs conducted		As per National/Provincial	As per National/Provincial	As per National/Provincial	As per National/Provincial	As per National/Provincial	Mngr. Environmental	

						instruction	instruction	instruction	instruction	instruction	Services	
			Water Quality Monitoring	Number of samples tested	400	400	100	100	100	100	Mngr. Environmental Services	
			Air Quality monitoring	Number of air quality monitoring initiatives	3	4	1	1	1	1	Mngr. Environmental Services	
		Public education	Food handling workshops including caterers	Number of workshops conducted		4	1	1	1	1	Mngr. Environmental Services	
			Public campaigns	Number of public campaigns conducted		25 campaigns	10	5	5	5	Mngr. Environmental Services	
			Health education programme in schools	Number of schools covered	16	20	5	5	5	5	Mngr. Environmental Services	
		Compliance with section 78 of the EHS	EH reporting	S7b of the EHS report submitted on time	none	30 June 2011	consultation	1 st Draft by-laws	2 nd draft	Report approved and adopted by 30/06/2012	Mngr. Environmental Services	