

APPENDICES

Appendix 1

2007/8 Fourth Quarter Performance Scorecard: Municipal Manager

HOWARD COOK ASSOCIATES.

PERFORMANCE SCORECARD CALCULATIONS

MUNICIPALITY: Kojukamma

DESIGNATION TITLE: Municipal Manager

DATE: 2008/12/22 PERIOD: 1 April 2008 - 30 June 2008

INCUMBENT: Mr. Mkhusele Ndokweni



INSTRUCTIONS:

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

No.	Key Performance Area Most Important Elements to Measure	KPI, CPI, CMC, Budget Vote, IDP & Assignments	1		2		3		4		5		6	
			Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating	Standard Score 1X4	Performance Score 1X2				
Key Performance Indicators [80% weighting]														
Key Performance Indicator														
1.	Municipal Transformation and Organisational Development		15											
		1.1 Performance Management System (PMS) aligned to the IDP, developed and implemented.	0.25		2		2		3			0.75		0.50
		1.2 An organisational structure aligned to the IDP established and operationalised.	0.25		3		3		3			0.75		0.75
		1.3 Effective administrative and institutional systems, structures and procedure, including human resources, financial policies, bylaws and communication systems established and implemented	0.25		2		3		3			0.75		0.50
		1.4 The interface between EXCO and the Council to align administrative and political priorities of Council managed	0.25		2		3		3			0.75		0.50
		1.5 Integrated human resources management systems introduced and operationalised	0.25		3		3		3			0.75		0.75
		1.6 Customer service systems implemented	0.25		2		2		3			0.75		0.50

1	2	3	4	5	6
4.	Municipal Financial Viability and Management				
	4.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:			0.00	0.00
	4.1.1 Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs	3	3	0.90	0.90
	4.1.2 Budget and Treasury office established	4	4	0.90	1.20
	4.1.3 Budget and revenue management is effective	2	2	0.90	0.60
	4.2 Financial reporting and auditing is performed	2	2	0.90	0.60
	4.3 Institutional capacity for municipality to spend is created	3	3	0.90	0.90
	4.4 Financial management policies and bylaws developed, including but not limited to: supply chain management, credit control, tariff and investment policies.	3	4	0.90	0.90
	4.5 Integrated financial management systems introduced and operationalised	3	4	0.90	0.90
	4.6 Municipal financial viability targets set and achieved which will ensure that:			0.00	0.00
	4.6.1 Growth in service debtors is reduced by 25%	2	2	0.90	0.60
	4.6.2 Consumer debt exceeding 90 days is recovered	2	2	0.90	0.60
	4.6.3 10% Reduction in grants dependency rate	2	2	0.90	0.60
	4.6.4 Turnaround time for creditor payment improved to 90 days	2	2	0.90	0.60
	4.6.5 % Personnel cost over the total operational budget is in line with regulatory framework	3	3	0.90	0.90
	4.7 Provision for bad debt made	2	2	0.90	0.60
	4.8 Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act	3	3	0.90	0.90

	1	2	3	4	5	6
	KPI, CPI, CMC, Budget Vote, IDP & Assignments					
5. Good Governance and Public Participation		15			0.00	0.00
	5.1 Procedures for community participation processes as set out in legislation adhered to in terms of:				0.00	0.00
	5.1.1 Planning	0.25	2	3	0.75	0.50
	5.1.2 Budgeting	0.25	2	3	0.75	0.50
	5.1.3 Implementation	0.25	2	3	0.75	0.50
	5.1.4 Monitoring and reporting	0.25	2	3	0.75	0.50
	5.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.25	2	3	0.75	0.50
	5.1.6 Functioning of ward committees directly supported where applicable	0.25	3	3	0.75	0.75
	5.1.7 Capacity building of community-based organisations to enhance effective participation facilitated	0.25	2	3	0.75	0.50
	5.1.8 Relationship with organised business, labour and civil society built through transparency and accountability	0.25	2	3	0.75	0.50
	5.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:				0.00	0.00
	5.2.1 Prevention	0.25	3	3	0.75	0.75
	5.2.2 Detection	0.25	3	3	0.75	0.75
	5.2.3 Awareness/communication	0.25	3	3	0.75	0.75
	5.3 Financial and performance audit committee established and functional	0.25	4	4	0.75	1.00
	5.4 Mechanisms to ensure disclosure of financial interest in place	0.25	3	3	0.75	0.75
	5.5 An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, developed and implemented	0.25	1	1	0.75	0.25
	5.6 Unqualified audit report achieved and maintained; issues identified are attended to	0.25	2	2	0.75	0.50
	5.7 Community satisfaction survey, conducted	0.25	1	1	0.75	0.25

	1	2	3	4	5	6		
							Weight	Performance Rating 1 to 5
INF 5	Tech	Households and businesses supplied with well maintained and reliable water borne sanitation systems.	5.1 Decrease in number of h/holds relying on bucket latrines	0.16	3	3	0.48	0.48
			5.2 No. of units at new housing developments with water borne system	0.16	3	3	0.48	0.48
			5.3 Investment in the maintenance/upgrade of existing sewerage system	0.16	2	2	0.48	0.32
INF 6	Tech	To supply stormwater systems to all surfaces at roads and houses to relay stormwater away from assets, facilities and property towards natural flow channels.	6.1 Distance in km/m of stormwater channels and pipes: Roads (Tar & Gravel) Housing/Other	0.16	2	2	0.48	0.32
SE 1	Comm/Tech = MM	Households in Koukamma Municipality with particular reference to low income households, have access to and utilise housing options that meets the national criteria of sustainable human settlements.	1.1 Number of units built	0.16	2	2	0.48	0.32
			1.2 Reduction of units illegally occupied houses	0.16	1	1	0.48	0.16
			1.3 Reduction of units vandalised	0.16	1	1	0.48	0.16
SE 2	MM	The Koukamma municipality proactively ensures that land is available for development requirements and the management thereof in accordance with the Spatial Development Plan.	2.1 Land available for low-cost housing	0.16	3	3	0.48	0.48
			2.2 Land available for middle income groups	0.16	1	1	0.48	0.16
			2.3 Land available for business development	0.16	3	3	0.48	0.48
			2.4 Land available for sport and recreational facilities	0.16	2	2	0.48	0.32
			2.5 Land available for clinics	0.16	2	2	0.48	0.32
			2.6 Land available for schools & crèches	0.16	2	2	0.48	0.32
			2.7 Land available for cemeteries	0.16	2	2	0.48	0.32
SE 3	Comm/Tech = MM	Communities in Koukamma has access to properly managed cemeteries with enough capacity to cater for the next 20 years	3.1 Increased number of communities with sufficient burial space	0.16	1	1	0.48	0.16
			3.2 Increased number of cemeteries fenced	0.16	1	1	0.48	0.16
			3.3 Increased number of crematoriums	0.16	1	1	0.48	0.16
			3.4 Existing cemeteries expanded	0.16	1	1	0.48	0.16
			3.5 Well maintained cemeteries	0.16	1	1	0.48	0.16

	1	2	3	4	5	6
SE 4	Comm	HIV/AIDS pandemic in the Koukamma area is mitigated	KPI, CPI, CMC, Budget Vote, IDP & Assignments			
		4.1 HIV/AIDS strategy approved by council				
		4.2 No of orphanage homes built				
		4.3 Available number of home-base carer groups				
		4.4 Increase in the number voluntary testing				
		4.5 Increase number of clinics that offer AZT				
		4.6 Increase number of ARV sites				
SEC 5	MM FIN	All households living below the poverty line have equal access to government grants and other support services	5.1 Decreased number of households in Koukamma live below poverty line (R800 pm)			
			5.2 Percentage not currently accessing social welfare grants			
			5.3 Number of household accessing poverty alleviation support			
			5.4 Increase in number of food security projects			
			5.5 Increased the number of jobs created via infrastructure projects			
			5.6 Increased the number of jobs through public work initiatives			

			KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	Performance Rating		Standard Rating	Performance Score	
					1 to 5	Team Leader		1 to 5	Team Member
SEC 6	Comm /LED = MM	A culture of learning is promoted in Koukamma through access to quality educational facilities and learning opportunities to all members in the community by 2012	6.1 Increased number of communities with pre school facilities	0.16	1	1	3	0.48	0.16
			6.2 Increased number of communities with library facilities	0.16	3	3	3	0.48	0.48
			6.3 Increased number of ABET facilities and learners per facility	0.16	2	2	3	0.48	0.32
			6.4 Improved Grade 12 pass rate	0			3	0.00	0.00
			6.5 Increased number of learners completing matric	0			3	0.00	0.00
			6.6 Increased number of school leavers entering post school programmes	0			3	0.00	0.00
			6.7 No of new school facilities	0			3	0.00	0.00
			6.8 Quality of school facility schools	0			3	0.00	0.00
			6.9 Conform to standards of accessibility for all learners	0			3	0.00	0.00
			6.10 Number of children with access to affordable transport	0			3	0.00	0.00
			6.11 Reduction in number of school going children that are not in school	0			3	0.00	0.00
SE 7	Comm	Public amenities are established, and effectively managed and maintained in all communities in partnership with local stakeholders, efficiently, effectively and economically	7.1 Well maintained facilities Community halls	0.16	2	3	3	0.48	0.32
			7.2 Well maintained facilities Sports fields	0.16	2	3	3	0.48	0.32
			7.3 Well maintained facilities play parks	0.16	2	2	3	0.48	0.32
			7.4 Well maintained facilities public abulution	0.16	2	2	3	0.48	0.32
			7.5 Nr of community Partnerships established	0.16	1	1	3	0.48	0.16
			7.6 Reduced number / incidences of vandalism	0.16	1	1	3	0.48	0.16
			7.7 New facilities	0.16	1	1	3	0.48	0.16

	1	2	3	4	5	6			
							Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member
Sec 8	Comm	The community of Koukamma live in a clean and healthy environment with effective primary health services to maintain good health	8.1 Increase number of food vendors meeting minimum requirements	0.16	3	4	3	0.48	0.48
SEC 9	Comm	PRIMARY HEALTH CARE Effective health services rendered to all communities in the municipality	9.1 Joubertina Health Care Center converted to full hospital service	0.16	1	1	3	0.48	0.16
			9.2 Increased number of ARV site	0.16	1	1	3	0.48	0.16
			9.3 Clinic facilities accessible five days a week to all communities	0.16	2	2	3	0.48	0.32
			9.4 Improved ambulance services (response time)	0.16	2	2	3	0.48	0.32
			9.5 Koukamma Health Committee functional	0.16	2	2	3	0.48	0.32
SE 10	Comm	Community of Koukamma has access to effective protective services to support a safe environment and effective responses to unforeseen events that includes: Traffic services Disaster management Crime areas	10.1 Reduction in the number of accidents	0.16	3	3	3	0.48	0.48
			10.2 Reduction in number of traffic offences	0.16	1	1	3	0.48	0.16
			10.3 Improved response time to disaster management reaction	0.16	3	3	3	0.48	0.48
			10.4 Increased in environmental crime prevention initiatives (bush clearing / street lights /)	0.16	3	3	3	0.48	0.48
			10.5 Readiness of stakeholders to respond in time to fire incidents	0.16	2	2	3	0.48	0.32

	1	2	3	4	5	6		
							Weight	Performance Rating 1 to 5 Team Leader
LED 1	Local Economic Development (LED) LED	KPI, CPI, CMC, Budget Vote, IDP & Assignments						
	Kou-Kamma Municipality contributes to the creation of sustainable income generating opportunities in terms of government strategies and guidelines for economic growth.	1.1 Number of jobs created through public private partnerships	0.29	2	2	3	0.87	0.58
		1.2 Increase in business investment attracted to the Municipality	0.29	1	1	3	0.87	0.29
		1.3 Increased number of jobs created through the tourism industry	0.29	2	1	3	0.87	0.58
		1.4 Increased number of previously disadvantaged households benefiting from agriculture	0.29	2	1	3	0.87	0.58
		1.5 Growth in the number of small and emerging businesses that are operational	0.29	1	1	3	0.87	0.29
		1.6 Monitor number of businesses that are failing or leaving the area	0.29	2	3	3	0.87	0.58
		1.7 Reduction in the number of unemployed	0.29	2	1	3	0.87	0.58
INS 1	Municipal Transformation and Organisational Development IDP/PMS/ Corp = MM	The Municipality successfully achieves long term organisational targets as contained in the IDP and which is reflective of the profile of the local community and the country.						
		1.1 Number of employees who participate in PMS	0.25	2	2	3	0.75	0.50
		1.2 Number of section 57 employees who achieve 100%+ during PMS review as submitted to the Remuneration Committee and Audit Committee for consideration/review and in terms of regulatory requirements.	0.25	1	1	3	0.75	0.25
		1.3 Increase number of quarterly progress reports based on IDP targets	0.25	2	3	3	0.75	0.50

1	2	3	4	5	6					
						Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating	Standard Score 1X4
INS 2	MM	KPI, CPI, CMC, Budget Vote, IDP & Assignments								
		The administrative procedures and business of the Municipality are conducted according to good practice within the legislative framework								
		a) Housing								
		Delegation of authority								
		HIV/Aids HR Finance Infra structure Social Development Customer Care								
		2.1 Number of departments that have Council approved policies that address all legislative matters:								
			0.25	3	3	3	3	0.75	0.75	
		2.2 Corporate Services								
		2.3 Finance								
		2.4 Municipal Manager's Office								
		2.5 Community Services								
		2.6 Technical Services								
		2.7 Reduced number of issues listed; internal audit reports with regard to compliance								
		2.8 Number of departments that achieve legal compliance status each year. (certificate)								
		3.1 An electronic document management system that is accessible to all staff								
		The Kou-Kamma Municipality operates an effective information management system that deals with the recording, verification and storage of information								
			0.25	1	1	3	3	0.75	0.25	
		3.2 Increase in the availability of new statistics for IDP Review process.								
			0.25	3	3	3	3	0.75	0.75	

1	2	3	4	5	6	
						Performance Rating 1 to 5
Weight	Team Leader	Team Member				
GG 1	Good Governance and Public Participation MH	KPI, CPI, CMC, Budget Vote, IDP & Assignments	1.1 Increase in amount of feedback on draft IDP	0	3	0.00
	All stakeholders in the municipal system participate in effective communication: between councillors and officials between Council and staff between the Municipality and the community (including Ward constituencies, regional and provincial officials and citizens, SALGA, business and trade forums, labour organisations and civil society, local and national media between the different levels of government Resulting in cooperation and constructive					
			1.2 Number of community based organisations REGISTERED by the municipalities	0.25	2	0.50
			1.3 Increased number of functioning Ward committees	0.25	3	0.75
			1.4 Council approved Communication Policy	0.25	1	0.25
			1.5 Proof of consultation and communication between staff and councillors (newsletter, meetings, letter, media statements)	0.25	2	0.50
			1.6 Proof of consultation and communication with communities (newsletter, meetings, letter, media statements)	0.25	3	0.75
			1.7 Number of Ward committee meeting	0.25	2	0.50
			1.8 Customer satisfaction surveys	0.25	1	0.25
			1.9 Appropriate intergovernmental agreements facilitate effective management of assignments within the district/local municipality	0.25	2	0.50
FIN 1	Municipal Financial Viability and Management Fin		1.1 Increase revenue collection rate	0.3	2	0.60
	Municipality has sufficient resources to support the achievement of IDP objectives and manage it in the most effective manner.					
			1.2 Sustainable capital reserve available	0.3	1	0.30
			1.3 Increase of additional external funding	0.3	4	1.20
			1.4 Increase in number of revenue sources	0.3	1	0.30
FIN 2	The financial business of the Municipality is managed in a credible and transparent manner in line with the MFMA.		2.1 Unqualified audit report: issues identified are attended to	0.3	3	0.90
			2.2 Financial reports available on time	0.3	2	0.60
			2.3 Departments receive financial feedback on monthly basis	0.3	2	0.60
			2.4 Meet BTO requirements	0.3	4	1.20

1	2	3	4	5		6			
				Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating 3	Standard Score 1X4	Performance Score 1X2	
	Strategies								
	Infrastructure and Basic Services								
INF 1.1			KPI, CPI, CMC, Budget Vote, IDP & Assignments	Weight	Performance Rating 1 to 5 Team Leader	Performance Rating 1 to 5 Team Member	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
INF 1.2		Provision of licensed Solid Waste Dumping sites with capacity manageable within the CDM Integrated Waste Management Plan & National Environmental Health Act etc., for a healthy and safe environment for all communities.	0.16	1	1		3	0.48	0.16
INF 2.1		Improve refuse removal to serve each household as guided by municipal function definition, standards of good practice and needs of each community.	0.16	2	2		3	0.48	0.32
INF 2.2a		To maintain all municipal tar roads (50km) to ensure access to transport network	0.16	2	2		3	0.48	0.32
INF 2.2b		To develop public transport services, e.g. provide facilities & facilitate growth and development of transport, e.g. taxi ranks and access to transport	0.16	2	2		3	0.48	0.32
INF 2.3		To maintain public transport services	0.16	2	2		3	0.48	0.32
INF 2.4		To maintain all gravel roads to ensure access to transport network linking each community and all public amenities and facilities, e.g. schools, clinics, etc.	0.16	3	3		3	0.48	0.48
INF 3.1		To upgrade gravel roads to tarred roads to enable safe surfaces and to create new roads where it is needed, e.g. taxi routes	0.16	1	1		3	0.48	0.16
INF 3.2		To supply electricity reticulation network to each home and business	0.16	3	2		3	0.48	0.48
INF 3.3		To provide street lighting and high-mast lighting to create safe and secure streets	0.16	3	3		3	0.48	0.48
INF 4.1		Provision of electricity to existing sports fields	0.16	3	3		3	0.48	0.48
INF 4.2		Improve sustainability of service delivery through improved revenue collection – work with Finance to list addresses of people who do not pay for services	0.16	2	2		3	0.48	0.32
INF 4.3		Draw up a database of all existing connections - assess and identify connections that require repairs/ upgrading for accurate maintenance, e.g. installation of water meters, install new and replace defective water meters at identified addresses	0.16	2	2		3	0.48	0.32
INF 5.1		To eradicate bucket toilet systems in all areas and replace them with a full water borne system	0.16	3	3		3	0.48	0.48
INF 5.2		To connect new sanitation house-connections to each new house of housing development projects	0.16	3	3		3	0.48	0.48
INF 6.1		Compile backlog study on all stormwater needs in all areas/nodes. Develop pavement management plan.	0.16	2	2		3	0.48	0.32

1	2	3	4	5	6
KPI, CPI, CMC, Budget Vote, JDP & Assignments					
Weight					
Team Leader					
Team Member					
Socio-economic Development					
SE 1.1	Effective access and utilization of all possible funding sources in the delivery of units that conform to the provincial norms and standards and SDF and also to be used for the purpose intended.	0.16			
SE 1.2	Effective administrative process with the allocation, registration and transfer of housing units.	0.16	2	2	0.32
SE 1.3	Facilitate supply of houses to both lower and middle income households.	0.16	2	2	0.32
SE 2.1	Comply with legislation and other guiding principles – including environmental – when making land use decisions.	0.16	3	3	0.48
SE 2.2	Facilitate availability of suitable land guided by SDF principles, land use management and other relevant legislations and guidelines to accommodate future households, economic and cemeteries development initiatives.	0.16			
SE 2.3	Access all possible funding sources to acquire suitable land	0.16	2	2	0.32
SE 2.4	Request donation of private and public land	0.16	2	2	0.32
SE 2.5	Expropriation of land	0.16	2	2	0.32
SE 3.1	Systems in place to manage cemeteries	0.16	2	3	0.32
SE 3.2	Fence off all cemeteries.	0.16	1	1	0.16
SE 3.3	Establish crematorium	0.16	1	1	0.16
SE 3.4	Increase capacity of existing cemeteries	0.16	1	1	0.16
SE 3.5	Budget adequately for maintenance of cemeteries	0.16	2	2	0.32
SE 4.1	HIV/AIDS strategy in place and implemented by 2008	0.16	2	2	0.32
SE 4.2	Mainstream HIV/AIDS in all municipal departments and among its service providers	0.16	2	2	0.32
SE 4.3	Facilitate the mainstreaming of HIV/AIDS among the business community	0.16	2	2	0.32
SE 4.4	Koukamma communities are educated and take responsibility for their own health and those infected and affected by HIV/AIDS in their communities	0.16	3	2	0.48
SE 4.5	Facilitate partnerships with government departments and all HIV/AIDS stakeholders and funders	0.16	3	3	0.48
SE 5.1	Facilitate access to social grants in collaboration with the Dept. Of Social Development and NGOs	0			
SE 5.2	Facilitate access to poverty alleviation programmes of government and other agencies	0			
SE 5.3	Facilitate access of poor people to economic opportunities	0.16	3	3	0.48
SE 6.1	In partnership with SGB's facilitate conducting of surveys on school going children, and those that are attending schools; schools with adequate and proper facilities and their condition, settlements with adequate scholar transport.	0.16			
SE 6.2	Build partnerships between community structures and government departments to address school attendance and access.	0.16	1	1	0.16
SE 6.3	Engage with school-based and other youth structures on education issues to encourage open dialogue.	0.16	1	1	0.16
SE 6.4	Lobby with school governing bodies to address quality and maintenance of school facilities	0.16	3	3	0.48

	1	2	3	4	5	6
	KPI, CPI, CMC, Budget Vote, IDP & Assignments					
SE 6.4	Lobby with relevant government structures to establish trade / agricultural schools and learnerships in agriculture and tourism to facilitate access to employment opportunities for school leavers.	0.16	1	3	3	0.48
SE 7.1	Put systems in place to manage public amenities	0.16	3	3	3	0.48
SE 7.2	Partner with social stakeholders to manage public amenities	0.16	3	3	3	0.48
SE 7.3	Source funding to manage public amenities	0.16	2	2	3	0.48
SE 7.4	Put systems in place to manage sport facilities	0			3	0.00
SE 7.6	Budget adequately for maintenance of sport fields	0			3	0.00
SE 7.7	Source funding to establish new play parks.	0			3	0.00
SE 7.8	Put systems in place to manage parks.	0			3	0.00
SE 7.9	Budget adequately for maintenance	0.16	2	2	3	0.48
SE 7.10	Take over Spoorret toilets in Joubertina for public use	0			3	0.00
SE 7.11	Appoint attendants	0.16	2	3	3	0.48
SE 7.12	Maintain public toilets	0.16	2	2	3	0.48
SE 7.13	Establish PPP's	0			3	0.00
SE 7.14	Develop maintenance plan and implement	0.16	2	2	3	0.48
SE 7.15	Source funding to assist entrepreneurs	0.16	2	2	3	0.48
SE 7.16	Budget adequately	0.16	2	2	3	0.48
SE 7.17	Access funding for the establishment of new sports and recreation facilities	0			3	0.00
SE 8.1	Facilitate the Development of environmental health strategy	0			3	0.00
SE 8.2	Facilitate research on which settlements experience worse cases of environmental health hazards	0			3	0.00
SE 9.2	Lobby DoH for funding	0.16	2	2	3	0.48
SE 9.2	Access funding from DoH	0.16	1	1	3	0.48
SE 9.4	Lobby with DoH for improvement of Ambulance Services.	0.16	3	2	3	0.48
SE 9.5	Establish local Health Committees	0.16	3	3	3	0.48
SE 9.6	Establish KHC	0.16	3	3	3	0.48
SE 9.7	Budget adequately to assist with functionality of KHC.	0.16	1	1	3	0.48