

**UTHUNGULU**



**UTHUNGULU DISTRICT MUNICIPALITY**

**CONSOLIDATED  
DEPARTMENTAL SERVICE DELIVERY &  
BUDGET IMPLEMENTATION PLAN  
(SDBIP):**

**2011/12 TO 2012/13**

**COUNCIL APPROVED: 04 MAY 2011**

# TABLE OF CONTENTS

1. PURPOSE	4
2. INTRODUCTION	4
3. POWERS AND FUNCTIONS	5
4. THE VISION, MISSION AND CORE VALUES OF THE UTHUNGULU DISTRICT MUNICIPALITY	6
5. THE INTEGRATED DEVELOPMENT PLAN (IDP) AND ITS 5 KEY DEVELOPMENT STRATEGIES	7
6. ALIGNMENT WITH NATIONAL KEY PERFORMANCE AREAS	8
7. BACKGROUND TO THE SDBIP	9
8. STRATEGY – LONG-TERM OBJECTIVES	10
9. ORGANISATIONAL STRUCTURE	16
10. OFFICE OF THE MUNICIPAL MANAGER	16
11. DEPARTMENT: FINANCIAL SERVICES	21
12. DEPARTMENT: TECHNICAL SERVICES	24
13. DEPARTMENT: CORPORATE SERVICES	29
14. DETAILED CAPITAL WORKS PLAN	32
15. CONCLUSION	32

# APPENDICES

- APPENDIX 1: BUDGETED MONTHLY REVENUE BY SOURCE AND EXPENDITURE BY TYPE
- APPENDIX 2: BUDGETED MONTHLY REVENUE AND EXPENDITURE BY MUNICIPAL VOTE
- APPENDIX 3: SDBIP MUNICIPAL MANAGER'S OFFICE
- APPENDIX 4: SDBIP DEPARTMENT: FINANCIAL SERVICES
- APPENDIX 5: SDBIP DEPARTMENT: TECHNICAL SERVICES
- APPENDIX 6: SDBIP DEPARTMENT: CORPORATE SERVICES
- APPENDIX 7: DETAILED CAPITAL WORKS PLAN

# UTHUNGULU DISTRICT MUNICIPALITY (DC 28)

## DEPARTMENTAL SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN (SDBIP): 2011/12 TO 2012/13

### 1. PURPOSE

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- 1.1 The purpose of this Service Delivery and Budget Implementation Plan (SDBIP) is to provide a management implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, other Senior Managers, stakeholders and the community in monitoring service delivery. It will ensure that appropriate information is available to monitor:
- 1.1.1 The execution of the budget;
  - 1.1.2 The performance of managers; and
  - 1.1.3 The performance of the municipality as a whole.
- 1.2 The document further provides for the annual submission of the SDBIP to Council, as required in terms of the Municipal Finance Management Act (MFMA).
- 1.3 This plan complements and should be read together with, the 2011/12 to 2013/14 multi-year budget and the 2007/08 to 2011/12 Integrated Development Plan (IDP) and its fourth and final Review (11/12). It also takes into account other sector plans, including:
- o Water Services Development Plan (WSDP)
  - o Spatial Development Framework
  - o Land Use Management Framework
  - o District Local Economic Development (LED) Framework Plan
  - o Agriculture Development Plan
  - o Local Tourism Development Plan
  - o SMME Strategy
  - o Growth and Development Land Summit Report
  - o Integrated Waste Management Plan
  - o Energy Master Plan
  - o Public Transport Plan
  - o Community Services Plan
  - o Disaster Management Plan
  - o Quality of Life Survey
  - o Integrated Environmental Programme
  - o Coastal Management Programme

### 2. INTRODUCTION

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- 2.1 The district municipality called the uThungulu District Municipality is a category C municipality and is located in the province of KwaZulu-Natal and covers a servicing area of some 9000km<sup>2</sup> with close to 1 million inhabitants.

2.2 The following local municipalities are found within the servicing area of the uThungulu District Municipality (DC28):

- Umfolozi Municipality (KZ 281)
- uMhlathuze Municipality (KZ 282)
- Ntambanana Municipality (KZ 283)
- uMlalazi Municipality (KZ 284)
- Mthonjaneni Municipality (KZ 285)
- Nkandla Municipality (KZ 286)

### 3. POWERS AND FUNCTIONS

3.1 In terms of Circular 8/2009: 2008/09 Capacity Assessments and Recommendations: Adjustment of Powers and Functions between District and Local Municipalities in terms of Section 85 of the Local Government: Municipal Structures Act 1998, the uThungulu District Municipality has the following powers and functions to fulfill:

**POWERS AND FUNCTIONS**

In terms of Circular 8/2008: 2008/09 Capacity Assessments and Recommendations: Adjustment of Powers and Functions between District and Local Municipalities in terms of Section 85 of the Local Government: Municipal Structures Act 1998, the uThungulu District Municipality has the following powers and functions to fulfill:

		281	282	283	284	285	286
1	S 84(1)(a)	Integrated development planning for the district municipality including Development Plan for the local municipalities within the area of the District Municipality					
2	S 84(1)(b)	Potable water supply that effects a significant proportion of the municipalities in the district					
3	S 84(1)(c)	Bulk supply of electricity					
4	S 84(1)(d)	Domestic waste-water and sewage disposal system					
5	S 84(1)(e)	Solid waste disposal sites serving the area of the District Municipality as a whole					
6	S 84 (1)(f)	Municipal roads which form an integrated part of a road transport system for the area of the district municipality as a whole					
7	S 84 (1)(g)	Regulation of passenger transport services					
8	S 84 (1)(h)	Municipal airport serving the area of the district municipality as a whole					
9	S 84 (1)(i)	Municipal health serving the area of the district municipality as a whole					
10	S 84 (1)(j)	Fire fighting services for district municipality as a whole					
11	S 84 (1)(k)	Fresh produce markets and (abattoirs) serving the area of the district municipality as a whole					
12	S 84 (1)(l)	Cemeteries and crematoria					
13	S 84 (1)(m)	Promotion of local tourism for the district municipality					
14	S 84 (1)(n)	Municipal public works relating to any of the above function or and other functions assigned to the district municipality					
	S 84 (1)(o)	The receipt, allocation and if applicable distribution of grants made to the district municipality					
16	S 84 (1)(p)	The imposition and collection of taxes, levies and duties as related to the above functions or may be assigned to the District Municipality in terms of national					
18	Sched 4 B	Building regulations					
22	Sched 4 B	Local Tourism					
40	Sched 5 B	Licencing and control of undertakings that sell food to the public					
50	Sched 5 B	Refuse removal, refuse dumps, solid waste disposal and cleansing services					

	Allocated functions to the District
	Functions omitted from existing enactment in terms of Extraordinary Provincial Gazette of KZN Vol3 No 299 dated 30 June 2009

## **4. THE VISION, MISSION AND CORE VALUES OF THE UTHUNGULU DISTRICT MUNICIPALITY**

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### **4.1 VISION**

“An economically sound district with effective infrastructure and a district that empowers people; protects the environment and demonstrates leadership excellence.”

### **4.2 MISSION**

“To create a prosperous district by:

- Providing a high standard of essential basic services;
- Supporting sustainable local economic development;
- Encouraging community participation in service delivery projects; and
- To achieve cost recovery on services provided.”

### **4.3 CORE VALUES**

- Integrity
- Transparency
- Commitment
- Co-operation
- Innovation
- Accountability

### **4.4 SUSTAINABLE AND INTEGRATED DEVELOPMENT**

The vision and goals for the development of the district will take place in an environment of sustainable and integrated development. This implies that:

- The social, economic, spatial, infrastructure services, the environment and institutional development should be advanced simultaneously at appropriate and affordable levels.
- The growth and development of the economy through private sector initiatives and investment should be advanced to its maximum potential in order to maximize employment creation and income generation. The ability to address the huge backlogs in services can only be advanced in a strong and rapidly growing economy. Amongst others, this implies that an environment should be pro-actively created in which the private sector could be empowered to compete effectively in international markets.
- The protection and management of the natural environment should take place in accordance with international standards and practices to ensure that long term sustainability of the communities, tourism and manufacturing practices.
- The building of the capacity of the communities through education and the provision of health services lies at the core of the social and economic development of the district. The application of the equity principle of ensuring that

development initiatives are gender and age sensitive are important for the development of the communities.

- The growth and the development of the economy, the building of sustainable communities and the management of the environment must be supported by national, provincial and local policies and programmes. The Council will engage with national, provincial and local government to ensure that the alignment of functions takes place.

## 5. THE INTEGRATED DEVELOPMENT PLAN (IDP) AND ITS 5 KEY DEVELOPMENT STRATEGIES

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The IDP is divided into five key development strategies:

- Economically sound district
- Effective infrastructure
- Integrated environment
- Leadership excellence
- People empowerment

The following table provides a summary of investment according to the above listed strategies over the five year period from 2007/2008.

	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
	%	%	%	%	%
Strategy 1: Economically Sound District	2.0	2.1	2.0	1.7	0.84
Total					
Strategy 2: Effective Infrastructure	70.9	70.5	68.3	71.2	82.2
Total					
Strategy 3: People Empowerment	6.4	6.4	6.8	8.2	4.9
Total					
Strategy 4: Integrated Environment	3.3	3.3	3.1	3.4	2.36
Total					
Strategy 5: Leadership Excellence	17.4	17.7	19.8	15.6	9.7
Total					
<b>GRAND TOTAL</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

## **6. ALIGNMENT WITH NATIONAL KEY PERFORMANCE AREAS**

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Nationally the Implementation Plan of Action for the 5 year Local Government Strategic Agenda, as adopted by Cabinet in January 2006, is used as the basis for determining a number of key performance areas for all municipalities. These set out the mandate to be achieved by all municipalities and as such represent an important guiding principle for municipal organizational design.

The national key performance areas are the following:

### **1. Basic Service Delivery**

Aspects such as basic water, sanitation, electricity, refuse and roads. Includes social infrastructure, e.g. housing, health, education, welfare and cemeteries. It also relates to the following:

- ❖ Sound and updated statistical based service delivery plan
- ❖ MDG's/Targets for municipal services (e.g. water, sanitation, electricity, refuse removal, transportation)
- ❖ FBS and Indigent Register
- ❖ O&M
- ❖ Capacity to implement Integrated Capital Infrastructure Plan

### **2. Local Economic Development**

Economic Development and Poverty Alleviation Strategies and awareness programmes. In addition to social infrastructure, social programmes also form part of this KPA, e.g. HIV/AIDS, ABET etc., comprise economic generation objectives and projects. Elements of poverty alleviation could also be grouped under this area. It also relates to the following:

- ❖ Competitive and comparative advantages
- ❖ ASGISA and second economy investment
- ❖ Skills development
- ❖ LED institutional capacity
- ❖ Social partners

### **3. Governance and Public Participation**

Measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates/is consulted/is empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- ❖ Functional ward committees and other committees
- ❖ Linkages with other governance structures
- ❖ Sector engagements
- ❖ Community informed IDP
- ❖ Annual Performance Report submitted

### **4. Municipal Transformation and Organisational Development**

How the institution is (administratively and politically) capacitated to exercise its duties (human resource development and management). How is the organization structured to meet the needs of the IDP? Is the organization accountable to the public via the



necessary performance management systems? The internal policies and processes to adhere to aspects like gender equity, disability and general management of the municipality. It also relates to the following:

- ❖ Performing of powers and functions
- ❖ Organogram and vacancy rates (Section 57 level only)
- ❖ Capacity assessment to implement IDP
- ❖ Various policies
- ❖ Organisational PMS

## **5. Municipal Financial Viability and Management**

Comprise the policies and processes relating to revenue generation, debt and credit management as well as assets, liability control and auditing. Aspects such as submission of the financial statements to the Auditor General (AG) as well as the findings of the AG on the municipal affairs. As part of this KPA, the municipality should comply with the budgetary provisions and aspects as outlined in the MFMA. It also relates to the following:

- ❖ Service Delivery Budget Implementation Plan
- ❖ Revenue management and billing system
- ❖ Expenditure Reports
- ❖ Debt Recovery Plan
- ❖ Budget and IDP link

Provincially a 6<sup>th</sup> Key Performance Area has been added, as all of the above KPAs have a spatial implication:

## **6. Spatial Planning and Spatial Development Frameworks**

This KPA relates to the following:

- ❖ Analysis shared by National, Provincial and DM/LM policies
- ❖ Alignment with NDSP and PGDS profile
- ❖ Spatial analysis translated into SDF
- ❖ SDF includes LUMS guidelines
- ❖ Credible statistics

## **7. BACKGROUND TO THE SDBIP**

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7.1 uThungulu carries out extensive consultation with the community and other stakeholders as part of the IDP and budgeting process to ensure awareness of, and to encourage input into the Budget and the IDP.

7.2 Each department has prepared its own operational plan to give effect to both the organizational goals and to meet departmental service delivery and performance targets. These feed into this overall plan, providing the key performance areas against which each senior manager will be held accountable.

7.3 The SDBIP is a requirement under the MFMA. The National Treasury has issued a circular identifying the key components as:

- Monthly projections of revenue to be collected for each source;

- Monthly projections of expenditure (operating and capital) and revenue of 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 over three years.

7.4 The information systems do not allow detailed operational expenditure to be broken down by ward. However, capital projects do identify individual wards wherever possible.

## 8. STRATEGY – LONG-TERM OBJECTIVES

8.1 The council has set itself some stretching targets within the framework of the five-year IDP and beyond. These are summarized in the table below:

STRATEGY	OBJECTIVE	OUTPUT/INDICATORS
<b>Economically Sound District</b>	This strategy aims to establish economic growth and development in all economic sectors with a particular focus on agriculture, tourism and trade and industry (SMME), whilst contributing to poverty alleviation in the district. The district will aim to identify and develop LED opportunities based on the functions of the municipality.	The long-term objective is to reduce poverty levels in the district by half by the year 2014. This will be achieved with a reduction in the unemployment level from the current 45% to 22% by the year 2014 i.e. a growth of 4.5% p.a. to 2009 up to 6% thereafter. This would require substantial capital investment in SMME's leading to an increase in income levels of the poorest 25 000 households to above the R1 600 per month per household level.
<b>Effective Infrastructure</b>	This strategy focuses on the improved maintenance of existing infrastructure and the provision of new infrastructural services to ensure the spatial integration of the district and its transportation systems. The strategy thereafter aims to improved service delivery and ensure a basic standard of living for all.	A first priority is to provide water to a survival standard of to at least 90% of the population of the district at a volume of 5 litre per person per day within a 1km walking distance and, a second objective is to provide at least 35% of the population with 25 litre water per person per day within a 200 m walking distance (RDP standard). Sanitation targets are to provide basic health hygiene education to at least 90% of the population and to provide at least 25% of the population with VIP latrine services.
<b>People Empowerment</b>	The focus of this strategy is on social development and community empowerment dealing with issues such as environmental health, disaster	The long-term objective is to substantially improve the social well-being of the people of the district. This will be achieved

STRATEGY	OBJECTIVE	OUTPUT/INDICATORS
	management and the co-ordination of provision of community facilities. The strategy aims at community upliftment in terms of inclusion of marginalized groups, safety & security, education training & capacity building and addressing the impact of HIV/Aids – thereby ensuring a strong, participatory and inclusive community.	through the improved satisfaction levels of the communities with the delivery of social municipal services such a fire fighting services, community services and environmental health services.

<b>Integrated Environment</b>	The strategy focuses on the co-ordination of the spatial and service delivery component to improve the management of district level responsibilities. The strengthening of the development nodes of the municipalities, while ensuring the equitable development of the rural areas through all service delivery. Co-ordination of land reform and housing in line with service delivery is of prime importance. Environmental management and spatial co-ordination and integration of development are further components of the strategy to ensure integration and optimum organizational capacities.	The long-term goal is to achieve an equitable distribution of urban and rural development projects and therefore an equal improvement in access to community and municipal services. The development of projects will have taken place on a sustainable basis and will have a minimum impact on the natural and build-up environment of the district. Projects would have taken place in an integrated and coordinated way through integrated planning and alignment, improving both the livelihoods of the rural and urban areas.
<b>Leadership Excellence</b>	This strategy ensures commitment by the district to provide the highest quality of service to its constituents through accountable leadership and support services, resulting in a productive and sustainable district. This strategy aims at establishing open and transparent platforms for communication and consultation with all role players.	The district will be able to demonstrate improved governance levels through the establishment of a prudential financial service delivery strategy and a performance management system. A network of municipal service delivery would be established throughout the district by the end of the planning period.

8.2 The council's highest priorities are aimed at eradicating rural backlogs for water supply and sanitation services, as measured against Rural Development Plan (RDP) standards. Within the context of the 2008/09 to 2010/11 budget and IDP, the following targets have been set for the uThungulu District:

- Water – from 82% in 2001/02 to 36 % in 2011/12
- Sanitation – from 80% in 2001/02 to 66 % in 2011/12

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in water provision in the uThungulu District with the exception of uMhlathuze that is its own water services provider.

*Table 1: Water backlogs below RDP standards in uThungulu*

Local Municipality	2008 / 2009 Households	Households with Water	Household without Water	2009/2010 % Backlog
Mbonambi (KZ281)	20 615	11571	8865	43%
Ntambanana (KZ283)	16 339	8 987	7 353	45%
uMlalazi (KZ284)	42 623	21 885	20 738	48%
Mthonjaneni (KZ285)	9 712	4 565	5 147	53%
Nkandla (KZ286)	25757	17506	8251	32%
<b>Total</b>	<b>115 046</b>	<b>64514</b>	<b>50354</b>	<b>44 %</b>

Source: WSDP Review 2009

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in sanitation provision.

*Table 2: Sanitation Backlogs below RDP standards in uThungulu*

Local Municipality	2008 / 2009 Households	Households with Sanitation	Households without Sanitation	2009/2010 % Backlog
Mbonambi (KZ281)	20 615	10 457	10 158	49%
Ntambanana (KZ283)	16 339	9 687	6 652	41%
uMlalazi (KZ284)	42 623	9 408	33 215	78%
Mthonjaneni (KZ285)	9 712	7 278	2 434	25%
Nkandla (KZ286)	25 757	11 290	14 467	56%
<b>Total</b>	<b>115 046</b>	<b>48 120</b>	<b>66 926</b>	<b>58 %</b>

Source: WSDP Review 2009

- 8.3 In the short-term the council and its senior managers are committed to delivery on firm targets for 2011/12 and outline targets for 2012/13. Monitoring of delivery against targets will be reported to council on a quarterly basis.

#### 8.4 VOTE STRUCTURE

The Council has agreed to adopt the National Treasury's suggested format for votes, i.e. at function level, thus providing a more strategic level at which to monitor and report, linking service delivery to the approved budget. The structure is summarized in the following table:

VOTE	DEPARTMENT	SERVICE
	<b><i>Municipal Manager</i></b>	
Executive & Council		Board General Expenses
Executive & Council		Department of the Municipal Manager
Planning & Development		Planning & Development
Planning & Development		Shared Service planning
	<b><i>Community Services</i></b>	
Community Services		Community Services Division
Community Services		Technical facility services
Public Safety		Fire Fighting Services (Shared Services)
Public Safety		Disaster Management
Municipal Health		Municipal Health Services
	<b><i>Corporate Services</i></b>	
Executive & Council		Executive Division – Corporate Services
Executive & Council		Administrative Services Division
Finance & Administration		Management Services/Human Resources
Finance & Administration		Information Technology
Finance & Administration		Auxiliary services Mangosuthu House
Finance & Administration		Property Services – Satellite Offices
	<b><i>Financial Services</i></b>	
Finance & Administration		Executive Division – Financial
Finance & Administration		Expenditure
Finance & Administration		Procurement (SCM Unit)
Finance & Administration		Budget
Finance & Administration		Finance Interns ( FMG )
Water		Consumer Billing
	<b><i>Technical Services</i></b>	
Water		Executive Division – Technical
Water		Technical Services
Water		Municipal Support Function
Water		Water Services Authority Division
Water		Water Services Provider Division
Water		Water Services Provider – Mthonjaneni
Water		Water Services Provider – Umlalazi
Waste Management		Waste Management
Waste Water Management		Waste Water Management

## **8.5 BUDGETED MONTHLY REVENUE BY SOURCE AND EXPENDITURE BY TYPE (Attached at Appendix 1)**

8.5.1 This is one of the most important and basic priorities of the municipality, as failure to collect revenue will undermine the ability of the municipality to deliver on services.

8.5.2 The municipality's main sources of revenue are:-

- Grants and Subsidies from national and provincial governments;
- Equitable share from national government;
- Service charges from water, sanitation solid waste and cemetery services provided by the District;
- Interest from investing the municipality's funds and interest charged for services not paid on time by consumers; and
- Other – including tender deposits and other income collected by the municipality from other service charges.

8.5.3 Approved credit and debt control policy are in operation within the uThungulu District Municipality.

8.5.4 The levy income system was abolished with effect from July 2006. Levy income has been replaced with a temporary replacement grant to be received in three tranches from National Government.

8.5.5 The main support for capital spending is from the Municipal Infrastructure Grant (MIG) primarily water and sanitation. All the programmes and projects will be designed to meet the principles of the Expanded Public Works Programme (EPWP) with regards to, inter alia, labour intensive construction methods and capacity building. This also makes a significant contribution to job creation in the rural areas, where unemployment is estimated at about 45%.

8.5.6 Other revenue sources include National and Provincial Grant funding towards addressing priorities, identified through respective IDP's at district and local municipality level.

## **8.6 BUDGETED MONTHLY REVENUE AND EXPENDITURE BY MUNICIPAL VOTE (Attached at Appendix 2)**

8.6.1 These projections are made on a cash flow basis, taking into account experience and the council's policy regarding supplier payments. Each department is responsible for monitoring payments against vote and this will be monitored on a monthly basis in accordance with section 71 of the MFMA.

### **Operational Budget**

8.6.2 The operational budget of the municipality has been aligned with that of the National Treasury format or structure of votes and complements the operational structure within the municipality. Each senior manager will have the responsibility to monitor

performance, spending and revenue patterns against those estimated by them at the start of the year.

### **Capital Budget**

- 8.6.3 The cash flow of the capital budget has also been estimated by each department and will act as one of the benchmarks for assessing performance on projects. Currently capital projects are funded from operating revenue and from the government. The grant-funded projects in the form of MIG are also reported to the Department of Co-operative Governance and Traditional Affairs (CoGTA) and performance is measured against the cash flows set per project and approved by the department.
- 8.6.4 The municipality has a supply chain management policy, in line with the National Treasury regulations. Procedures were introduced to ensure that this meets government and local targets, such as preferential procurement, and to ensure that there are cost-effective procurement arrangements in place.

## **9. ORGANISATIONAL STRUCTURE**

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In order to implement the programmes under the 5 key Development Strategies, the administration of the uThungulu District Municipality, is organized into 4 Service Units:

- 9.1 The Office of the Municipal Manager;
- 9.2 The Department: Financial Services;
- 9.3 The Department: Technical Services;
- 9.4 The Department: Corporate Services.

## **10. OFFICE OF THE MUNICIPAL MANAGER**

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### **10.1 DEPARTMENTAL VISION, MISSION AND CORE VALUES**

#### **10.1.1 VISION**

“A municipal manager’s office that promotes an economically sound district with effective infrastructure and a district that empowers people, protects the environment and demonstrates leadership excellence.”

### **10.1.2 MISSION**

To develop and maintain effective and efficient managerial processes and practices to ensure the creation of a prosperous district by:

- Managing the provision of a high standard of essential basic services;
- Ensuring management practices that support sustainable local economic development;
- Promoting the encouragement of committing participation in service delivery projects.

### **10.1.3 CORE VALUES**

- To promote the value of integrity among officials;
- To promote transparency in the way that the municipality conducts its business;
- To foster a culture of commitment in respect of service delivery within the municipality's servicing area;
- To ensure a spirit of cooperation within the municipality, among municipalities within the district, with other districts as well as with provincial and national spheres;
- To promote a culture of innovation in the carrying out of functions and delivery of services to the communities within the servicing area of the district.

10.2 The office of the Municipal Manager consists of the following offices:

- Municipal Manager
- Deputy Municipal Manager
- Public Relations Manager
- Planning and Development Services
- Legal Services

### **10.2.1 MUNICIPAL MANAGER**

The Accountable Officer in terms of prevailing local government legislation and responsible as Chief Executive Officer for the effective and efficient operations of the uThungulu District Municipality as an institution.

It is the responsibility of the Municipal Manager as "Accountable Officer" to:

- Promote sound financial management throughout the municipality;
- Be responsible for all income and expenditure, all assets and the discharge of all liabilities;
- Ensure compliance with the Municipal Finance Management Act (MFMA) No. 56 of 2003;
- Prevent fruitless and wasteful expenditure;



- Disclose all information on debts
- Ensure the development and implementation of the Integrated Development Plan (IDP), which consists of five development strategies upon which the annual budget is based.
- Ensure the further development and implementation of a Performance Management System to measure service delivery in terms of performance indicators of each Key Performance Area (KPA) under the following programmes:

***Economically Sound District*** - Local Economic Development, Local Tourism Development, Agricultural Development and Business and SMME Development.

***Effective Infrastructure*** – Internal Fixed Assets and Buildings, Potable water, waste water and sanitation, Water Service Authority and Planning, Energy, Regional Solid Waste, Regional Cemeteries and Crematoria, Municipal Roads and Public Transport Services, Municipal Airports, Municipal Public Works and Telecommunication and Technology.

***People Empowerment*** – Internal Fixed Assets and Buildings, Municipal health, Education, Training and Capacity Building, Safety and Security, Community Services, Facilities and Actions, Disaster Management, Fire Fighting, Poverty Alleviation, Marginalized Groups and HIV/Aids.

***Integrated Environment*** – Internal Fixed Assets and Buildings, Integrated Development Planning, Land Reform, Housing, Environmental Management and Planning Shared Services.

***Leadership Excellence*** – Internal Fixed Assets and Buildings, Financial Control, Management Services, Administrative Services, Public Relations and Communications, Special Projects and Performance Management Programme.

The Municipal Manager is also responsible for the following strategic portfolios:

- Co-ordination of Operational Activities within uThungulu District Municipality;
- Compliance with the provisions of the Municipal Finance Management Act (MFMA);
- The promotion of Intergovernmental Relations.

## 10.2.2 DEPUTY MUNICIPAL MANAGER

The Deputy Municipal Manager is responsible for the following strategic portfolios:

- Managing the compilation of the IDP and the annual IDP review process;
- Managing the Organizational Performance Management System (OPMS) as well as the Individual Performance Management System for Section 57 Managers;
- Managing the Strategic Portfolio of Local Economic Development by facilitating new investments and new developments within the district in respect of the sectors of Tourism, Agriculture, Business & Industry and SMME Development.
- Managing as “responsible officer”, on behalf of the hosting organization in terms of the agreement with the Department of Economic Development (DED), the day to day relations and activities with the DED Funding Distribution Office;
- Managing the uThungulu District Municipality Bid Adjudication process by chairing the uThungulu District Municipality Bid Adjudication Committee (BAC);
- Managing the uThungulu District Municipality Shared Services Support to participating local municipalities within the district, in respect of Development Planning and Organizational Performance Management Functions.
- Managing the Strategic Portfolio of Risk Management inclusive of Fraud Prevention within the municipality by coordinating and facilitating all joint actions by departments;
- Managing all actions and initiatives in respect of the state of Statutory- ; Development - and Spatial Development Planning.

## 10.2.3 PLANNING AND DEVELOPMENT SERVICES

The Planning and Development Section reports to the office of the Deputy Municipal Manager.

### ***Objectives***

- Promote Local Economic Development
- Promote the District as a preferred investment destination
- Promote Local Tourism Development and coordination
- Promote Agricultural development and implementation
- Promote SMME Business & Industrial Developments
- Development Planning support function for District Municipality
- Integrated Development Planning
- Environmental Management

An overview of the functions of the Planning and Development Department are as follows:

### **10.2.3.1 LOCAL ECONOMIC DEVELOPMENT**

#### ***Key Performance Areas***

- Facilitation of the Local Economic Development initiatives in the District
- Facilitate and co-ordinate LED Capacity, Institutional & Operational Support initiatives
- Marketing of the District as a preferred investment destination
- Implementation of LED & Tourism projects within the district
- Marketing of District as a Tourism Destination
- Promotion and coordination of Agriculture initiatives in the District
- SMME Industrial and Business Development

#### ***Objectives***

- Ensuring Economic Growth in the District
- Attracting Investment to the District
- Improving the Socio-Economic conditions of residents in the District
- Establishing the District as a preferred destination for Tourism and Business Investment

#### ***Key Performance Indicators***

- Improving institutional and operational support to SMME's
- Strengthening the Tourism, Agricultural and Business Sectors in the District
- Marketing the competitive advantages of establishing in the uThungulu District
- Facilitation of the investment process for investors to the District

### **10.2.3.2 INTEGRATED ENVIRONMENT**

#### ***Key Performance Areas***

- Development Planning Function of the District Municipality
- Shared Services Development Planning function
- Ensure compliance of applicable legislation in Development Planning
- Co-ordination of IDP Review Process
- Undertake alignment of IDP Process with municipalities, sectoral departments and interested and affected parties

#### ***Objectives***

- Ensure that Strategic Integrated Development Planning takes place within the District
- Ensure successful implementation of the Development Planning Shared Services within the District
- Ensure development takes place within the legislative framework
- Facilitation of an Integrated Development approach throughout the District

## ***Key Performance Indicators***

- Implementation of Development Planning Shared Services
- Compliance with applicable legislation in development planning
- Ensuring that development takes place according to Spatial Framework
- Ensuring budget and IDP alignment
- Review of District IDP

### **10.2.6 PUBLIC RELATIONS MANAGER**

The Public Relations Manager is responsible for the following:

- To promote community participation in local government;
- To promote synergies with the private and public sector to market the district;
- To improve the municipality's public image by communicating in a transparent, effective and pro-active manner;
- Batho Pele principles; and
- IGR

The Quarterly Projections of Service Delivery Targets and Performance Indicators (the departmental SDBIP) for the office of the Municipal Manager is attached as **Appendix "3"**.

## **11. DEPARTMENT: FINANCIAL SERVICES**

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The overall objectives of the Financial Services department is

- The Management of Financial Municipal Reporting
- The Management of Municipal Budgets
- The Management of Supply Chain Management
- The Management of Municipal Expenditure
- The Management of Municipal Assets
- The Management of Municipal Revenues
- Annual preparation of Annual Financial Statements

### **11.1 BUDGET AND MANAGEMENT ACCOUNTS**

#### ***Key Performance Areas***

- Compliance with legislation
- Implementation of sound internal controls
- Implementation and the annual review of the District's:

- Budget policy
- Borrowing policy
- Investment and banking policy
- Preparation of the Annual Financial Statements
- Develop sound financial reporting mechanism for the above functions
- Insurance administration
- Investment portfolio

### ***Objectives***

- Preparation of an outcome based budget and enhanced budgetary controls
- Preparation of the Annual Financial Statements
- Compilation of a cash flow management strategy linked to the investment portfolio
- Compilation of reports to national, provincial government and council
- Over viewing of insurance administration
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual review and implementation of Budget related policies
- Co-ordination of budget process
- Submit monthly, quarterly and annual reports
- Preparation of Annual financial statements
- Monitor and report of the insurance administration
- Maintain an investment register

## **11.2 REVENUE MANAGEMENT**

### ***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's:
  - Credit and Debt control policy
  - Indigent policy
  - Incentive policy
  - Tariff policy
- Monitor of all grant funding as Gazette

### ***Objectives***

- To maintain credit and debt by-laws
- Establishment and maintenance of the indigent register
- Enhance revenue collection and accountability through proper receipting
- Improve the collection of unpaid monies
- Ensure effective and efficient customer service
- Ensure that all grant funding as Gazetted are received and reported.

- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual revision of:
  - Credit and debt control policy
  - Indigent policy
  - Incentive policy
  - Tariff policy
- Improved debtors collection per targets
- Monthly reporting of grants as gazetted

## **11.3 SUPPLY CHAIN MANAGEMENT AND LOGISTICS**

### ***Key Performance Areas***

- Compliance with legislation
- Develop and implement sound internal controls
- Develop processes for sound financial reporting Review and amend the District's Supply Chain Management policy annually and implement changes if applicable

### ***Objectives***

- The implementation and monitoring of the supply chain management policy
- Ensure the effective and efficient management of logistics
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual review of Supply Change Management Policy
- Submit reports per Supply Chain Management policy and regulations
- Control and monitor quarterly stock counts

## **11.4 ASSET MANAGEMENT**

### ***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's Property , Plant & Equipment (PPE) policy

### ***Objectives***

- The implementation and monitoring of the PPE policy
- Ensure an asset register is maintained by updating regularly
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Annual review of PPE policy
- Administration of the asset register

## **11.5 EXPENDITURE**

### ***Key Performance Areas***

- Compliance with legislation and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Prompt payment of creditors
- Prompt payment of staff salaries and councillor allowances

### ***Objectives***

- Ensure accurate and timeous payment of creditors
- Ensure accurate and timeous payment of salaries and councillor allowances
- An accurate and effective financial management system

### ***Key Performance Indicators***

- Monitor of the timely payment of creditors and salaries
- Administration of the asset register

The Quarterly Projections of Service Delivery Targets and Performance Indicators (the department SDBIP) for the Department: Financial Services is attached as ***Appendix “4”***.

## **12. DEPARTMENT: TECHNICAL SERVICES**

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The Department: Technical Services consists of three sections:

- 12.1 Water Service Authority
- 12.2 Municipal Infrastructure Implementation
- 12.3 Municipal Infrastructure Operations and Maintenance

### ***Overall Objectives***

- Research and development of new projects
- Preparation of short, medium and long term water development plans and implementation strategies
- Operation and maintenance of water and sanitation schemes
- Implementation of all capital projects of the municipality
- Management of electricity at Nkandla Town

- Approval of building plans for the three local municipalities namely, Nkandla, Ntambanana and Mthonjaneni
- Operate and manage the Regional Solid Waste site

An overview and analysis of the functions of per directorate within the Technical Department:-

## **12.1 WATER SERVICE AUTHORITY**

### ***Key Performance Areas***

- Preparation of the Water Services Development Plan
- Formulation of by-laws
- Communicating council policies to the communities
- Formulation of technical guiding principles for tariff formulation and review
- Compilation of the water and sanitation master plan
- Formulation of the survival water distribution plan and strategy

### ***Objectives***

- Monitor the reduction of water services backlog
- Update the water services master plans
- Align projects and budget to the IDP frame
- Ensure that project expenditure is aligned to the cash flows
- Ensure that communities understand the council policies and procedures related to water services operations

### ***Key Performance Indicators***

- Compilation and updating of the WSDP
- Compilation of the water and sanitation master plan
- Doing project feasibility studies (Research and Development)
- Compilation of project business plans
- Formulation of the water services by-laws
- Communicating council policies with the public and other sectors
- Verifying and aligning the KZ infrastructural development projects (housing and industrial) with the WSDP and advise council accordingly of these projects
- Designing of small water project and giving comments to all designs received from the consultants
- Managing and updating project budgets and cash flows and reporting to the external funders
- Preparation of the survival water distribution plan
- Management of water related reports and ensure compliance with the applicable legislation



## 12.2 MUNICIPAL INFRASTRUCTURE IMPLEMENTATION

### ***Key Performance Areas***

- Planning, designing and construction of Solid Waste Sites
- Planning, designing and construction of Regional cemeteries
- Managing electricity at Nkandla Town
- Preparation of the Energy Sector Plan
- Implementation of new water and sanitation projects
- Approval of building plans for the three municipalities namely, Ntambanana, Nkandla and Mthonjaneni
- Management and operation of the Regional Solid Site

### ***Objectives***

- To successfully implement the backlog reduction strategy of council related to water services infrastructure
- To successfully implement and complete approved projects in time and within budget
- To reduce electricity cut offs and outages within the Nkandla town
- To eliminate illegal connections and achieve less than 10% electricity losses per annum in Nkandla town
- To support the local municipalities with quality service in terms of the building plan approval and to give proper and accurate guidance related to building inspectorate function
- Preparing a comprehensive electricity plan for the proper planning of electricity distribution within the municipalities

### ***Key Performance Indicators***

- Managing the construction of both water and sanitation projects
- Responsible for the implementation of both the bulk and reticulation networks
- Preparing project progress reports
- Interpretation of drawings
- Preparation of the construction programme for the SMME's
- Approving the material requisitions for the SMME's
- Sourcing and interviewing the newly established SMME's
- Allocating work to the SMME's
- Managing the SMME's and giving feedback on their performance
- Coordinating training in terms of the EPWP requirements
- Approving payments for the SMME's
- Doing project inspections and supporting the site technicians
- Design and construction of all council's approved infrastructural projects and ensuring the following:
  - Construction methods are environmentally sound
  - Construction methods promotes local economic development
  - All projects meet the municipality's objectives in terms of level of service, supply areas (project footprint), construction timeframes

- Project is constructed in accordance with all standard details of council
- Progress reports and cash flows are updated and submitted timeously to the relevant committees of council and to the respective Provincial and National government departments
- Building control function for the Ntambanana, Mthonjaneni and Nkandla municipalities
- Operation and management of the Nkandla town electricity network
- Operations and maintenance of the Regional Solid Waste site

## **12.3 MUNICIPAL INFRASTRUCTURE OPERATIONS AND MAINTENANCE**

### ***Key Performance Areas***

- Management of council water services infrastructure
- Management of the service support agent and other service providers appointed within the directorate
- Management of the council's water survival distribution strategy
- Management of borehole development programme of the municipality
- Management of water quality programme and ensuring compliance with applicable legislation
- Implementation of the tanker reduction strategy on the municipality
- Implementation of the water balancing, leak detecting and water loss prevention programme of the municipality
- Ensure that the water services infrastructure complies with all OHS act requirements

### ***Objectives***

- To keep all the municipality's water and sanitation schemes in good operational conditions
- To ensure that the municipality gets value for money with the appointment of external service providers and that all performance targets in terms of the service level agreements are achieved
- To provide effective management to the water survival programmes and keep all water supply points operational
- To locate new cluster of communities with water that qualifies for the new boreholes and hand-pump and to ensure that all existing hand pumps are operational

### ***Key Performance Indicators***

- Operation and maintenance of all water services infrastructure which includes the following:
  - Ensuring that all rural water schemes are functional
  - Water production is in terms of the applicable specifications and national guidelines
  - Ensuring that all town water networks are functional and without leaks
  - Ensuring that the sewage systems and plants are operational and maintained in accordance with the prevailing legislation

- Ensuring that water quality tests are done and checked against the SANS 241 specifications
- Responsible for the water loss management
- Responsible for the emergency and drought relief programmes of the municipality which includes the following:
  - Drilling, testing and equipping of new boreholes
  - Repairs and maintenance of hand pumps
  - Spring development and protection
  - Provision of water through the water tankers

The Quarterly Projections of Service Delivery Targets and Performance Indicators (the department SDBIP) for the Department: Financial Services is attached as **Appendix "5"**.

## 13. DEPARTMENT: CORPORATE SERVICES

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The Department: Corporate Services consists of the following sections:

- 13.1 Administrative Services
- 13.2 Management Services
- 13.3 Information Technology
- 13.4 Community Services

### 13.1 ADMINISTRATIVE SERVICES

This section is responsible for the smooth and efficient operation of Councils processes such as:

#### ***Key Performance Areas***

#### **Committee/Secretariat Services**

This Section is responsible for the compilation of agendas, minutes, reports, etc. of Council, Exco, Portfolio Committees and ad-hoc committees.

#### **Registry and Records**

Registry and records keeps and maintains all records of Council, both physical and electronic records.

#### **Councillor Support**

This section provides a support service to councilors.

#### **Delivery Services**

This section is responsible for the internal and external delivery and distribution of councils communication material, be it agendas, reports, letters, notifications, etc.

#### **Printing and Photocopy Services**

All communication material is reproduced in this section.

#### **Fleet Control**

This section is responsible for the internal control and allocation of Councils fleet vehicles.

#### **Building Control**

Building control is responsible for the upkeep and maintenance of council's buildings.

#### ***Key Performance Indicators***

- Ensure that the access to information manual is revised and updated as per legislation;
- Provision of efficient and effective General Administrative Services

## **13.2 MANAGEMENT SERVICES**

### ***Recruitment and Selection***

This section is responsible for the recruitment and selection of staff. The achievement of the Employment Equity Plan of the organization is driven by this section.

### ***Skills Development and Training***

This section formulates the WSP and equips staff with the necessary skills to meet the demands of their jobs. The section also coordinates ABET training and learner ships.

### ***Human Resource Administration***

HR Administration provides a service to its internal customers and assists with issues such as benefits, leave, allowances, subsidies, etc.

### ***Occupational Health and Safety***

This section strives to achieve compliance with the legislation and ensures a safe and healthy environment for its employees. It focuses on implementing corrective measures to eliminate hazards in the workplace.

### ***Employee Assistance***

This programme takes care of the emotional, physical, psychological, well being of employees. It is a programme that assists employees to deal with problems whether it is experienced at work or at home.

### ***Key Performance Indicators***

#### **Human Resources Development Programme**

- Rollout and maintenance of Employee Assistance Programme
- Implementation and compliance with Occupational Health and Safety
- Implementation of Substance Abuse Policy
- Skills Development and implementation

#### **Performance Management Programme**

- Implementation of Individual Performance Management in terms of the OD Specialist's strategy.

## **13.3 INFORMATION TECHNOLOGY**

This section provides the IT infrastructure and mechanisms to help the organization realize its goals and objectives. It attempts to align functionality requirements of the various departments and create an enabling environment for service delivery.

### ***Key Performance Areas***

- E-mail and Internet Services
- Printer maintenance and repairs
- Network Compression equipment
- IT Licences
- Storage off site for DRP/BCP

### ***Key Performance Indicators***

- Connectivity at 90+ percent uptime of (WAN) Wide Area Network
- To fast track the repairs of printers and minimizing man hours lost
- Increase on WAN through put
- Licence payment, support and upgrade
- Off site storage of daily, weekly, monthly and yearly backup tape for data restore and business continuity.

## **13.4 COMMUNITY SERVICES**

The Community Services Directorate is responsible for the following services:

- Public Safety
- Municipal Health Services
- Community & Social Services
- Cemetery & Crematoria

### ***Overall Objectives***

- Provision of community services in the District
- Promotion of social development in the District
- Crime prevention and awareness in the District
- Community awareness on diseases in the District
- Sound co-ordination of the Disaster Management function
- Rendering of Fire Fighting Services
- Environmental Health implementation and monitoring
- Establishment and expansion of Regional Cemetery

### ***Key Performance Areas***

- Fire Fighting Services
- Disaster Management
- Environmental Awareness and Community education on diseases
- Marginalised Groups
- Community Awareness and education on HIV/Aids
- Expansion of Regional Cemetery

## **Key Performance Indicators**

- Rendering of Fire Fighting and Disaster Management services
- Fire Fighting and monitoring
- Management of the Disaster Management Centre
- Maintenance of a safe, healthy and hygienic environment
- Monitor and report on crime
- Celebration of Women's day
- Youth day celebration
- Celebrate Heritage day
- Empowerment of disabled people
- Annual prayer day
- Educate community on HIV/Aids
- Management of Regional Cemetery

13.4 The Quarterly Projections of Service Delivery Targets and Performance Indicators (the departmental SDBIP) for the Department: Corporate Services is attached as **Appendix "6"**.

## **14. DETAILED CAPITAL WORKS PLAN**

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- 14.1 The capital programme for 2011/12 amounts to R 147 646 279. See **Appendix "7"**.
- 14.2 The detailed programme provides information on individual schemes, thus enabling close monitoring including identification of estimated start and completion dates. Variances will be reported as part of the regular in-year reporting process.
- 14.3 The Water Services Development Plan (WSDP) has prioritized service delivery in terms of water and sanitation backlogs. The detailed programme has been extensively consulted on with local communities.
- 14.4 The IDP identified additional capital projects, not detailed in the appendix, for which funding will be sought.

## **15. CONCLUSION**

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- 15.1 The SDBIP brings together a number of strategic plans and documents to give high level analysis of key deliverables against which there is assigned accountability and responsibility.
- 15.2 The SDBIP provides a basis for performance appraisal for the municipality as a whole, for departments and for senior managers. It also provides staff with a clear sense of purpose of the corporate goals.

DC28 uThungulu - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2011/12												Medium Term Revenue and Expenditure		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<b>Revenue By Source</b>																
Property rates													-	-	-	-
Property rates - penalties & collection charges													-	-	-	-
Service charges - electricity revenue													-	-	-	-
Service charges - water revenue		1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	1,853	22,232	23,566	24,980	
Service charges - sanitation revenue		267	267	267	267	267	267	267	267	267	267	267	3,201	3,393	3,596	
Service charges - refuse revenue		593	593	593	593	593	593	593	593	593	593	593	7,119	8,543	10,251	
Service charges - other		27	27	27	27	27	27	27	27	27	27	27	321	334	347	
Rental of facilities and equipment													-	-	-	-
Interest earned - external investments		2,118	2,118	2,118	2,118	2,118	2,118	2,118	2,118	2,118	2,118	2,118	25,420	27,462	29,109	
Interest earned - outstanding debtors		19	19	19	19	19	19	19	19	19	19	19	227	246	260	
Dividends received													-	-	-	-
Fines													-	-	-	-
Licences and permits													-	-	-	-
Agency services													-	-	-	-
Transfers recognised - operational		67,778	15,309	15,309	24,399	58,687	15,309	24,399	15,309	58,687	24,399	15,309	350,202	356,361	394,375	
Other revenue		5,566	5,566	5,566	5,566	5,566	5,566	5,566	5,566	5,566	5,566	5,569	66,795	61,497	49,400	
Gains on disposal of PPE													-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>78,221</b>	<b>25,751</b>	<b>25,751</b>	<b>34,842</b>	<b>69,130</b>	<b>25,751</b>	<b>34,842</b>	<b>25,751</b>	<b>69,130</b>	<b>34,842</b>	<b>25,751</b>	<b>25,754</b>	<b>475,518</b>	<b>481,401</b>	<b>512,319</b>
<b>Expenditure By Type</b>																
Employee related costs		8,669	8,669	8,669	8,669	17,337	8,669	8,669	8,669	8,669	8,669	8,669	112,692	122,936	132,835	
Remuneration of councillors		645	645	645	645	645	645	645	645	645	645	645	7,738	8,357	9,025	
Debt impairment		256	256	256	256	256	256	256	256	256	256	256	3,076	3,408	3,765	
Depreciation & asset impairment		2,693	2,693	2,693	2,693	2,693	2,693	2,693	2,693	2,693	2,693	2,693	32,318	32,318	32,318	
Finance charges		-	-	-	-	-	7,090	-	-	-	-	-	7,090	14,180	14,180	14,180
Bulk purchases		1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	21,240	24,714	28,676	
Other materials		19	19	19	19	19	19	19	19	19	19	19	225	241	250	
Contracted services		5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	5,900	70,795	75,133	78,792	
Transfers and grants		653	653	653	653	653	653	653	653	653	653	653	7,837	8,619	9,162	
Other expenditure		13,835	13,835	13,835	13,835	13,835	13,835	13,835	13,835	13,835	13,835	13,835	166,024	155,095	175,617	
Loss on disposal of PPE													-	-	-	-
<b>Total Expenditure</b>		<b>34,440</b>	<b>34,440</b>	<b>34,440</b>	<b>34,440</b>	<b>43,108</b>	<b>41,530</b>	<b>34,440</b>	<b>34,440</b>	<b>34,440</b>	<b>34,440</b>	<b>34,440</b>	<b>41,530</b>	<b>436,125</b>	<b>445,001</b>	<b>484,620</b>
<b>Surplus/(Deficit)</b>		<b>43,781</b>	<b>(8,688)</b>	<b>(8,688)</b>	<b>402</b>	<b>26,022</b>	<b>(15,778)</b>	<b>402</b>	<b>(8,688)</b>	<b>34,690</b>	<b>402</b>	<b>(8,688)</b>	<b>(15,776)</b>	<b>39,393</b>	<b>36,400</b>	<b>27,700</b>
Transfers recognised - capital		13,156	13,156	13,156	13,156	13,156	13,156	13,156	13,156	13,156	13,156	13,156	157,873	214,702	225,962	
Contributions recognised - capital													-	-	-	-
Contributed assets													-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>56,937</b>	<b>4,468</b>	<b>4,468</b>	<b>13,558</b>	<b>39,178</b>	<b>(2,622)</b>	<b>13,558</b>	<b>4,468</b>	<b>47,846</b>	<b>13,558</b>	<b>4,468</b>	<b>(2,620)</b>	<b>197,266</b>	<b>251,102</b>	<b>253,662</b>
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>56,937</b>	<b>4,468</b>	<b>4,468</b>	<b>13,558</b>	<b>39,178</b>	<b>(2,622)</b>	<b>13,558</b>	<b>4,468</b>	<b>47,846</b>	<b>13,558</b>	<b>4,468</b>	<b>(2,620)</b>	<b>197,266</b>	<b>251,102</b>	<b>253,662</b>

References





DC28 uThungulu - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2011/12											Medium Term Revenue and Expenditure			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<b>R thousand</b>																
<b>Revenue by Vote</b>																
Vote1 - EXECUTIVE AND COUNCIL													-	-	-	-
Vote2 - FINANCE AND ADMINISTRATION		92,172	10,975	10,975	41,434	61,713	10,975	41,434	10,975	61,713	41,434	10,975	10,975	405,751	465,190	488,605
Vote3 - PLANNING AND DEVELOPMENT													-	-	-	-
Vote4 - COMMUNITY AND SOCIAL SERVICES		27	27	27	27	27	27	27	27	27	27	27	27	321	334	347
Vote5 - PUBLIC SAFETY													-	-	-	-
Vote6 - ENVIRONMENTAL HEALTH		5,729	120	120	120	5,729	120	120	120	5,729	120	120	120	18,268	20,209	21,499
Vote7 - WASTE MANAGEMENT		1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,427	1,426	17,119	16,143	10,251
Vote8 - ELECTRICITY SERVICES													-	-	-	-
Vote9 - WATER		45,231	1,853	1,853	1,853	45,231	1,853	1,853	1,853	45,231	1,853	1,853	1,853	152,368	167,816	183,483
Vote10 - WASTE WATER MANAGEMENT		12,388	267	267	267	12,388	267	267	267	12,388	267	267	267	39,563	26,412	34,096
<b>Total Revenue by Vote</b>		<b>156,973</b>	<b>14,668</b>	<b>14,668</b>	<b>45,127</b>	<b>126,515</b>	<b>14,668</b>	<b>45,127</b>	<b>14,668</b>	<b>126,515</b>	<b>45,127</b>	<b>14,668</b>	<b>14,668</b>	<b>633,391</b>	<b>696,103</b>	<b>738,281</b>
<b>Expenditure by Vote to be appropriated</b>																
Vote1 - EXECUTIVE AND COUNCIL		2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	2,577	30,925	32,562	34,969
Vote2 - FINANCE AND ADMINISTRATION		4,501	4,501	4,501	4,501	4,501	4,501	4,501	4,501	4,501	4,501	4,501	4,501	54,011	55,529	58,680
Vote3 - PLANNING AND DEVELOPMENT		830	830	830	830	830	830	830	830	830	830	830	830	9,955	11,249	11,338
Vote4 - COMMUNITY AND SOCIAL SERVICES		868	868	868	868	868	868	868	868	868	868	868	868	10,422	11,126	12,598
Vote5 - PUBLIC SAFETY		640	640	640	640	640	640	640	640	640	640	640	640	7,676	7,228	6,787
Vote6 - ENVIRONMENTAL HEALTH		1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,402	16,828	18,653	19,850
Vote7 - WASTE MANAGEMENT		1,469	1,469	1,469	1,469	1,469	1,469	1,469	1,469	1,469	1,469	1,469	1,469	17,625	18,567	19,323
Vote8 - ELECTRICITY SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote9 - WATER		20,855	20,855	20,855	20,855	20,855	20,855	20,855	20,855	20,855	20,855	20,855	20,855	250,264	264,863	288,249
Vote10 - WASTE WATER MANAGEMENT		3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	38,420	25,225	32,825
<b>Total Expenditure by Vote</b>		<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>36,344</b>	<b>436,125</b>	<b>445,001</b>	<b>484,619</b>
<b>Surplus/(Deficit) before assoc.</b>		<b>120,630</b>	<b>(21,676)</b>	<b>(21,676)</b>	<b>8,783</b>	<b>90,171</b>	<b>(21,676)</b>	<b>8,783</b>	<b>(21,676)</b>	<b>90,171</b>	<b>8,783</b>	<b>(21,676)</b>	<b>(21,676)</b>	<b>197,266</b>	<b>251,102</b>	<b>253,662</b>
<b>Surplus/(Deficit)</b>	<b>1</b>	<b>120,630</b>	<b>(21,676)</b>	<b>(21,676)</b>	<b>8,783</b>	<b>90,171</b>	<b>(21,676)</b>	<b>8,783</b>	<b>(21,676)</b>	<b>90,171</b>	<b>8,783</b>	<b>(21,676)</b>	<b>(21,676)</b>	<b>197,266</b>	<b>251,102</b>	<b>253,662</b>

## OFFICE OF THE MUNICIPAL MANAGER

## COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

	IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>1</b>		<b>LOCAL ECONOMIC DEVELOPMENT</b>										
1.1	1.1.1	Reassess the LED Framework Plan annually	Annually review the LED Framework and submit quarterly progress reports to the portfolio committee	1 Annual review of the LED Framework by 30 Jun 2012							30-Jun-12	
				4 Quarterly Progress reports	1		1		1		1	
1.2	1.1.2; 1.4.2	Provide LED Capacity, Institutional and Operational support to SMME's	Hold quarterly SMME Steering Committee meetings	4 Quarterly SMME Steering Committee meeting minutes	1		1		1		1	
1.3	1.2.2; 1.2.4	Market the uThungulu District as a tourism destination	Report quarterly on the number of marketing initiatives and the budget spent thereon	100% of budgeted amount spent	10%		30%		60%		100%	
				4 Quarterly Progress reports	1		1		1		1	
1.4	1.3.2	Ensure implementation of Agricultural Projects	Submit quarterly reports on the implementation of agricultural projects	100% of budgeted amount spent	10%		30%		60%		100%	
				4 Quarterly Progress reports	1		1		1		1	
<b>2</b>		<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>										
2.1	2.2.1	Ensure the delivery of operational and maintenance requirements to ensure that the community gain access to basic services water and sanitation	Submit revised WSDP to Portfolio by 30 June 2012	1 x reviewed WSDP by 30 Jun 2012							WSDP	
			Maintain water losses at 20%	20% water loss in all towns	20% water loss		20% water loss		20% water loss		20% water loss	
				4 Quarterly statistics reports	1		1		1		1	
2.2	2.4.1	Ensure the delivery of operational and maintenance requirements to ensure that the community gain access to basic services solid waste disposal	Submit quarterly reports on the operation of the regional landfill site	12 Monthly meetings with Millennium Waste	3		3		3		3	
				4 Quarterly reports	1		1		1		1	
2.3	3.1.1; 3.1.3; 3.7.1	Ensure the delivery of a health care service on behalf of the KZN Department of Health	Submit quarterly consolidated report on number of inspections conducted per EHP per quarter	280 inspections per EHP	70 per EHP		70 per EHP		70 per EHP		70 per EHP	
				1 x Consolidated report per quarter	1		1		1		1	
			Submit report on participation in HIV/AIDS awareness programmes and percentage budget spent thereon	100% of budgeted amount spent on awareness programme	25%		50%		75%		100%	
				3 HIV/AIDS interventions							3	

	IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE			
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL		
2.4	3.5.1; 3.5.2; 3.5.4; 2.1.4	Implement Disaster Management Plan to ensure that resources are in place as and when needed	Submit quarterly consolidated report on rural metro services	1 x Consolidated report per quarter	1		1		1		1			
			Draft Disaster Management Framework annually and report on programmes to reduce risk quarterly	Annually draft Disaster Management Framework by 30 Jun 2012							Disaster Management Framework Plan			
			Report quarterly on the response time to incidents within the district and quarterly disaster management forum meetings held	95% response to all calls received	95%		95%		95%		95%		95%	
				4 Quarterly statistics reports	1		1		1		1		1	
				4 Quarterly disaster management forum meetings held	1		1		1		1		1	
			Report quarterly on statistics and progress of drought relief intervention	100% of budgeted amount spent	25%		50%		75%		100%		100%	
4 Quarterly progress reports	1			1		1		1		1				
<b>3</b>		<b>SPATIAL PLANNING AND SPATIAL DEVELOPMENT FRAMEWORKS</b>												
3.1	4.1.1	Ensure the review of the Integrated Development Plan via the IDP review process	Submit draft IDP for 2012/2013 to Council by 31 May 2012	Draft IDP Review by 31 May 2012								Draft IDP		
			Submit final IDP Review to Council for approval by 30 June 2012 and report quarterly progress	1 final review of the IDP by 30 June 2012								Final IDP		
				1 final IDP submitted to KZN CoGTA by 30 June 2012								IDP to CoGTA		
			Submit report on IDP Participation sessions	2 IDP Roadshows			1					1		
3.2	4.1.4	Provide support to local municipalities through the shared services concept	Ensure the establishment and operation of a GIS Support Unit for Development Planning Shared Services	4 Quarterly Progress reports	1		1		1		1			
			Provide a Development Planning Shared Service to the district on a district level for year 2 of 3 year agreement	4 Quarterly Progress reports	1		1		1		1			
			Provide a Development Planning Shared Service to the district on a municipal level for year 2 of 3 year agreement	4 Quarterly Progress reports	1		1		1		1			
<b>4</b>		<b>FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT</b>												
4.1	5.1; 5.1.2; 5.1.6	Execute budgeting and reporting processes on financial viability and management in line with the MFMA	Submit 2012/2013 Budget Process Plan by 31 August 2011	Budget Process Plan by 31 Aug 11	31-Aug-11									
			Ensure preparation of a three-year Capital and Operational budget for approval by Council by 31 March 2012	Three-year Operational and Capital Budget by 31 Mar 2012								31-May-12		

	IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
4.2	5.1.3	Ensure the management of municipal funds (external and internal) effectively and efficiently	Submit quarterly SDBIP reports to portfolio committee	4 Quarterly reports	1		1		1		1	
			Submit draft 2012/2013 SDBIP to Council for approval by 16 June 2012	Draft SDBIP by 16 Jun 2012							Draft SDBIP	
			Reporting of grants as gazetted	100% of year-to-year budgeted MIG Grants amount spent	25%		50%		75%		100%	
			4 Quarterly reports	1		1		1		1		
4.3	5.1.3.1	Ensure improvement of the collection of revenue outstanding from debtors	Prepare and submit quarterly report on Financial Viability (debtors collection)	75% debt collection target	65%		68%		70%		75%	
				Quarterly statistics reports	1		1		1		1	
4.4	5.1.4	Ensure the management of all expenditures in line with the Supply Chain Management Policy	Prepare and submit monthly financial reports to the portfolio committee and mayor in terms of S71 of the MFMA within 30 days of each month end	12 Monthly reports	3		3		3		3	
			Submit quarterly reports on the percentage of payroll related payments to be completed within 7 working days of the end of the month	98% of payments made within 7 days	98%		98%		98%		98%	
<b>5</b>		<b>GOOD GOVERNANCE AND COMMUNITY PARTICIPATION</b>										
5.1	5.1.1	Ensure sufficient internal audit control	Respond to all internal and general audit enquiries within 30 days of report date and submit quarterly internal audit report to the Audit Committee	Response within 30 days	within 30 days		within 30 days		within 30 days		within 30 days	
				4 Quarterly internal audit reports to the Audit Committee	1		1		1		1	
5.2	3.3.1	Ensure the development and implementation of Fraud Prevention strategy for the municipality in terms of the national strategy	Annually conduct Fraud Risk Assessment	1 Annual Review of the Fraud Risk Assessment by 30 Jun 2012							Fraud Risk Assessment	
5.3	5.4.1; 5.4.3; 5.4.4	Converse with the community and promote community participation in municipal initiatives, demonstrate service delivery and enhance uThungulu's public image throughout the district	Publish monthly newsletters to staff (Ezimtoti), uKhozi FM radio broadcast, information updates on the municipal website and attendance at the District Communication Forum meetings	4 Quarterly Progress reports	1		1		1		1	
				12 Editions of Ezimtoti	3		3		3		3	
				6 Bi-monthly uKhozi FM radio broadcasts	2		1		1		2	
				4 Quarterly evidence reports to PEP on updates to website	1		1		1		1	
				4 Quarterly District Communication Forum meetings	1		1		1		1	

	IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
5.4	3.6.1	Implement programmes to render support to marginalised groups	Submit quarterly reports on support programmes for marginalised groups	4 Quarterly reports on programmes for the disabled	1		1		1		1	
				4 Quarterly reports on programmes for senior citizens	1		1		1		1	
				4 Quarterly reports on programmes for women	1		1		1		1	
				4 Quarterly reports on programmes for the youth	1		1		1		1	
				4 Quarterly reports on programmes for children's rights	1		1		1		1	
5.5	3.6.1	Render support to local arts and culture events of the community	Submit report on the contribution and celebration of Heritage Day and other cultural events	4 Quarterly reports	1		1		1		1	
5.6	3.4.3	Render support to the SALGA KZN Games	Submit report on the District Elimination Games and the participation in the SALGA KZN Games	Host District Elimination Games by 30 Sept 2011	Elimination Games							
				Report on participation in SALGA KZN Games					SALGA KZN Games			
5.7		Designate the Legal Officer to render legal support to all user departments on a continuous basis	Ensure response to all legal queries is obtained from Legal Officer and designate Officer to attend Legal Forum Meetings	Response to all legal queries received from user departments within 30 days of receipt	within 30 days		within 30 days		within 30 days		within 30 days	
				4 quarterly Legal Forum Meetings	1		1		1		1	
<b>6</b>	<b>MUNICIPAL INFRASTRUCTURE AND INSTITUTIONAL DEVELOPMENT</b>											
6.1	5.3.1	Conducting of management meetings	Conduct weekly management meetings and minute approval	48 Weekly meeting minutes	12		12		12		12	
6.2	5.6.2	Report on performance of the municipality as an institution for the 2011/2012 financial year	Review Organisational Performance Scorecard and report on performance bi-annually to the Performance Audit Committee	2010/2011 Annual Performance Report by 31 Jan 2012	APR							
				1 Section 72 Report on Mid-Year OPMS Performance by 31 Mar 2012					Mid-year OPMS Report			

	IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
				1 Draft 2012/2013 OPMS Performance Scorecard by 31 May 2012							Draft OPMS	

	IDP	PERFORMANCE TARGET	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE			
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL		
6.3	5.6.1	Report on performance of the Section 57 managers for the 2011/2012 financial year	Review Performance Agreements and report quarterly on performance to Performance Evaluation Panel	5 x 2011/2012 Performance Agreements by 31 Jul 2011	5									
				1 x Report to Performance Audit Committee on 2010/2011 assessment results by 30 Sept 2011		Report to PAC								
				1 x 2nd Quarter Performance Assessment by 28 Feb 2012					2nd Quarter Assessment					
6.4	5.2.1	Oversee HR administration and policy implementation to internal customers	Conduct annual skills audit and corresponding plan, compile an EE report and implement the EEP	1 Skills Audit for staff and Councillors by 30 Apr 2012								Skills Audit		
				1 WSP by 31 May 2012								WSP		
				Submission of WSP to LGSETA by 30 June 2012									Submitted to LGSETA	
				EE Report to EE Committee	15-Sep-11									
				75% of appointments made in line with EEP	75%		75%		75%		75%			
6.5	5.7	Execute strategies to ensure performance on turnaround objectives	Submit quarterly progress reports on MTAS goals achieved to the KZN CoGTA	4 Quarterly Data Collection Sheets	1		1		1		1			
6.6	5.3	Create an enabling environment for service delivery through effective and efficient IT services	Report on percentage uptime of WAN	90% Percent uptime	90%		90%		90%		90%			
				4 Quarterly reports	1		1		1		1		1	
6.7	5.7.2	Implementation of recommendations passed in terms of the 2011 King III Gap Analysis Report	Annually conduct the Risk Assessment	1 Annual Risk Assessment by 30 Jun 2012								Risk Assessment		



## OFFICE OF THE DEPUTY MUNICIPAL MANAGER

## COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE		
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	
<b>1</b>		<b>EXECUTIVE AND COUNCIL</b>											
1.1		Ensure expenditure within approved operational budget for the Office of The DMM	Submit report quarterly on percentage of budgeted amount spent	100% of budgeted amount spent	25%		50%		75%		100%		
1.2	5.8.2	Review the Risk Management Plan incorporating the recommendations passed in terms of the 2011 King III Gap Analysis Report	Annually conduct the Risk Assessment	1 Annual Risk Assessment by 30 Jun 2012							Risk Assessment		
1.3	5.8.2	Convene one Risk Management Committee meeting per quarter	Record of minutes of quarterly Risk Management meetings	4 Minutes of meetings	1		1		1		1		
1.4		Review the Fraud Prevention Strategy incorporating the recommendations passed in terms of the 2011 King III Gap Analysis Report	Annually conduct Fraud Risk Assessment	1 Annual Fraud Risk Assessment by 30 Jun 2012							Fraud Risk Assessment		
1.5		Convene one Strategic Fraud Prevention Committee meeting per quarter	Record of minutes of quarterly Strategic Fraud Prevention meetings	4 Minutes of meetings	1		1		1		1		
1.6.1	5.6.2	Ensure measurement and reporting of performance of the municipality as an institution	Review Organisational Performance Scorecard and report on performance bi-annually to the Performance Audit Committee	2010/2011 Annual Performance Report by 31 Aug 2011	APR								
1.6.2				1 Section 72 Report on Mid-Year OPMS Performance by 25 Jan 2012					Mid-year OPMS Report				
1.6.3				1 Draft 2012/2013 OPMS Performance Scorecard by 31 May 2012									Draft OPMS
1.7.1	5.6.1	Ensure measurement and reporting of performance of Section 57 managers	Review Performance Agreements and report quarterly on performance to Performance Evaluation Panel	5 x 2011/2012 Performance Agreements by 31 Jul 2011	5								
1.7.2				1 x Annual 2010/2011 Performance Assessments by 31 Jul 2011	Formal Assessments								
1.7.3				1 x Report to Performance Audit Committee on 2010/2011 assessment results by 30 Sept 2011	Report to PAC								

	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
1.7.4				1 x Report to KZN CoGTA on 2010/2011 assessment results by 31 Mar 2012					Report to CoGTA			
1.7.5				1 x 1st Quarter Performance Assessment by 30 Nov 2011			1st Quarter Assessment					
1.7.6				1 x 2nd Quarter Performance Assessment by 28 Feb 2012					2nd Quarter Assessment			
1.7.7				1 x 3rd Quarter Performance Assessment by 31 May 2012							3rd Quarter Assessment	
1.8.1	5.1.4.1	Manage uThungulu District Municipality's Bid Adjudication process for 2011/2012	Submit quarterly report to Performance Evaluation Panel on ratios	60% of BAC meetings chaired by DMM	60%		60%		60%		60%	
1.8.2				60% of items on agenda dealt with	60%		60%		60%		60%	
1.8.3				60% of minutes approved by DMM	60%		60%		60%		60%	
1.8.4				60% of meeting documentation bound	60%		60%		60%		60%	
1.8.5				60% of appointment letters signed by DMM	60%		60%		60%		60%	
1.9		Respond to all internal and general enquiries of the Office of the DMM and implement approved recommendations	Respond to all finance internal and general audit enquiries within 30 days of report date	Response within 30 days	within 30 days		within 30 days		within 30 days		within 30 days	
<b>2</b>		<b>PLANNING AND DEVELOPMENT: DEVELOPMENT</b>										
2.1		Ensure expenditure within approved operational budget for the Planning and Development Section (Economic Sound District)	Submit report quarterly on percentage of budgeted amount spent	100% of budgeted amount spent	25%		50%		75%		100%	
2.2	1.1.2.2	Promote job creation through LED projects and the LED Development Fund.	Submit quarterly statistics reports to portfolio committee on number of jobs created through LED projects	193 jobs created							193	
				100% of budgeted amount spent	25%		50%		75%		100%	
				4 Quarterly statistics reports	1		1		1		1	
2.3	1.1.3.2	Participate as member representative in the Gijima KZN Steering Committee as part of LED Strategy to identify possible grant funding and LED opportunities	Report on number of KZN Steering Committee meetings participated in per quarter	1 x Quarterly participation in KZN Steering Committee	1		1		1		1	
2.4	1.2.2.10 2.6.1 4.1.4.1 1.2.2.7 1.1.3.6	Ensure uThungulu's participation in the Provincial Corridor Development Initiative	Report on number of projects implemented	4 Quarterly Progress reports	1		1		1		1	

	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
2.5	1.2.3.1	Implement the Tourism Institutional Framework	Submit quarterly reports on the implementation of the Tourism Institutional Framework	100% of budgeted amount spent	10%		30%		60%		100%	
				4 Quarterly Progress reports	1		1		1		1	
2.6	1.2.2	Promote LED through tourism projects	Submit quarterly reports on the implementation of tourism projects	100% of budgeted amount spent	10%		30%		60%		100%	
				4 Quarterly Progress reports	1		1		1		1	
2.7	1.2.4	Market the district as a Tourism Destination by participating in roadshows, media, events, in publications and awareness campaigns	Report quarterly on the number of marketing initiatives	100% of budgeted amount spent	10%		30%		60%		100%	
				4 Quarterly Progress reports	1		1		1		1	
2.8	1.3.2.3	Ensure implementation of Agricultural Projects	Submit quarterly reports on the implementation of agricultural projects	100% of budgeted amount spent	10%		30%		60%		100%	
				4 Quarterly Progress reports	1		1		1		1	
2.9	1.4.2.7	Provide LED Support to SMME's by implementing the SMME Support Strategy	Hold quarterly SMME Steering Committee meetings	100% of budgeted amount spent	10%		30%		60%		100%	
				4 Quarterly Progress reports	1		1		1		1	
<b>3</b>		<b>PLANNING AND DEVELOPMENT: PLANNING</b>										
3.1		Ensure expenditure within approved operational budget for the Department of Planning and Development (Integrated Environment)	Submit report quarterly on percentage of budgeted amount spent	100% of budgeted amount spent	25%		50%		75%		100%	
3.2	4.1.1	Review the IDP for 2012/2013 with participation of all public and stakeholder groups	Submit report on IDP Process and Framework and IDP Participation sessions	IDP Process Plan and Framework submitted to Council for approval by 30 September 2011	IDP Process Plan and Framework							
				3 IDP Representative Forum meetings			1				2	
				4 IDP Roadshows			2				2	
3.3	4.1.1.1	Prepare and submit draft 2012/2013 IDP to Council for approval	Submit draft IDP for 2012/2013 to Council by 31 May 2012	Draft IDP Review by 31 May 2012							Draft IDP	
3.4	4.1.1.1	Submit final IDP for 2012/2013 to 2013/2014 for approval	Submit final IDP Review to Council for approval by 30 June 2012 and report quarterly progress	1 final review of the IDP by 30 June 2012								Final IDP
				1 final IDP submitted to KZN CoGTA by 30 June 2012								
3.5	4.1.1.3	Conduct IDP road shows as part of the public participation and consultation process of the IDP	Hold two rounds of clustered IDP roadshows	100% of budgeted amount spent	10%		30%		60%		100%	

	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
				2 Rounds of clustered IDP Roadshows			1		1		2 Rounds of Roadshows	
				2 Half year progress reports	1		1		1		1	
3.6	4.1.1.4	Ensure the review of the uThungulu IDP Spatial Development Framework	Annually review the Spatial Development Framework and submit quarterly reports to the portfolio committee	100% of budgeted amount spent	10%		30%		60%		100%	
				1 Annual review of the SDF by 30 June 2012							Reviewed SDF	
				4 Quarterly Progress reports	1		1		1		1	
3.7	4.1.2	Ensure the bi-annual Quality of Life Survey as part of the measurement of perceptions on the implementation of the IDP	Bi-annually conduct a Quality of Life Survey and submit quarterly reports to the portfolio committee	100% of budgeted amount spent	10%		30%		60%		100%	
				Bi-annual review of the QoLS by 30 June 2012							Reviewed QoLS	
				4 Quarterly Progress reports	1		1		1		1	
3.8	4.1.4.1	Provide Strategic Town Planning and Land Use Management Support	Submit report on statistics on applications received and compliance with legislation in statutory and development planning	4 Quarterly reports on statistics	1		1		1		1	
3.9	4.2.1.2	Ensure hosting of District Land Summit	Submit report on District Land Summit	Host 1 District Land Summit on Land Reform by 30 Jun 2012							District Land Summit	
				4 Quarterly reports on statistics	1		1		1		1	
3.10	4.4.4	Review the policy and procedure document on Environmental Management	Submit Environmental Management programme and quarterly progress reports	1 Review of Environmental Management Programme by 30 Jun 2012							Reviewed Environmental Management Programme	
				4 Quarterly reports on statistics	1		1		1		1	
<b>4</b>		<b>PLANNING SHARED SERVICES</b>										
4.1		Ensure expenditure within approved operational budget for the vote Planning Shared Services	Submit report quarterly on percentage of budgeted amount spent	100% of budgeted amount spent	25%		50%		75%		100%	
4.2	4.1.3.2	Ensure the establishment and operation of a GIS Support Unit for Development Planning Shared Services	Submit quarterly progress reports	4 Quarterly Progress reports	1		1		1		1	
4.3	4.1.4.2	Provide a Development Planning Shared Service to the district on a district level for year 3 of 5 year agreement	Submit quarterly progress reports	4 Quarterly Progress reports	1		1		1		1	

	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
4.4	4.1.4.2	Provide a Development Planning Shared Service to the district on a municipal level for year 3 of 5 year agreement	Submit quarterly progress reports	4 Quarterly Progress reports	1		1		1		1	

## DEPARTMENT OF THE CHIEF FINANCIAL OFFICER

## COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
				TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>1</b>	<b>BUDGETING AND REPORTING</b>										
1.1	Submit budget time schedules of key deadlines to EXCO and Council before 31 August 2011 in terms of S21 (1)(b) and 53 (1)(b) of MFMA	Submit budget time schedule by 31 August 2011	31-Aug-11	31-Aug-11							
1.2	Submit completed 2010/2011 financial statements to Auditor General by 31 August 2011 after approval by Council	Submit financial statements to Auditor general by 31 August 2011	31-Aug-11	31-Aug-11							
1.3	Submit the Financial Audit Report of 2010/2011 to Council by 31 January in terms of S121 (1) of the MFMA	Submit financial audit report to Council by 31 January 2012	31-Jan-12					31-Jan-12			
1.4	Prepare and submit draft 2012/2013 budget to Council for approval by 31 March 2012 in terms of S87 (4) of the MFMA	2012/2013 Final budget submitted to Council for approval by 31 March 2012	Final budget approval by 31 March 2012					31-Mar-12			
1.5	Prepare and submit final 2012/2013 budget to Council for approval by 31 May 2012 in terms of S87 (4) of the MFMA	2012/2013 Final budget submitted to Council for approval by 31 May 2012	Final budget approval by 31 May 2012							31-May-12	
1.6	Prepare and submit the Mid-Year Financial Review in terms of S72 of the MFMA if required, by 25 January 2012	Submit the 2011/2012 Mid-Year Financial Review	Mid-Year Financial Review or the 2011/2012 budget submitted by 25 Jan 2012					25-Jan-12			
1.7	Prepare and submit the Adjustment Budget for the 2011/2012 financial in terms of S72 of the MFMA if required, by 25 January 2012	Submit the Adjustment Budget for 2011/2012	2011/2012 adjustment budget submitted by 28 Feb 2012					28-Feb-12			
1.8	Prepare and submit monthly financial reports to the portfolio committee and mayor in terms of S71 of the MFMA within 30 days of each month end	Submit monthly financial reports to the portfolio committee and mayor	12 Monthly reports	3		3		3		3	
1.9	Submit monthly Grant reports on all DORA reportable grants	Reporting of grants as gazetted	4 Quarterly reports	1		1		1		1	
<b>2</b>	<b>REVENUE ENHANCEMENT</b>										
2.1	5.1.3.3 Ensure that 60% of defaulters on non-payment in urban areas receive notifications	Report quarterly on statistics to portfolio committee	60% of defaulters in urban areas receive notifications	60%		60%		60%		60%	
			4 Quarterly statistics reports	1		1		1		1	
2.2	5.1.3.3 Conduct 3 revenue workshops per quarter to community to promote revenue policies	Report quarterly on statistics to portfolio committee	12 Revenue Workshops to community	3		3		3		3	
			Quarterly statistics reports	1		1		1		1	
2.3	5.1.3.1 Prepare and submit quarterly report on Financial Viability (debtors collection)	Submit quarterly report on statistics to portfolio committee	75% debt collection target	65%		68%		70%		75%	
			Quarterly statistics reports	1		1		1		1	
<b>3</b>	<b>EXPENDITURE CONTROL</b>										

	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
3.1		Submit annual review report on the Supply Chain Management policy by 30 June 2012.	Ensure Review of Supply Chain policy by 30 June 2012	30-Jun-12							30-Jun-12	
3.2		Prepare and submit annual SCM report for 2010/2011 by 31 August 2011	Submit SCM report by 31 August 2011	SCM report by 31 Aug 2011	31-Aug-11							
3.3		Control and monitor stores with a minimum of four stock counts and one annual Variance Report per annum	Perform quarterly stock counts and annual Variance Report. Submit report to portfolio committee	4 Quarterly stock counts Variance Report by 31 Aug 2011	1 31-Aug-11		1		1		1	
3.4		Manage payroll related payments to be completed within 7 working days of the end of the month according to recommendations per 2011/2012 MTAS	Submit quarterly reports on the percentage of payroll related payments to be completed within 7 workings days of the end of the month	98% of payments made within 7 days	98%		98%		98%		98%	
4		<b>FINANCIAL MANAGEMENT</b>										
4.1		Review the Credit and Debt Control, Tariff, Incentive and indigent policies by 30 June 2012.	Submit Policies to portfolio committee by 30 June 2012	4 Policies reviewed Reviewed by 30 June 2012							4 policies reviewed 30-Jun-12	
4.2	5.1.7	Prepare credit rating report based on 2010/2011 financials and submit to portfolio committee by 30 June 2012	Submit report on credit rating to portfolio committee	Credit Rating report by 30 June 2012							30-Jun-12	
4.3	5.1.4.3	Review the Asset policy and maintain an Asset register	Submit policy to the portfolio committee by 30 June 2012	Reviewed by 30 June 2012							30-Jun-12	
4.4		Maintain a loan register and submit to portfolio committee quarterly	Submit report on loan register to portfolio committee quarterly	4 Quarterly reports	1		1		1		1	
4.5		Maintain an investment register and submit to portfolio committee quarterly	Submit report on investment register to portfolio committee quarterly	4 Quarterly reports	1		1		1		1	
4.6		Report quarterly on SDBIP for 2011/2012 as per S52 (d) of MFMA	Submit quarterly SDBIP to portfolio committee	4 Quarterly reports	1		1		1		1	
4.7		Implement the MSIG project business plan	Submit quarterly reports to the portfolio committee on the implementation of the MSIG project business plan	MSIG business plan to Council by 31 Aug 2011 4 Reports on implementation of business plan	31-Aug-11 1						1	
5		<b>DEPARTMENTAL MANAGEMENT</b>										
5.1		Respond to all internal and general enquiries of the Financial Services Department and implement approved recommendations	Respond to all finance internal and general audit enquiries within 30 days of report date	Response within 30 days	within 30 days		within 30 days		within 30 days		within 30 days	
5.2		Report on the performance of contractors under the control of the CFO department	Submit report bi-annually on performance of contractors	2 Performance reports			1				1	
5.3		Conduct monthly meetings with Finance Managers and keep record of minutes of meetings	Monthly record of minutes of meetings	12 minutes of meetings	3		3		3		3	

## DEPARTMENT OF THE EXECUTIVE DIRECTOR TECHNICAL SERVICES

## COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
				TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
<b>1</b>	<b>TECHNICAL EXECUTIVE</b>										
1.1	Draft departmental budget in line with MFMA requirements by 25 January 2012	Draft 2012/2013 budget for Technical Services submitted to the CFO by 25 January 2012	Draft budget by 25 Jan 2012					Draft budget			
1.2	Ensure expenditure within approved operational budget	Submit report quarterly on percentage of budgeted amount spent	100% of budgeted amount spent	25%		50%		75%		100%	
1.3	Ensure expenditure within approved capital budget	Submit report quarterly on percentage of budgeted amount spent	100% of budgeted amount spent	25%		50%		75%		100%	
1.4	Respond to all internal and general enquiries of the Financial Services Department and implement approved recommendations	Respond to all finance internal and general audit enquiries within 30 days of report date	Response within 30 days	within 30 days		within 30 days		within 30 days		within 30 days	
<b>2</b>	<b>WATER SERVICES AUTHORITY</b>										
2.1	2.2.1	Review the WSDP to ensure the update of backlogs and the review of the priority lists and cash flows.	Report quarterly progress to the portfolio committee and submit final document by 30 June 2012	1 x reviewed WSDP by 30 Jun 2012						WSDP	
2.2	2.2.2.1	Update the Water Services Provider Plan/Water Master Plan for the adoption of the final recommendations on backlogs and other strategies for infrastructure establishment	Report quarterly progress to the portfolio committee and submit final document by 30 June 2012	1 x updated WSPP by 30 Jun 2012						WSPP	
2.3	2.1.3.3	Conduct assessments and provide improvements to water works and waste water plants as part of the Blue and Green Drop compliance	Submit quarterly reports on budget spent on improvements	100% of budgeted amount spent	25%		50%		75%		100%
				6 water works improved						6	
				4 waste water plants improved						4	
2.4	2.2.3.1	Arrange the Water Week as required by DWAF	Submit quarterly reports on municipal activities in preparation for Water Week	100% of budgeted amount spent	25%		50%		75%		100%
				4 Quarterly progress reports	1		1		1		1
2.5		Arrange Road Shows as a tool to communicate the annual approved projects and backlog eradication programme of the municipality	Report quarterly on the number of road shows presented	2 x 2 IDP Roadshows			2		2		
				4 Quarterly reports	1		1		1		1
2.6	2.1.6	Manage a 24/7 customer call/complaint centre for water services and disaster management	Submit report quarterly on the number of calls received against the number of responses	100% of calls received responded to	100%		100%		100%		100%
				25% sample to verify response	25%		25%		25%		25%



IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE		
				TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	
2.7	2.1.3.10	Implement UDM funded projects emanating from the tanker reduction strategy	Quarterly progress reports	100% of 2011/2012 funded projects completed by 30 Jun 2012	25%		50%		75%		100%	
			4 Quarterly progress reports		1		1		1		1	
<b>3</b>	<b>MUNICIPAL INFRASTRUCTURE IMPLEMENTATION</b>											
3.1		Perform building plan approval on a monthly basis on behalf of Nkandla and Mthonjaneni	Submit quarterly reports on the number of plans received and dealt with within 60 days	Response within 60 days	within 60 days		within 60 days		within 60 days		within 60 days	
3.2		Implement MIG programme and ensure that the budget is spent as per the approved business plans	Submit quarterly reports on budget spent on programmes	100% of budgeted amount spent	25%		50%		75%		100%	
3.3		Implement municipal capital projects	Submit quarterly reports on the progress of each project as identified in the IDP	100% of budgeted amount spent	25%		50%		75%		100%	
				4000 jobs created through capital projects	500		1000	865	1250		1250	
				4 Quarterly progress reports	1		1		1		1	
3.4		Report on the performance of contractors under the control of the Technical department	Submit reports quarterly on performance of contractors	4 Performance reports	1		1		1		1	
3.5	2.5.3 2.5.4	Construct Phase II of Regional Cemetery	Submit quarterly progress reports on the construction of Phase II	100% completion by 30 Jun 2012			75%				100%	
				4 Quarterly progress reports	1		1		1		1	
<b>4</b>	<b>MUNICIPAL INFRASTRUCTURE OPERATION AND MAINTENANCE</b>											
4.1	2.1.3.2	Operate and manage town water services infrastructure to attempt to minimise disruption of services	Report quarterly on reduction of water losses	20% water loss in all towns	20% water loss		20% water loss		20% water loss		20% water loss	
				4 Quarterly progress reports	1		1		1		1	
4.2	2.1.3.2	Maintain rural water meter programme and install bulk meters, barmaid control valves and pressure sustaining valves to improve operation of the scheme to reduce water losses	Report quarterly on statistics and progress	12 Monthly water meter reading reports	3		3		3		3	
				90% of calls responded to	90%		90%		90%		90%	
				100% of budgeted amount spent	25%		50%		75%		100%	
				4 Quarterly progress reports	1		1		1		1	
4.3	2.1.3.4	Implement rural water meter programme by installing water meters in line with cost recovery strategy	Report quarterly on statistics and progress	5 Projects implemented							5	
				3000 meters installed	750		750		750		750	
				4 Quarterly progress reports	1		1		1		1	

	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
4.4	2.1.4.1 2.1.4.2	Support drought affected areas by providing survival water through water tankers, boreholes and springs developments	Report quarterly on statistics and progress	100% of budgeted amount spent	25%		50%		75%		100%	
				4 Quarterly progress reports	1		1		1		1	
4.5		Manage and provide strict controls on the activities of the Services Support Agent as part of the budget control measures	Report quarterly on SSA activities	12 Monthly meter readings	3		3		3		3	
				12 Monthly meeting minutes	3		3		3		3	
				4 Quarterly reports	1		1		1		1	
4.6	2.1.3.9	Implement recommendations from the Health and Safety Committee related to safety improvements within plants	Report quarterly on number of recommendations implemented	100% of recommendations implemented	100%		100%		100%		100%	
				4 Quarterly reports	1		1		1		1	
4.7	2.2.4.7	Ensure water quality improvements	Test samples and submit annual blue drop and green drop compliance results to DWAF	100% of schemes analysed	100%							
				100% of samples pass test as per DWAF and SABS	100%							
				Results submitted to DWAF			Results submitted					
4.8		Effectively manage the Empangeni Landfill site and Cemetery in line with permits and prevailing legislation by ensuring minimal complaints	Submit quarterly reports on the operation of the cemetery and landfill site	12 Monthly meetings with	3		3		3		3	
				4 Quarterly reports	1		1		1		1	

DEPARTMENT OF THE EXECUTIVE DIRECTOR CORPORATE SERVICES												
COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE												
	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
1		<b>ADMINISTRATIVE SERVICES</b>										
1.1	5.3.1	Schedule at least six portfolio committee meeting per quarter and submit agendas and minutes internally and to the portfolio committee members.	Schedule Portfolio meetings as required	6 portfolio committee meetings held per quarter	6		6		6		6	
1.2	5.3.1	Schedule at least one Exco meeting per month except for December and submit agendas and minutes as per Council's Standing Rules of Order	1 Exco Meeting per month except for December	11 EXCO meeting agendas & minutes	3		2		3		3	
1.3	5.3.1	Schedule at least one Council meeting each quarter and submit agendas and minutes to Councillors and officials as per Council's Standing Rules of Order.	1 Council Meeting per quarter.	4 Council meeting agendas & minutes	1		1		1		1	
1.4	5.3.1	Submit items quarterly to Exco as per Council's Standing Rules of Order, on Bids awarded	Submit quarterly reports on Tenders to Exco	4 Quarterly report on bids awarded	1		1		1		1	
1.5	5.3.2	Manage Council records via Electronic Document	Submit quarterly reports on statistics of satisfaction survey to portfolio committee	4 Satisfaction Surveys	1		1		1		1	
				50% Satisfaction Ratio	50%		50%		50%		50%	
2		<b>INFORMATION TECHNOLOGY</b>										
2.1	5.3.1	Ensure sufficient quality of IT Services through constant user satisfaction surveys and the implementation of recommendations within the available budget	Submit bi-annual reports on statistics of satisfaction survey to portfolio committee	2 Satisfaction Surveys	1		1		1		1	
				60% Satisfaction Ratio	50%		50%		50%		50%	
2.2	5.3.1	Ensure connectivity through a minimum of 90% uptime of Wide Area Network	Report on percentage uptime of WAN	90% Percent uptime	90%		90%		90%		90%	
				2 Bi-Annual reports	1		1		1		1	
2.3	5.7.2	Ensure that the IT steering committee meet quarterly to implement recommendations passed in terms of the 2011 King III Gap Analysis Report	Quarterly IT Steering Committee meeting minutes	4 x Quarterly meeting minutes	1		1		1		1	

	IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
					TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
2.4		Ensure efficient IT spend	Report to the Corporate Services Portfolio Committee on IT expenditure	75% IT spend per annum								
<b>3</b>		<b>MANAGEMENT SERVICES</b>										
3.1	5.2.1.	Ensure implementation of the Workplace Skills Plan	Submit quarterly report to the Training Committee and LGSETA on the implementation of the WSP	4 Quarterly training reports	1		1		1		1	
				1 Skills Audit for staff and Councillors by 30 Apr 2012							Skills Audit	
				1 Annual Training Report by 31 May 2012							ATR	
				1 WSP & ATR by 31 May 2012							WSP	
				Submission of WSP to LGSETA by 30 June 2012							Submitted to LGSETA	
3.2	5.2.1.5	Ensure implementation and compliance to the Operational Health and Safety Act	Submit quarterly reports on the implementation of the OHS Act	4 Central Health and Safety Committee agenda and minutes	1		1		1		1	
				Annual medical exam for water and cemetery staff			30-Nov-11					
				Bi-annual medical exam for sewerage staff	31-Jul-11		30-Nov-11					
3.3	5.2.1	Ensure the implementation of the Employment Equity Plan	Submit quarterly reports on the implementation of the EEP	75% of appointments made in line with EEP	75%		75%		75%		75%	
				EE Report to EE Committee	15-Sep-11							
				EE Report to the DoL			1-Oct-11					
3.4	5.2.1.6	Ensure HR administration to internal customers	Submit quarterly reports on appointments, resignations, disciplinary hearings, benefits, induction programme etc, and conduct bi-annual HR Roadshows.	4 Quarterly reports	1		1		1		1	
				2 HR Roadshows			1				1	
				50% Satisfaction Ratio	50%		50%		50%		50%	
3.5	5.2.1	Ensure implementation of the Substance Abuse Policy	Conduct 50 breathalyzer tests per quarter and submit quarterly statistic report to portfolio committee	Breathalyzer testing on 200 employees	50		50		50		50	
				4 Quarterly reports on statistics	1		1		1		1	
<b>4</b>		<b>COMMUNITY SERVICES</b>										
4.1	3.1.3.1 3.1.3.2	Compile consolidated report on environmental health services	Submit quarterly report on number of inspections conducted per EHP per quarter	280 inspections per EHP	70 per EHP		70 per EHP		70 per EHP		70 per EHP	

IDP	PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	ANNUAL TARGET	QUARTER ENDING 30 SEPT		QUARTER ENDING 31 DEC		QUARTER ENDING 31 MARCH		QUARTER ENDING 30 JUNE	
				TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL
			1 x Consolidated report per quarter	1		1		1		1	
4.2	3.5.8	Deliver a fire fighting service within the specified four local municipalities	Submit quarterly consolidated report and report on number of fire fighting awareness training programmes	100% fire fighting awareness training programmes (8) conducted	25%		50%		75%		100%
			1 x Consolidated report per quarter	1		1		1		1	
4.3	3.5.4	Ensure that calls received by the Call Centre for disaster management are responded to by providing necessary assistance	Report quarterly on the response time to incidents within the district and quarterly disaster management forum meetings held	95% response to all calls received	95%		95%		95%		95%
			4 Quarterly report on statistics	1		1		1		1	
4.4	3.4.3.1	Organise and co-ordinate the uThungulu District Elimination Games and the participation of district in the SALGA Provincial Games	Submit report on the District Elimination Games and the participation in the SALGA KZN Games	Host District Elimination Games by 30 Sept 2011	Elimination Games						
			Report on participation in SALGA KZN Games					SALGA KZN Games			
4.5	3.6.1.1 3.6.1.2 3.6.1.3 3.6.1.7 3.6.1.8	Plan programmes for marginalised groups within budget	Submit quarterly reports on support programmes for marginalised groups	4 Quarterly reports on programmes for the disabled	1		1		1		1
				4 Quarterly reports on programmes for senior citizens	1		1		1		1
				4 Quarterly reports on programmes for women	1		1		1		1
				4 Quarterly reports on programmes for the youth	1		1		1		1
				4 Quarterly reports on programmes for children's rights	1		1		1		1
4.6	3.7.1.1	Support HIV/AIDS awareness programmes	Submit report on participation in AIDS day programme and other HIV/AIDS interventions	100% of budgeted amount spent on awareness programme	25%		50%		75%		100%
				3 HIV/AIDS interventions							3
4.7	3.6.1.5	Support cultural events programmes such as Heritage Day	Submit report on the contribution and celebration of Heritage Day and other cultural events	4 Quarterly reports	1		1		1		1
<b>5</b>		<b>DEPARTMENTAL MANAGEMENT</b>									
5.1	5.6.2	Respond to all internal and general enquiries of the Financial Services Department and implement approved recommendations	Respond to all corporate internal and general audit enquiries within 30 days of report date	Response within 30 days	within 30 days		within 30 days		within 30 days		within 30 days

## **APPENDIX 7: DETAILED CAPITAL WORKS PLAN**

<b>Strategy</b>	<b>Capital Projects</b>	<b>Funding Source</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>
5.0	Internal Fixed Assets	Surplus	270,000		
	<b>Administrative Services</b>		-		
5.0	Internal Fixed Assets	Surplus	15,000	-	
	<b>Budget &amp; Reporting</b>		15,000		
5.0	Internal Fixed Assets	Surplus	25,000		
	<b>Community Services Total</b>		25,000		
5.0	Internal Fixed Assets	Surplus	-		
	<b>Board General Total</b>		-		
5.0	Internal Fixed Assets	Surplus	-		
	<b>Municipal Manager's Dept</b>		-		
5.0	Internal Fixed Assets	Surplus			
	<b>Deputy Municipal Manager's Dept</b>		-	-	
5.0	Internal Fixed Assets	Surplus	60,000		
	<b>Management Services - HR</b>		60,000		
2.5.5	Mandawe Cemetery	Surplus	500,000	1,500,000	1,500,000
	Regional cemetery	Surplus	-	1,500,000	1,500,000
	<b>Cemetery Total</b>		500,000	1,500,000	
5.0	Internal Fixed Assets	Surplus	40,000		
	<b>Consumer Billing Total</b>		40,000		
3.5.7	Civil Protection	Grant			
5.0	Internal Fixed Assets	Surplus			
	<b>Disaster Management</b>		-	-	
5.0	Internal Fixed Assets	Grant	40,000	40,000	
	<b>Finance Interns Total</b>		40,000	40,000	
5.0	Internal Fixed Assets	Surplus	25,000		
	<b>Executive Division - Technical Services</b>		25,000		

<b>Strategy</b>	<b>Capital Projects</b>	<b>Funding Source</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>
2.3.4	Nkandla Electricity Upgrade	Surplus			
	<b>Electricity Services</b>		-	-	-
3.5.8.1	Fire Fighting Equipment	Surplus	-		
3.5.8.1	Fire Fighting Equipment	DTLGA	-		
	<b>Fire Protection Total</b>		-	-	-
5.0	Internal Fixed Assets	Surplus	50,000		
	<b>IT Total</b>		<b>50,000</b>		
5.0	Internal Fixed Assets	Surplus	20,000		
	<b>Executive Corporate Services</b>		<b>20,000</b>		
5.0	Internal Fixed Assets	Surplus	60,000		
	<b>Executive Financial Services</b>		<b>60,000</b>		
5.0	Internal Fixed Assets	Surplus	<b>30,000</b>	<b>40,000</b>	
	<b>Expenditure</b>		<b>30,000</b>	<b>40,000</b>	
5.0	Internal Fixed Assets	Grant	-	-	-
	<b>Municipal Health Services</b>		-	-	-
5.0	Internal Fixed Assets	Surplus	-		
	<b>Municipal Infrastructure - O&amp;M</b>		-		
5.0	Internal Fixed Assets	Surplus			
2.1.1.18	Kwambonambi Low Cost Housing Connections	Surplus	-	-	-
	Mbonambi Water Phase 1	Grant	-	-	-
	Kwambonambi Low Cost Housing	Grant	-		
2.1.1.27	Greater Mthonjaneni SSA3	Grant	-	-	-



<b>Strategy</b>	<b>Capital Projects</b>	<b>Funding Source</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>
2.1.1.2	Mbonambi Water Phase 2	Grant	15,871,750	25,960,421	5,000,000
2.1.1.3	Mhlana Bulk Water Supply 3B ext.	Grant	-		
2.1.1.4	Mhlana Somopho Phase 3C	Grant	12,000,000	28,000,000	9,819,140
2.1.1.5	Upper Nseleni Phase 1	Grant	-		
2.1.1.6	Upper Nseleni Phase 1 VO	Grant		-	-
2.1.1.8	Upper Nseleni Phase 2	Grant	6,714,308		
	Nkandla Bulk Phase 3E	Grant	-		
2.1.1.9	Vutshini Phase 1	Grant	5,000,000	12,000,000	13,500,000
2.1.1.10	Vutshini Phase 2	Grant	-	-	-
2.1.1.21	Nkandla Vutshini Supply Area SSA5	Grant	7,000,000	10,000,000	27,302,512
2.1.1.11	Greater Mthonjaneni Phase 1 & 2 MIG	Grant	16,966,495	-	-
2.1.1.13	Upper Nseleni Phase 3 B	Grant	-		
	Greater Mthonjaneni Phase 1 (ZAI)	Grant	-		
2.1.1.14	Mpungose Phase 1D Reticulation	Grant	5,750,965	10,000,000	3,249,035
	Mpungose Phase 1E	Grant	-		
2.1.1.31	KwaHlokohloko SSA 1 (MIG)	Grant	-	18,000,000	10,000,000
2.1.1.32	KwaHlokohloko SSA 1 (DWA)	Grant	10,340,000	6,767,000	10,000,000
2.1.1.29	Eshowe SSA1 (MIG)	Grant	-	5,000,000	9,988,210
2.1.1.30	Eshowe SSA 1 (DWA)	Grant	3,659,000	25,000,000	30,000,000
2.1.1.36	Middledrift Phase SSA3	Grant	-	2,000,000	-
2.1.1.22	KwaHlokohloko SSA 5/uMhlathuze LM	Grant	12,500,000	22,000,000	28,562,767
2.1.1.17	Middledrift Phase 2	Grant	33,030,850	8,700,365	10,000,000

Strategy	Capital Projects	Funding Source	2011/2012	2012/2013	2013/2014
2.1.1.12	Greater Mthonjaneni Ph 1 & 2 (DWA)	Grant	-	-	-
2.1.1.23	Greater Mthonjaneni Phase SSA 4 (MIG)	Grant	7,000,000	5,000,000	-
2.1.1.24	Greater Mthonjaneni Phase SSA 4 (DWA)	Grant	5,000,000	3,434,000	10,000,000
2.1.1.25	Greater Mthonjaneni Phase SSA 5 (DWA)	Grant	15,000,000	5,000,000	10,000,000
2.1.1.26	Greater Mthonjaneni Phase SSA 5 (MIG)	Grant	-	-	10,000,000
2.1.1.27	Greater Mthonjaneni Phase SSA 3 (DWA)	Grant	-	21,000,000	21,000,000
2.1.1.33	Mbonambi Water SSA 2		-	-	3,000,000
2.1.1.34	Greater Mthonjaneni SSA 2			21,000,000	10,000,000
2.1.1.35	Middledrift SSA5			5,000,000	25,000,000
2.1.5.1	Melmoth Water Services Network Upgrade	Surplus	2,000,000	1,500,000	2,000,000
2.1.5.3	Mtunzini Water Services Network Upgrade	Surplus	2,000,000	1,500,000	2,000,000
2.1.5.4	Gingindlovu Water Services Network Upgrade	Surplus	2,000,000	1,500,000	2,000,000
2.1.5.5	Eshowe Water Services Network Upgrade	Surplus	2,000,000	1,500,000	2,000,000
2.1.5.6	Kwambo Water Services Network Upgrade	Surplus	2,000,000	1,500,000	2,000,000
2.1.5.7	Nkandla Water Services Network Upgrade	Surplus	2,000,000	1,500,000	2,000,000
3.4.2.2	Amakhosi Chamber	Surplus	500,000	-	-
2.1.3.13	Erosion Protection Nkandla Bulk	Surplus	-	-	-
	Tractor - Grass Cutting	Surplus	-	-	-
2.1.3.9	Health & Safety Compliance - Plants	Surplus	-		
	Back-Up Generators - Nkandla Bulk	Surplus	-	-	-
2.1.5.9	Eshowe New Industrial Bulk Services	Surplus			
	Eshowe New Industrial Bulk Services - DOH	Grant	-	-	-
	Eshowe New Industrial Bulk Services-KZ282	Grant	-	-	-
	<b>Municipal Infrastructure Implementation</b>		<b>177,085,333</b>	<b>261,694,421</b>	<b>279,522,070</b>
	Internal Fixed Assets	Surplus	45,000		
	Solid Waste Rehabilitation Cell 1	Surplus	10,000,000	7,600,000	
	Regional Solid Waste Cell 2	Surplus	-	-	5,000,000

<b>Strategy</b>	<b>Capital Projects</b>	<b>Funding Source</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>
5.0	Internal Fixed Assets	Grant			
	<b>Planning Shared Services</b>		-	-	-
5.0	Internal Fixed Assets	Surplus	20,000	20,000	20,000
	<b>SCM Total</b>		<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
2.1.5.10	Mtunzini Sewer Plant	Surplus	-	4,000,000	4,000,000
	Honeysucker Equipment	Surplus			
	<b>Waste Water Management Total</b>		-	<b>4,000,000</b>	<b>4,000,000</b>
2.1.4.2	Survival Water Programme (Boreholes)	Surplus	6,000,000	4,600,000	-
	Tanker Reduction Strategy	Surplus	6,000,000	4,500,000	-
2.2.4.4	Design office software (Arcview)	Surplus	15,000		
2.2.4.2	GIS Equipment	Surplus			
	<b>Water Services Authority Total</b>		<b>12,015,000</b>	<b>9,100,000</b>	-
5.0	Internal Fixed Assets	Surplus	60,000		
	Occupational Health and Safety	Surplus	500,000	500,000	500,000
2.1.3.4	Water metre installation	Surplus	1,210,000	1,500,000	1,500,000
2.1.3.5	Water metre installation (RBM)	Grant	2,000,000	2,000,000	2,000,000
2.1.3.7	Existing Projects Extensions	Surplus	1,100,000	1,500,000	1,500,000
	<b>Water Services Provider Total</b>		<b>4,870,000</b>	<b>5,500,000</b>	<b>5,500,000</b>
	<b>Grand Total</b>		<b>147,646,279</b>	<b>274,961,421</b>	<b>266,842,000</b>