



Ngqushwa Local
Municipality

Annual Report
For the Year Ended
30 June 2008

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Mayors Foreword

Honourable Speaker, Members of the Executive, Councillors, Management, Officials and General staff, Traditional leaders, Government Department Officials, members of the public.

It is my pleasure to provide an account on the activities and functions of our municipality for the year 2007/08 as you have mandated this council since 2006 to champion your needs in pursuit of better life for all people of Ngqushwa. As we approach the mid-term of that mandate, at the same time as we are all focusing towards the renewal of the National and Provincial mandates in the next coming months in terms of the National and Provincial elections. It is once again my pleasure to table the annual report in terms of Section 21(a) of the Municipal Systems Act of 2000. There have been a number of achievements and challenges both politically and administratively.

Achievements

- The general valuation process was completed at the end of the year under review. This will increase our revenue base in terms of the value and the number of new properties that will be included in the Valuation Roll.
- We have an Improved Integrated Development plan (IDP), however Auditor General has raised issues of non compliance with the Municipal Systems Act. I am certain we shall re-look at those and ensure full compliance.
- Council has adopted for the first time an oversight report for the year end June 2007. I am certain that this year's oversight review will be conducted and achieved within the stipulated 60 day period ending on the 31 March 2009.
- Irrigation Schemes are up and running through our social facilitation efforts, namely Thyefu and Dube. The rest of the schemes are operational.
- The Department of Social Development has allocated R1.2m to six wards, we greatly appreciate these ventures by other government departments.
- A multi purpose Centre and Technical Services Depot funded by MIG to provide the people of Ngqushwa with bigger and better communal facilities and more office space have been completed.

Challenges

- There has been a political instability which to a certain extent has had challenges in our institution, however we were able to find each other.

- The past year has also been marked with a number of vacancies at top management level. We are however addressing that issue.
- Our revenue base is still a huge challenge as a result we are unable to carry some of the huge Local Economic Development and Infrastructural projects.
- Our institution has not managed in the last five years and in this year to get a clean Audit Report. We are however trying to respond adequately to areas that Auditor General is raising, amongst those the establishment of an Internal Audit Unit.
- One key area that has not received full commitment is the application of the indigent programmes made available to our people by the Provincial and National Government.
- We have a backlog on Housing and we are determined to strive and have the 710 uncompleted houses completed by the end of 2009.

Despite all the challenges raised, on behalf of the Executive Committee we shall endeavour to provide our people with a balanced and equitable service. Further we will ensure that the poorest of the poor will benefit maximally on all basic services.

As we move forward the Council must adopt the concept of “business unusual” to address many challenges that our communities are faced with. Lest we not fail the sacrifices by our fallen heroes such as Ngwenduna Vanda, Nothemba Mpendu, Dr. Castro Stamper and many others who fought for better life of the people of this municipality and the country as a whole.

To our communities and our people, the sick and the poor young and old, the physically challenged and the mothers of this municipal area, our pledge to you as this council is that “***we shall never fail no matter what the challenges are***”. “working together we can do more” “Sibambisene singenza lukhulu” with those words I hereby table the Annual Report for 2007/08.

I thank you...Kea leboha... baie dankie... ndiyabulela...ndiyabonga

Owenu kwezophuhliso

Cllr. B. Ntontela
Acting Mayor

Municipal Manager's Foreword

As the Accounting Officer of the Municipality, I join the Acting Mayor, Cllr B Ntontela, in presenting the Annual Report of the Ngqushwa Municipality for the 2007/2008 financial year to the Council. This report will inform our people, government and other stakeholders alike, of our collective achievements, challenges and a way forward.

I am pleased to confirm that during the financial year 2007/08 the business of the municipality was conducted in accordance with the Five National Key Performance Areas for local government as well as applicable legislation. The annual report that we collectively compiled conforms to the KPA's being:

Basic Service Delivery and Infrastructure
Local Economic Development
Financial Viability
Institutional Development
Good Governance and Public Participation

Lots of challenges have beset our municipality to such an extent that hampering our organizational functioning and the caring out of the electorate mandate have been a difficult task to perform. Most of the challenges are a recurring factor from previous financial year. The following were some of the challenges that the municipality was facing:

- Vacancies in senior management post which took a long time to fill
- Political instability
- Low revenue base
- Capacity constraints continue to plague our administration as this continues to be highlighted by the report of the Auditor-General in the form of a Disclaimer of Opinion

Considerable improvement and progress have been achieved in the services, functions and activities of the Municipality despite all the challenges that were facing us

- Improved integrated planning and budgetary control
- Revitalization of Tyhefu irrigation scheme
- Completion of the General Valuation
- Completion of a multi-purpose centre costing R13million
- Meeting of statutory reporting frameworks

In the year ahead the following administrative challenges await:

- Review of the organizational structures of the Municipality to better position it for efficient and effective service delivery.
- Improve integration and coordination between the various departments
- Developing skills and recruiting and retaining scarce skills
- Review and improve systems, procedures and business processes
- Addressing issues emanating from the Auditor-General's report
- Finalising the development of the Local Economic Development Strategy

- Revenue enhancement drive

The Oversight Committee as established by the Council will once again review this report on behalf of the Council in order to determine whether the activities recorded in this report are a true reflection of work carried out in the financial year. All communities are invited to make their comments and representations on this Annual Report during the prescribed period.

Indeed this annual report presents all the activities that the municipality has engaged itself in for the period 2007/08 and seeks to account to the communities that we serve. In closing I would like to thank and express my gratitude to the Honourable Mayor, The Speaker, the Councillors and Officials for their support in making 2007/08 a success.

Sincerely,

Nomhle Yvonne Zongo
Municipal Manager

Overview of the Municipality

The Ngqushwa Local Municipality is one of the eight municipalities under the Amathole District Municipality. Ngqushwa is located to the west of Amathole district and comprises the districts of Peddie, Hamburg and a portion of the King Williams Town District. There are two main urban centres namely Peddie and Hamburg and 118 rural villages

Socio-Economic Profile of the Municipality

The population of Ngqushwa Local Municipality is estimated to made up of ± 84 230 people and ± 21 888 households. It is to be noted however, that the statistics have not been updated since Census 2001. 33 % of the population is children between the ages of 0 and 19 years, 57 % is ages between 20 and 64, 10 % are people over the age of 65.

The rate of unemployment in Ngqushwa is estimated at 78 % on average. High unemployment rate impact negatively on municipality as low affordability levels result in a poor payment rate for services. Household income levels in the area are generally low. The poverty rate for Ngqushwa is approximately 79.9% which makes it to be the highest in the ADM jurisdiction.

Education levels are very low with a significant lack of skills in the area. The high levels of HIV and AIDS are impacting negatively on the social and economic conditions of the Municipal area.

Infrastructure Overview of the Municipality

Approximately 153.9 km of road network in Ngqushwa is tarred, whilst 1117.48 km is gravel. There is generally poor maintenance of the road and infrastructure throughout the municipality and this a result of not having a dedicated budget for maintenance due to the fact that in terms of powers and functions the Ngqushwa Municipality is not suppose to be doing road maintenance. The funding from MIG is only for capital projects and not for maintenance. The critical challenge in addressing this is lack of skilled personnel and funding for the purchase of new machinery.-

Water and Sanitation Services

This function is performed by Amathole District Municipality and Ngqushwa Local Municipality has transferred all the employees who performed this function to them. The Council only facilitates provision of water in liaison with the Amathole District Municipality. There are still challenges with regard to the provision of the service to our communities.

Electricity

The electricity supply to the area is provided and maintained by ESKOM. Approximately 70% of the population has access to electricity. The Ngqushwa Municipality is responsible for the maintenance of street lights as well as high mast lighting. Due to lack of funding the municipality has not been able to cover the entire Ngqushwa area in terms of installation and maintenance of the infrastructure during this financial year.

Executive Summary

Vision

Ngqushwa Local Municipality, united and human centred, is committed to elimination of social and economic imbalances and poverty through integrated and socio-economic upliftment of its residents within a sustainable environment.

Mission

In pursuit of the vision, we will strive to become a benchmark institution in the country in respect of good quality and affordable services, through effective resource mobilisation and management, stimulation of economic growth and good governance practises.

Values

- (1) Accountability**
- (2) Transparency**
- (3) Cooperation**
- (4) Responsiveness**
- (5) Humanness**
- (6) Respect**
- (7) Citizen Participation**
- (8) Professional Conduct**
- (9) Pro-poor Biasness**

Partnerships

Strategic partnerships have been entered into with GTZ and other public entities to ensure that the municipality is able to deliver on its mandate on the most efficient and effective manner. The public entities referred to above include amongst others the Amathole Economic Development Agency and Development Bank of Southern Africa which are at different stages of formation. Partnerships also exist with the institutions of higher learning locally, Walter Sisulu University and Wits business school. The municipality has signed a Memorandum of Agreement with Walter Sisulu University regarding areas of cooperation.

The Audit Function

There are still challenges with regard to the audit function of the municipality in terms of capacity. We do not have an internal audit unit and as such have been relying on the shared internal audit services provided by the Amathole District Municipality. In the financial year under review the audit committee started functioning and meetings with the leadership and management of the municipality took place to set the tone for the functioning of the committee.

Chapter Two:
Background on services provided by the municipality

SERVICE DELIVERY (BACKGROUND ON SERVICES PROVIDED BY THE MUNICIPALITY)

Ngqushwa Municipality is providing basic services to its communities. These services include roads, stormwater drainage, refuse removal, parks & cemeteries

Amatole District Municipality as the Water Services Authority (WSA) and Water Services Provider (WSP) provides water and sanitation services. Eskom is providing Electricity.

1. PROVISION OF BASIC SERVICES

1.1 Number of households that do not have access to basic infrastructure services:

Type of service	2006/07	2007/08
Housing (waiting list)	We have a huge backlog on housing	We have a huge backlog on housing. The total backlog included in the CIP is 9711 units (both urban and rural)
Water (on site)	Only urban area have access to yard taps	Only urban area have access to yard taps
Sanitation (dependant on bucket system or non-existent)	Only urban area have access to sanitation (non existence of bucket system)	Only urban area have access to sanitation (non existence of bucket system)
Refuse removal (once a week at site)	Only urban areas have access to refuse removal	Only urban areas have access to refuse removal
Electricity (in house)	All villages have access to electricity except new extensions	All villages have access to electricity except new extensions
Street and storm water (frontage to a gravel street)	All urban areas and some villages have access to this service	All urban areas and some villages have access to this service

The WSDP (2008) of the ADM indicates that the total population for Ngqushwa Local Municipality is 84 690 people (22 808 Households). A figure of 32877 (39%) people is stated in the WSDP that have water supply below the RDP standard. This includes all areas.

1.2 Number of households that gained access to different municipality services during the past two municipal financial years:

Type of service	2006/07	2007/08
Housing	300	300
Water	115 villages have access	115 villages have access
Sanitation (up grading from bucket)	All urban areas have access to sanitation	All urban areas have access to sanitation
Refuse removal	This service is done only in urban areas	This service is done only in urban areas
Electricity	Only new extensions have backlog	Only new extensions have backlog

After electricity has been installed in villages, new houses will be built.

1.3 Percentage (%) of capital budget spent on each service (District municipalities can change the headings to their applicable services, eg DMA services, bulk water and agency functions).

Financial year	Housing	Water	Sanitation	Refuse Removal	Electricity	Street Storm water	Comm Facility
2006/07	Funder DPLG	ADM	ADM	4%	Eskom	3%	2%
2007/08	Funder DPLG	ADM	ADM	0%	Eskom	3.4%	96.6%

1.4 Percentage (%) of Capital Budget spent:

Financial year	% of Capital budget spent	Reasons for under spending
2006/07	100%	n/a
2007/08	100%	n/a

1.5 Municipal Infrastructure Grant (MIG)

Financial year	Available funding	Amount spent, R	% spent
2006/07	R4,8	Full amount	100%
2007/08	R5.417	Full amount	100%

1.6 Reasons for under-spending and actions to prevent under spending in future should be provided where applicable.

Housing:

Financial year	Allocation, R'000	Amount spent R'000	% spent	No. of houses built	No. of sites serviced
2005/2006	nil	nil	nil	nil	nil
2006/2007	nil	nil	nil	nil	nil
2007/2008	nil	nil	nil	nil	nil

There was no funding allocated to Ngqushwa Municipality in the last two financial years.

2.0 PROVISION OF FREE BASIC SERVICES (DISTRICT MUNICIPALITIES SHOULD PROVIDE INFORMATION FOR DMA'S)

2.1 Electricity

Indigent Households			Non-indigent households			Households in Eskom areas		
No. of households	Units per household (kwh)	Rand value	No. of households	Unit per household (kwh)	Rand value	No. of households	Unit per household (kwh)	Rand value
900	50		118 villages	none		118 villages	Only indigents	

2.2 Water

Indigent Households			Non-Indigent households		
No. of households	Unit per household (kl)	Rand value	No. of households	Unit per household	Rand value
Urban areas	6000l		Urban areas	6000l	
Rural areas	Unlimited litres		Rural areas	Unlimited litres	

2.3 Sanitation

Indigent Households			Non-Indigent households		
No. of households	Unit per household	Rand value	No. of households	Unit per household	Rand value
Only urban areas	6000l		Only urban areas	6000l	
Rural areas	Unlimited litres		Rural areas	Unlimited litres	

2.4 Refuse removal

Indigent Households			Non-Indigent households		
No. of households	Unit per household	Rand value	No. of households	Unit per household	Rand value
Only urban areas	Once a week		Only urban areas	Once a week	

Spending priorities

2005/2006	% of budget allocated	2006/07	% of budget allocated
Municipal roads	5%	Municipal buildings	6%

MUNICIPAL ACHIEVEMENTS AND CHALLENGES

1. LOCAL ECONOMIC DEVELOPMENT

1.1 Agriculture

Irrigation Schemes

i) Dube Irrigation scheme

In 2008, the scheme experienced a lot of challenges which led to a temporary halt of production activities. The main issue revolved around management of the scheme – members were disgruntled with the management style of the Executive Committee, which they accused of being self-elected. After several meetings and intervention from both Amathole and Ngqushwa municipalities, the old committee was re-instated and by December 2008 production activities had gone back to normal and members had produced cabbages, carrot and beetroot which they managed to sell to various market outlets.

The contractor that has struggled for almost 2 years to finish building a storage structure for the scheme has finally managed to continue with their work and have only the doors remaining to be installed.

ii) Tyhefu Irrigation Scheme

The manager appointed to kick-start revitalisation of the scheme resigned and a new manager started at the scheme in August 2008. After a long struggle between the Department of Agriculture and community members who had fenced the Ndlambe section of Tyefu, people were paid and work continued but currently the issue of providing underground irrigation piping has halted progress, again. The Ngqushwa LED office has set aside funds to the value of R100 000 for the renovation of the offices at Ndlambe.

1.2 Wesley Beef Farming

Only 10 of the initial 20 bulls donated to the project are left. All those that had died had been killed by tick-borne diseases because of the poor adaptability of the Sussex breed to the Wesley weather conditions. Two Brahman bulls were brought with the insurance money (R22 000) obtained for two project bulls that had died at the onset of the project.

The remaining Sussex bulls are in the process of being exchanged for other Brahman bulls that will be suitable for Wesley. Other activities to be done include:

- Construction of drinking dams to cater for the new camps

- Training (management - health, breeding, veld & business; administration)
- Division of camps – including bush clearance and fencing
- Renovation of infrastructure (dipping tank, fencing, etc)

1.3 Ntsinekana Beekeeping Project

After some hiccups caused by drought, the project is progressing well again. The ADM appointed a mentor for the project to assist members in ensuring that the project progresses well and is run as a business entity. The mentor is an established beekeeper himself, so he is fully aware of all the challenges the members may encounter.

1.4 Allocation to projects

Project Name	Allocated budget	Ward
Qaqamba Irrigation Scheme	R75 000	1
Tyefu Irrigation Scheme	R100 000	9
Khalana Irrigation Scheme	R35 000	4
Gcinisa North Irrigation Scheme	R50 000	8
Wesley Beef Project	R80 000	11
Marketing & Communication Brochure	R20 000	ALL
Workshops for SMME's, co-ops & projects	R10 000	ALL
Mhala Heritage Route Initiative & Keiskamma Trust	R20 000	9 & 11
Community Projects	R500 000	Rest (indicated below)

The R500 000 allocated to Community Projects was split among the following wards: **2, 3, 5, 6, 7, 10, 12, 13 and 14**. Each ward got an amount of **R55 000** to spend on existing projects.

The Department of Social Development also funded projects, as follows:

Project Name	Allocated budget	Ward
Masiphakame Ngxakaxha	R750 000	5

Peddie Extension Women's Poultry	R500 000	10
Hlumelo Project	R500 000	4
Rura Food Security	R750 000	9
Zamani Food Security	R750 000	6
Siyalima Food Security	R750 000	14
Sakuphumelela Food Security	R500 000	1

1.5 Tourism

- A service provider has been appointed to develop a Tourism Brochure.
- The Makana Route was launched in conjunction with ADM. A Visitor Information Centre (VIC) was opened in Peddie town and is currently operating under a volunteer Information Officer.
- Two tourism-oriented NGO's (Mhala & Keiskamma Trust) have been assisted with R10 000 each

1.6 SMME's

- A workshop was held for Ngqushwa Tourism Product Owners
- A database for SMME's is being updated through SCM office.
- SMME plan is in place

2. DISASTER MANAGEMENT

The total budget is R100 000:

- a) Awareness campaigns were conducted at schools throughout the municipal area.
- b) All ward based volunteers report for training every Wednesday.
- c) Basic veld and forest fire fighting course for schools was conducted and certificates were issued to Nathaniel Pamla High School.

2.1 Fire services

- a) Ngqushwa Municipality is assisting in developing Fire Stations in Nkonkobe and Nxuba Municipalities.
- b) We have a fully fledged centre which needs to be revamped
- c) We function as a shared service with ADM.

• Motor Vehicle Accident	-21	
• House Fires	-22	
• Grass/Veld Fires	-58	
• Total call outs	101	-
• Total fatalities	-2	

Staff Composition

7 permanent and 7 stipend volunteers

3. TRAFFIC SECTION

- a) The traffic section is operational and is currently testing Learners Licences.
- b) We have three (3) Traffic Officers, two (2) admin staff and 1 Learners Licence Examiner.
- c) We have received an amount of R2m from the Department of Transport for the construction of Drivers Licence Testing Centre (DLTC), however a consultant has been appointed and not much has been done.

4. SPECIAL PROGRAMMES UNIT

The Special programmes unit facilitates the integration and mainstreaming of the marginalised and all the designated groups.

4.1 HIV and Aids

- Peer Educators including Councillors and Admin staff were trained and awarded with certificates.
- Anonymous HIV Prevalence Survey in the council was conducted with 99% participation and the results showed a prevalence of 16%

LAND AND HOUSING DELIVERY

The following report summarises the activities that took place in 2006/07 financial year as Land Use Management is the function of the Local Municipality as it balances and limit the exercise of rights to land and to ensure that public interest is served.

1.1 General Municipal Valuations

General Municipal Valuation in terms of the Municipal Property Rates Act of 2004 has been started and will be complete and implemented in July 2008
Draft Rates Policy in place

Challenge:

No cadastral information for rural areas which led to the exclusion of villages in the process.

1.2 Reviewal of Spatial Development Framework

The Spatial Development Framework has been reviewed and adopted by Council

1.3 Development of Land Reform and Settlement Plan

The Land Reform and Settlement Plan has been developed and also adopted by Council

1.4 Land and Infrastructure Management System

Geographic Information System has been installed and successfully been implemented with the assistance of Amathole District Municipality

Challenges:

Maintenance and update of the system
No GIS specialist

1.5 State Property Transfer to the Municipality

A service provider has been appointed to facilitate the land transfer from the Department of Public Works to the Municipality.

Meetings have been held and no progress has been made in terms of transferring the properties to the Municipality.

2. Unblocking of Blocked Projects

Thubelisha Homes has been appointed to unblock the two blocked housing projects:

Masakhane Phase 1-500 units

Peddie PHP -710 units

An amount of R721 828.06 has been allocated for Masakhane Phase 1(56 new units and 49 at slab level)

An amount of R11 107 590.00 has been allocated for Peddie PHP but for only 285 units out of 710

Challenge:

Court Process taking longer to resolve issues pertaining to Peddie 710 project

A need to create quality and sustainable environment but not changing their cultural way of living.

2.2 Middle Income Housing: Alf Dlamini Heights

A feasibility study has proven that there is a need for Middle Income Housing in Ngqushwa area

A developer has been appointed to develop 150 units in the Middle Income category

Challenge:

Funding Institutions are not willing to come and invest in small towns like Peddie so it is not going to be easy to secure funding for the top structure.

ORGANISATIONAL STRUCTURE OF THE MUNICIPALITY

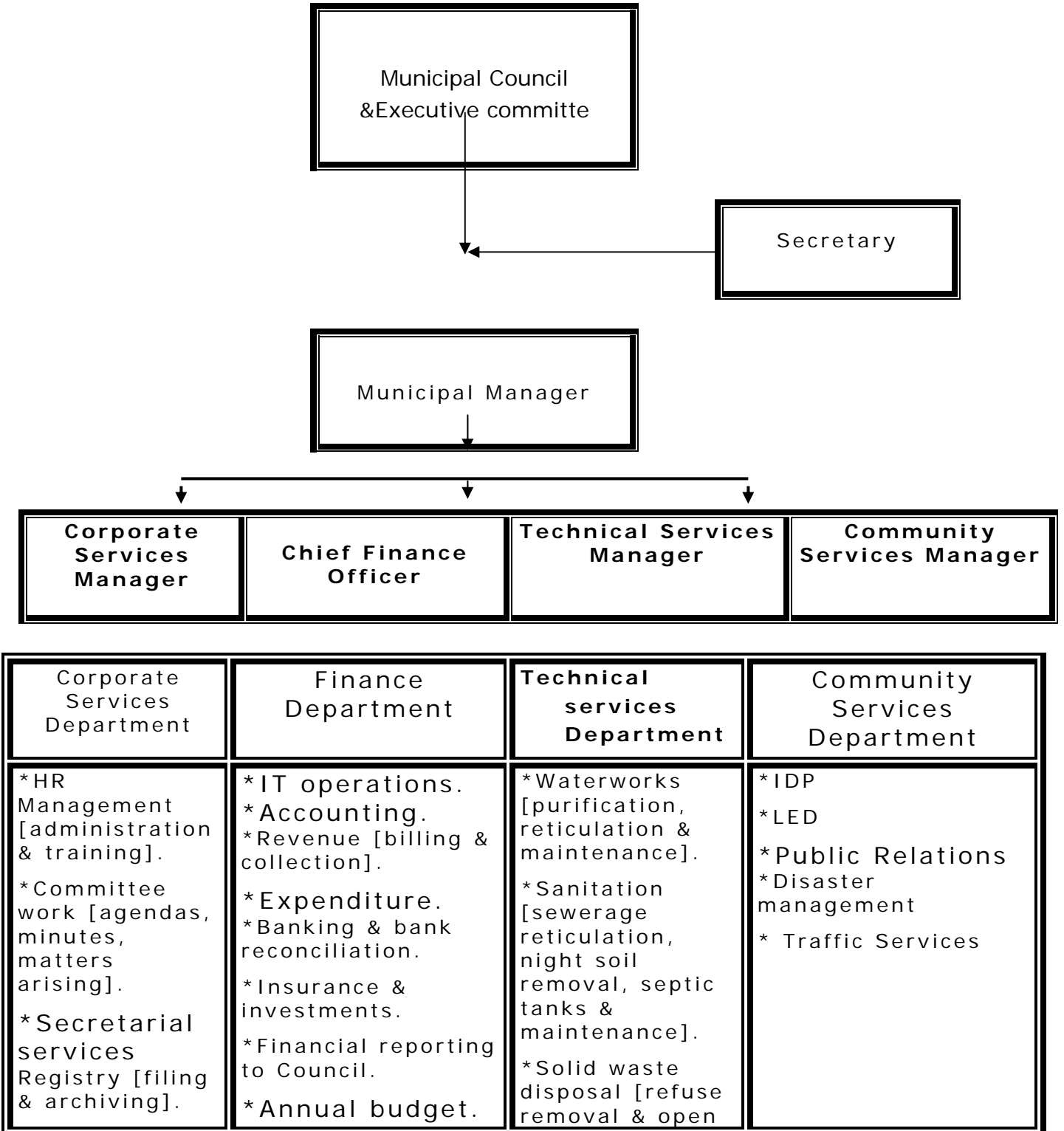
The municipality's establishment plan was adopted by the council in August 2001. The municipal structure comprises of the political and administrative structures. The administrative structure is accountable to the political structure. The overall functions of the Municipality during the year under review were envisaged as follows:

- To manage the Municipality
- To render Administration Services to the Municipality
- To render the Financial Services to the Municipality
- To render Engineering Services
- To render Disaster Management Services to the Municipality
- To render support to the Mayoral Officer
- To render support to the Speaker's office

Out of the identified functions the following departments were created to perform the above functions:

- Office of the Municipal Manager;
- Corporate Services Department;
- Community Services Department;
- Budget and Treasury Department; and
- Technical Services Department.

Organizational Structure:



<ul style="list-style-type: none"> * General administration. * Cemetery * Land management. * Land sales & letting * Land development * Planning administration, sub-divisions, re-zoning, consolidation etc. * Housing development. * Community outreach programmes. * Ward Committee secretarial services. 	<ul style="list-style-type: none"> * Annual financial statements. * Supply chain Management <ul style="list-style-type: none"> * Procurement * Demand * Acquisitions * Disposal * Logistics 	<ul style="list-style-type: none"> space cleaning, tip site operation & maintenance * Parks, sports field & cemetery maintenance]. * Maintenance of buildings & installations. * Pound management * Commonage control * Construction and maintenance of access roads and town streets * Pontoons, jetties & ferries 	
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Branch Components

A new organizational structure is yet to be formulated in 2008/2009 financial year. Apart from the Municipal Manager’s office, Ngqushwa Municipality has four major departments, namely, Corporate Service (Administration / Human Resources); Technical Services; Finance; and Community Services (Strategic Planning and Development)

It should be indicated that all senior posts have been filled, except the Community Services manager’s post.

Corporate Services Department: This department deals with institutional administration and human resources management services. It has established posts of 21 of which none are currently vacant.

According to Ngqushwa Municipality IDP (2007), the following administrative / human resources issues of concern need to be addressed.

The review and issue of by - laws for the municipality have not received adequate attention and no new bye law has been adopted.

Technical services: This department is responsible for water, sanitation, solid waste disposal, parks, sports fields and cemetery, maintenance of buildings and installations, commonage control, construction and maintenance of access roads, etc. This department has an establishment of 44 posts of which 37 are currently filled.

The major concern of this department includes the following:

Insufficient office accommodation for Works Manager and staff to allow for effective operations.

No workshop areas in Peddie for routine maintenance of equipment as well as storeroom facilities for the safekeeping of equipment. These are available in Hamburg but they are too small and are also unsecured.

Qualified technical personnel to assist in the provision of the required engineering services in the municipal area are lacking.

Capacity building programme needs to be boosted to upgrade the skills of the existing technical staff.

Finance: This department provides the usual financial services, including, revenue, expenditure, banking and bank reconciliation, budgets, financial statement, and supply chain management.

The following are the main concern with this department:

This section is seriously understaffed.

The few existing staff members also need training to adequately perform any of the financial functions. This situation needs to be considered in the institutional capacity plan.

Community Services: This department is new to the municipality. It is responsible for the overall IDP, public relations and LED. Currently, the strategic manager's post is vacant. LED, IDP and public relation functions are all identified and allocated to this department, but the necessary resources to handle these functions are not in place.

Staff Component

Although the current organogram allows for posts, the present staff component of the municipality stands at 13. The staff distribution is indicated in the Table 2 below.

Table 2: Staff Component

Department	Post filled	Vacant or future post	Total
Corporate Services	21	0	21
Finance	10	0	9
Technical services	44	0	44
Community Services	14	1	13
Total	45	38	87

POPULATION OF THE ORGANOGRAM

The organogram is populated by implementing the recruitment policy adopted by the council.

ORGANISATIONAL CAPACITY BUILDING AND OCCUPATIONAL HEALTH AND SAFETY

Strategic objectives:

Training and Development Section:

To equip employees and councilors of the council with necessary skills, knowledge and attitude for effective and efficient service delivery;

To assist employees that are interested in self development by providing study loans and organizing ABET and training for them;

To develop, implement and report on the Workplace skills plan of the municipality;

To develop and review all training and development related policies

To ensure compliance with all legislations that relate to training and development

Occupational Health and Safety

Health and Safety Committee was established during the year under review to carry the following functions within the Municipality:

To implement the requirement of the Occupational Health and the compensation for injuries and diseases acts;

To develop and review all occupational and safety related policies

To co-ordinate Workplace HIV/Aids Programme

EMPLOYEE ASSISTANCE PROGRAMME (EAP)

The municipality recognises is currently implementing EAP services

The Areas of Assistance

The EAP shall provide assistance in a broad range of personal concerns, including but not limited to:

Marital, family and relationship problems

Substance abuse and other addictive behaviour such as gambling

HIV/AIDS counselling and treatment

Workshop Violence and Trauma Counselling and after care

Stress

Family Violence

Absenteeism

Activities / Programs

The awareness Campaign of Condom, STI's and TB

Candlelight memorial day

HIV/AIDS Prevalence survey

Workshop on Domestic Violence

World Aids Day

Peer Educators Training

Wellness Day

Workshop for Peer Educators

Workshop on Substance Dependency

Workshop on Misconduct Policy

Session on TB

Successes

The attendance was positive for both the councillors and the officials on the awareness campaign on Condoms demonstrations, STI's and AIDS.

The workshop was a success and there were also recommendations done by the staff members that they wished to have this workshop quarterly because it assisted some on ventilating.

Wellness day was very successful because 99% of our councillors and officials took part in this event. Also out of this wellness day people were encouraged to do V.C.T and counselling was immediately.

4 Councillors were trained as Peer Educators and 16 officials also trained as Peer Educators.

Some of the members refrain from using alcohol and tobacco through the positive impact that the training has.

Also with the prevalence survey 99% of our councillors and officials tested for HIV/AIDS and some members wanted to know their status.

Officials and Councillors do come for their sessions related to the EAP programmes

Challenges

No budget for the EAP therefore it becomes difficult to implement some of the activities that the employees will benefit from it.

Organisational Capacity Building

As requested by law, Ngqushwa Local Municipality does make an effort to ensure that its employees and councillors are being capacitated. The Workplace Skills Plan is developed and submitted to the Local Government Seta (LGSeta), this document guides the municipality on what and who is to be trained.

Table 3

Training Courses	No. of Councilors	No. of Employees
Bricklaying	0	3
Carpentry	0	3
Plumbing	0	6
Asse Management	0	3
Skills Development Facilitator	0	1
Diploma in Labour Law	0	2
Project Management	0	1
Customer Care	0	8

The municipality has two interns who are doing the Financial Management Internship Program funded by the National Treasury.

PERFORMANCE MANAGEMENT SYSTEM

The council has adopted a Performance Management System in 2004. The policy is being implemented and there are some few challenges, firstly it is only implemented for the Section 57 employees and secondly it is only monitored once a year instead of quarterly monitoring.

PERFORMANCE SYSTEMS (Other levels)

The council is currently working in cascading the PMS to other levels of staff, other than mentioned above. On these staff members the council will use monthly accountable agreement for middle management staff and performance promises for junior management staff.

JOB EVALUATION

The job evaluation process has been facilitated by a committee which was established by representative from each department. The committee was trained by the Job Evaluation Unit in ADM. The Final Outcomes Report on the Job Evaluation Project was handed over by the ADM PJEC in June 2008 and the municipality is awaiting the wage curves to be implemented.

FINANCIAL INFORMATION ON MEDICAL AID AND PENSION FUND

2006/2007 EXPENDITURE ON MEDICAL AID SCHEME

Table 4

Name of Scheme	No. of Members	Annual Costs
1. Bonitas	41	R696 222,86
2. Munimed	6	R83.616,56

2006/2007 EXPENDITURE ON PENSION FUND

Table 5

Name of Fund	No. of Members	Annual Costs
1. SAMWU Provident Fund	88	R965 601,17
2. Councilor Pension Fund	27	R589 519,44

Assessment of future risks or liabilities with regard to these funds in 2006/2007 financial year

Medical aid contribution will increase by an average of 15% in January 2008

Pension Fund contributions increased by 10.53% in July 2007

A provision for the meeting these liabilities has been made in the 2006/2007 budget

Total Personnel Expenditure Analysis over the past 3 years

Table 6

Financial Year	Total Personnel Expenditure	Total Municipal Budget	Percentage Variance
2003/04	4 275 362	8 014 361	53%
2005/06	8 192 058	13 145 969	62%
2006/07	15 577 316	15 129 488	103%

NGQUSHWA MUNICIPALITY
REPORT OF THE AUDIT COMMITTEE
for the year ended 30 June 2008

The Committee is pleased to present its report for the financial year ended 30 June 2008

Audit committee members and attendance

The audit committee consists of the members listed hereunder and is scheduled to meet four times per annum as per its approved terms of reference. During the year four meetings were held.

Name of member attended	Number of meetings
V Gatywa (chairperson)	4
L Ntshinga	3
L Kemp	3
M Ntswahlana	4
R Hill	4

Audit committee responsibility

The Audit Committee operates in terms of section 166 of the Municipal Finance Management Act (MFMA), Act No.56 of 2003, and has endeavoured to comply with its responsibilities arising from those requirements. The Committee has performed its duties according to its terms of reference and regulated its affairs in compliance thereof.

Effectiveness of the Audit Committee

The effectiveness of the Audit Committee was compromised by the following challenges it encountered:

- The lack of an internal audit component when the service provider (ADM) no longer performed this function, while a similar service envisaged by the Department of Housing & Local Governments also did not come to fruition.
- The suspension of the Municipal Manager for a considerable period of time and his subsequent dismissal, and while an acting MM was appointed this task was performed by the CFO. This greatly nullifies good governance principles.
- The lack of report back from the Council on the matters raised by the Audit Committee in its reports and the recommendations contained therein.

The Audit Committee found it difficult to operate under these conditions. It is thus not surprising that a disclaimer audit opinion was expressed by the Auditor-General in his audit report to the Council and the Provincial Legislature.

Effectiveness of internal audit and internal control

The system of controls is designed to provide cost-effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. In line with the MFMA and King II Report on Corporate Governance requirements, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process as well as the identification of corrective actions and suggested enhancements to the controls and processes.

From the comments raised by the Auditor-General in his audit report and management letter, it was noted that the system of internal control was entirely ineffective for the year under review as compliance with prescribed policies and procedures were lacking in most if not all instances. Steps will have to be taken to address the reported weaknesses.

Evaluation of financial statements

The Committee Members were only provided with the annual financial statements a short while before they were tabled to the Audit Committee. As the Committee did not have sufficient time to evaluate the financial statements before their submission to the Auditor-General for auditing and taking into account the shortcomings found with certain financial information during a limited perusal thereof, the Committee could not accept that the financial statements were reasonable. A disclaimer audit opinion was expressed by the Auditor-General in his report on the financial statements. The Audit Committee has no option but to concur with the audit opinion expressed.

General concerns of the Committee

The Audit Committee is extremely concerned that despite the continual negative reporting by the Auditor-General on the financial affairs of the Municipality as well as the number of special reports issued by the Audit Committee to the Council, little or no action has been taken to address the numerous issues at stake. The situation is exacerbated by the total breakdown in the internal audit function which does not auger well for good governance. The Audit Committee has gone to great lengths in order to resuscitate the long since dormant internal function but to no avail. The question can readily be asked if any purpose can be served for this Committee to continue functioning under the prevailing circumstances.

Audit committee members: Term of office

The term of office of the current audit committee members expires on 30 June 2009. The Council should in the meantime take the necessary steps to replace current serving committee members. The Committee wishes to place on record its appreciation to the staff of the Ngqushwa Municipality for their assistance during their term of office.

V Gatywa

Chairperson of the Audit Committee

DATE:

Executive and Council

Function: Executive and Council			
Subfunction		N/A	
Reporting Level		Total	
Detail			
Overview	The Ngqushwa Local Municipality consists of 5 members of the Executive Committee 1 of which is full time and four part time, and 27 councillors. The Executive Committee is chaired by the Mayor. The municipality has 14 wards and 140 members of the ward committees. The Speaker of Council is responsible to ensure that council is effectively and efficiently running its programmes in line with the legislative imperatives of the municipality and the Country.		
Description of the Activity	<p>The matters adopted at the mayoral committee are reported to Council and anything beyond the mandate of the Council for a decision. The following are the committees of Council that assists in the decision making process:</p> <ul style="list-style-type: none"> ◇ Administration Standing Committee which deals with all administration-related activities such as the support services, records management, information technology; ◇ Human Resources Standing Committee which deals with personnel and industrial matters; ◇ Budget and Treasury Standing Committee which deals budget planning, and financial management; ◇ Strategic Planning and Development Standing Committee which deals with land administration, town planning, housing and local economic development, IDP and performance management; ◇ Technical Services Standing Committee which deals with roads and infrastructure, electricity, workshop and building control services. ◇ The Rules Committee which deals the 		

	<p>standing rules of council in as far as the amendments and consideration of rules crafted by the Speaker during Council meetings.</p> <p>Key Challenges for the Council:</p> <ul style="list-style-type: none"> ◇ Political Instability, which handicapped service delivery and which affected the administration of Ngqushwa rendering it ungovernable; ◇ Legal battles between Council and between Council and Heads of Administration which plunged the municipality into a financial crisis. 		
Analysis of the Function	<p>Council Details: Total Number of Councillors 27 Number of Councillors on Executive Committee 5</p> <p>Ward Details: Total Number of Wards 14</p> <p>Total Cost to Council in terms of Councillor Allowances 3, 832, 755.00</p> <p>Mayoral Office: No of Full Time Councillors and Officials 1</p> <p>Speaker's Office: No of Councillors and Officials 1</p> <p>Number and type of Council and Committee Meetings from July 2006 to June 2007: Council Executive Committee Corporate Services Standing Committee Budget and Treasury Standing Committee Community Services Standing Committee Technical Services Standing Committee Planning and Development</p>		
Key Performance Area	<ul style="list-style-type: none"> ◇ Councillor Education and Training ◇ Public Participation ◇ Efficient and Effective Management of Council Meetings 		

Sub-function: Budget and Treasury Office

Function	Finance and Administration		
Sub Function	Budget and Treasury Office		
Reporting Level	Detail	Total	
		R'000	
Overview	The Budget and Treasury Office is a directorate of the municipality responsible for the		

Function	Finance and Administration		
Sub Function	Budget and Treasury Office		
Reporting Level	Detail	Total	
			R'000
	<p>management of municipal finances. It used to be known as the Finance Directorate and was re-named in line with the Municipal Finance Management Act. The administrative head of the Directorate is the Chief Financial Officer and it is composed of the following sections:</p> <ul style="list-style-type: none"> ◇ Budget, Bookkeeping ◇ Income and Revenue Management ◇ Expenditure ◇ Supply Chain Management 		
Description of the Activity	<p>Budget and Financial Management:</p> <p>This section is responsible for budget planning and monitoring, financial reporting and compiling and maintaining the asset register of the municipality.</p> <p>Income and Revenue Management:</p> <p>It is responsible for the following activities:</p> <ul style="list-style-type: none"> ◇ Collection of income from all cashiering points; ◇ Billing of rates and services; <p>Expenditure and Procurement:</p> <p>This section is responsible for the following activities:</p> <ul style="list-style-type: none"> ◇ Payment of creditors; ◇ Payment of salaries, wages and sundries; ◇ Management of audit queries <p>Supply Chain Management</p> <ul style="list-style-type: none"> ◇ The section is responsible for the implementation of the Supply Chain Management Regulations and related legislation ◇ The development, implementation of the Supply Chain Management Policy and implementation thereof including demand management, acquisition management, logistics managements, disposal management, contract administration and 		

Function	Finance and Administration		
Sub Function	Budget and Treasury Office		
Reporting Level	Detail	Total	
			R'000
	performance management.		
Analysis of Activity	<p><i>In performing the function and enhancing the quality of performance the municipality spent, in terms of resources, as follows:</i></p> <p>Total number of personnel</p> <p>Chief Financial Officer</p> <p>Secretary</p> <p>Section Heads</p> <p>Office Assistants / Clerks</p> <p><i>Total Cost of Salaries to the Municipality</i></p> <p><i>Expenditure on projects and programmes for the financial year:</i></p> <p>Compilation of Annual Financial Statements</p> <p>Improved Financial System (Funded by ADM)</p> <p>Other projects that are in the IDP could not be implemented due to financial constraints of the municipality.</p>	<p>9</p> <p>1</p> <p>1</p> <p>4</p> <p>4</p>	<p>606,646.00</p> <p>125,507.00</p> <p>869,328.00</p> <p>402,826.00</p> <p>2,004,307.00</p> <p>249,044.40</p>
Key Performance Areas	<p><i>The following are key performance areas in the year under review:</i></p> <ul style="list-style-type: none"> ◇ Enhancing revenue collection and management ◇ Improving financial reporting and accountability ◇ Developing, reviewing and implementing financial policies ◇ Capacity building for employees in Budget and Treasury Office 		

Function: Finance and Administration			
Sub-function: Administration			
Reporting Level	Detail	Total	
			(R'000)
Overview	<p>The administration function includes the following:</p> <ul style="list-style-type: none"> ▪ Office Services ▪ Committee Support ▪ Registry & Archives ▪ Information Technology ▪ Speaker Support Services ▪ Estates Services <p>In terms of best practice, the administration of any municipality is inward-looking, which means it provides support to all other functional areas. In the case of our municipal administration department, this is different in that it has a component of community services and planning in the form of library services and estates services. This is an anomaly that has been corrected through restructuring of the institutions Organogram.</p>		
Description Of Activity	<p>Office Services – this includes the administration relating to telecommunication services, reception, customer care, office cleaning services, fleet management services</p> <p>Committee Support – this section is responsible for the provision of administrative support to council and its committees including production and issuing of meetings notices and agendas, production minutes and resolutions and communication of these to internal stakeholders for implementation as well as safekeeping of minutes of council and committees</p> <p>Registry and Archives – the safekeeping of documents and records of the municipality in line with the National Archives of South Africa Act, 1996, development and implementation of the filing system, incoming and outgoing correspondence and reprographic services is the responsibility of this section.</p>		

	<p>Information Technology – the section is responsible for providing information technology support to the municipality including network administration, systems administration, IT infrastructure maintenance, hardware and desktop support. It is as well responsible for development and implementation of IT policies.</p> <p>Speaker Support Services – this includes the provision of administrative support to the office of the Speaker and the Chief Whip, as well as administration relating to community and/or public participation.</p> <p>Estates Services – this includes provision of administrative services relating to lease agreements with municipal tenants, facilitating the transfer of properties (title deeds), hall bookings and caretaking services.</p>		
<p>Analysis Of The Function</p>	<p><i>In performing the function and enhancing the quality of performance the municipality spent, in terms of resources, as follows:</i></p> <p>Total number of personnel</p> <p>Managers 1</p> <p>Section Heads 3</p> <p>Office Assistants / Clerks 5</p> <p>Drivers 3</p> <p>General Assistants 4</p> <p><i>Total Cost of Salaries to the Municipality</i></p> <p><i>Expenditure on projects and programmes for the financial year:</i></p> <p>Municipal Properties Database</p> <p>Radio Link Installation</p> <p>Ward Committee Support & Resources</p> <p>Municipal Regalia</p> <p><i>Total Expenditure</i></p> <p><i>GRAND TOTAL</i></p> <p><i>The municipality budgeted for 1 project during the financial year from its own budget but did not implement the project. Funding was to be solicited for</i></p>	<p>1</p> <p>3</p> <p>5</p> <p>3</p> <p>4</p>	<p>R 606 646.00</p> <p>R 651 996.00</p> <p>R 624 155.00</p> <p>R 404 626.00</p> <p>R 312 347.00</p> <p>R2 599 770.00</p>

	<i>other projects and/or programmes but due to instability this could not be done. The only spending was on Salaries and related</i>		
Key Performance Areas	<p>The key performance areas of the administration during the year under review were the following: Information Technology General Administration Systems Supply Chain Management Policy development and review</p> <p>Key challenges for the department in the year under review: Getting the employees of the department to work (from the period of instability) Re-establishment of systems including council systems, IT systems and review of policies</p>		

Sub-function: Community Services

Function	Finance and Administration		
Sub Function	Community Services		
Reporting Level	Detail	Total	
			(R'000)
Overview	<p>The Community Services Department is one of the 5 departments of Ngqushwa Local Municipality and is responsible for the following activities structured around sections.</p> <ul style="list-style-type: none"> • Traffic Services • Local Economic Development • Communication Services • Special Programmes Unit • Integrated Development Plan • Co ordinate and manage the formulation and implementation of the Municipal Integrated Development Plan and its related sector plans & strategies 		
Description of Activity	<p>Traffic Services</p> <p>The traffic section is operational and is currently testing Learners Licences.</p>		

Function	Finance and Administration		
Sub Function	Community Services		
Reporting Level	Detail	Total	
			(R'000)
	<p>We have three (3) Traffic Officers, two (2) admin staff and 1 Learners Licence Examiner.</p> <p>We have received an amount of R2m from the department of Transport for the construction of Drivers Licence Testing Centre (DLTC).</p> <p>i) Law Enforcement</p> <p>The law enforcement unit is responsible for:</p> <ul style="list-style-type: none"> • Manning of roadblocks to determine vehicle roadworthiness and alcohol abuse • Issue of Spot Fines for Traffic violations • Execution of warrants of arrest • Setting up of speed measuring • General patrols • Conducting of Point duties • Attending court cases at the registered magistrate's offices • Attending road accidents and direct traffic flow • Attending seminars relating to traffic safety • Demarcating of Loading Zones and installation of traffic signs <p>During 2006/2007 financial year the Law Enforcement Unit became visible by servicing the above functions and their revenue collection was not improved as they were not meeting their targets. Investigation in the form of Audit has been conducted in order to rectify the situation.</p> <p>The programme of road marking has been implemented in Peddie CBD.</p> <p>Administrative Unit</p> <ul style="list-style-type: none"> • Assists members of the Public with Traffic related information • Liase with other governmental departments with a view to assist where a need so arises • Arranges appointments for learner driving tests • Tests applicant's competency in learning licenses • Issue of learning licenses • Renewing of driving licenses • Conversion of driving licenses • Issuing of temporal driving licenses 		R1 269 963

Function	Finance and Administration		
Sub Function	Community Services		
Reporting Level	Detail	Total	
			(R'000)
	<ul style="list-style-type: none"> • Issuing of professional driving permit • Issuing of duplicate learning licenses • Capturing of summonses into NATIS • Arrange Court Dates for Traffic Officials <p>Emergency Services This section comprises two sub-sections namely:-</p> <ul style="list-style-type: none"> • Fire Fighting & Rescue services • Disaster Management <p>Activities:</p> <p>d) Awareness campaigns were conducted at schools throughout the municipal area.</p> <p>e) All ward based volunteers report for training every Wednesday.</p> <p>f) Basic veld and forest fire fighting course for schools was conducted and certificates were issued to Nathaniel Pamla High School.</p> <p>g) Ngqushwa Municipality is assisting in developing Fire Stations in Nkonkobe and Nxuba Municipalities.</p> <p>h) We have a fully fledged centre which needs to be revamped</p> <p>i) We function as a shared service with ADM.</p> <p><u>Incident Report:</u></p> <p>- Motor Vehicle Accident - 17</p> <p>- Special Service - 4</p> <p>- House Fires</p> <p>- formal Dwelling - 14</p> <p>- Informal Dwelling - 6</p> <p>- Grass/Veld Fires - 154</p> <p>- Total call outs - 195</p>		R150 000

Function	Finance and Administration		
Sub Function	Community Services		
Reporting Level	Detail	Total	
		(R'000)	
	<p>- Total injuries - 40</p> <p>- Total fatalities - 10</p> <p>Staff Composition</p> <p>6 fulltime volunteers and 5 fulltime employees.</p> <p>LOCAL ECONOMIC DEVELOPMENT</p> <p>To stimulate local economic development through tourism, manufacturing, agriculture marine industry, mining beneficiaries and heritage To ensure job creation by facilitating local economic development activities and capital programmes</p> <p>Agricultural</p> <p>Agricultural Schemes</p> <p>Work is in progress but there are problems encountered which are labour related as well as lack of co-operation between Department of Agriculture, Amathole District Municipality and consultants that are implementing these projects by not involving the councillors and municipality officials in planning and implementing the projects.</p> <p>iii) Dube Irrigation scheme</p> <p>Project in progress. A Project Manager and 8 permanent labourers will be appointed.</p> <p>iv) Tyhefu Irrigation Scheme</p> <p>All project s in progress.</p> <ul style="list-style-type: none"> • Glenmore <p>Fencing and planting of seedlings complete.</p> • Ndlambe <p>Fencing project on hold.</p> 		Shared service with ADM

Function	Finance and Administration																							
Sub Function	Community Services																							
Reporting Level	Detail	Total																						
			(R'000)																					
	<ul style="list-style-type: none"> Pikoli <p>Fencing project on hold</p> <p>Wesley Beef Farming</p> <p>Project in progress but members are planning to change the current breed of bulls for the ones that will be adaptive to the environment.</p> <p>Ntsinekana Bee Keeping Project</p> <p>Project in progress.</p> <p>8 people were trained by Makana Meadery</p> <p>Poultry projects</p> <table border="1"> <thead> <tr> <th>Project</th> <th>Source of funding</th> <th></th> </tr> </thead> <tbody> <tr> <td>Siyaya Poultry project</td> <td>Dept. of Social Development</td> <td>R21 000</td> </tr> <tr> <td>Mthathi Poultry Project</td> <td>NLM</td> <td>R16 500</td> </tr> <tr> <td>Lithetha Poultry Project</td> <td>NLM</td> <td>R11 000</td> </tr> <tr> <td>Nomzamo Poultry Project</td> <td>NLM</td> <td></td> </tr> <tr> <td>Masiphuhlisane poultry Project</td> <td>NLM</td> <td></td> </tr> <tr> <td>Vukuzenzele Poultry Project</td> <td>NLM</td> <td></td> </tr> </tbody> </table>	Project	Source of funding		Siyaya Poultry project	Dept. of Social Development	R21 000	Mthathi Poultry Project	NLM	R16 500	Lithetha Poultry Project	NLM	R11 000	Nomzamo Poultry Project	NLM		Masiphuhlisane poultry Project	NLM		Vukuzenzele Poultry Project	NLM			<p>R500 000</p> <p>R33 000</p> <p>R21 000</p> <p>R11 000</p> <p>R16 500</p> <p>R11 000</p> <p></p> <p></p> <p></p> <p>R17 000</p>
Project	Source of funding																							
Siyaya Poultry project	Dept. of Social Development	R21 000																						
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Nomzamo Poultry Project	NLM																							
Masiphuhlisane poultry Project	NLM																							
Vukuzenzele Poultry Project	NLM																							

Function	Finance and Administration		
Sub Function	Community Services		
Reporting Level	Detail		Total
			(R'000)
	Community Gardens		R16 000
	Project	Source of Funding	
	Luxolweni Comm. Garden	NLM	R11 000
	Masichume Comm. Garden	NLM	R21 700
	Sophakamile Comm. Garden	NLM	R33 000
	Nomzamo Comm. Garden	NLM	R12 000
	Nxwashu Comm. Garden	NLM	R16 500
	Mankone Comm. Garden	NLM	R500 000
	Mgwangqa Comm. Garden	NLM	R500 000
	Tamara Comm. Garden	Dept. of Social Development	R500 000
	Lower Gwalana Co-op	Dept. of Social Development	R500 000
	Bingqala Food Security	Dept. of Social Security Development	
	Masivuke Food Security	Dept. of Social Security Development	
	Tourism		

Function	Finance and Administration		
Sub Function	Community Services		
Reporting Level	Detail	Total	
			(R'000)
	<p>During the year under review, we together with ADM are in process of developing a Marketing Brochure.</p> <p>The Makana route was launched in conjunction with ADM. 2 Visitor Information Centres were opened 1 in Hamburg and 1 in Peddie.</p> <p>Three (3) day celebrations for the heritage month was held in the village of Taphushe in conjunction with the Department of Sport, Recreation, Arts and Culture.</p> <p>Ngqushwa Municipality was represented at the Durban Tourism Indaba.</p> <p>SMMME's</p> <p>A 5 day workshop was conducted for the Development of SMME's which was facilitated by the Tourism Enterprise Programme and Certificates were awarded.</p> <p>Database for all SMME's compiled.</p> <p>SMME's plan in place</p> <p>SPECIAL PROGRAMMES UNIT</p> <p>This is intended to facilitate the integration and mainstreaming of the marginalized groups which include Women, Youth, Elderly, disabled, aids sufferers and orphans. Lately sport and its codes have been included in this function.</p> <ul style="list-style-type: none"> o Mobilization of marginalized group ongoing on an adhoc basis involving ADM and other spheres of government <p>HIV and Aids</p> <p>Peer Educators including Councillors and Admin staff were trained and awarded with certificates.</p> <p>Anonymous HIV Prevalence Survey was conducted with 99% participation and the results showed a prevalence of 16%.</p> <p>Communication</p>		<p>R100 000</p> <p>R64 040</p>

Function	Finance and Administration		
Sub Function	Community Services		
Reporting Level	Detail	Total	
			(R'000)
	<p>This function ensures internal and external interfaces whereby the public is informed in a positive manner about the municipality, its activities and its potentials. It must of necessity culminate in the formation of Communication Forum and Communication and Marketing Strategy that is transparent.</p> <p>It has, also, the responsibility of establishing the IGR – Forum wherein the sector departments, parastatals, institutions of higher learning, private business, NGO's and CBO's and the municipality share ideas for forward planning.</p> <p>Communication Strategy to be reviewed.</p> <p>Communicators were attended.</p> <p>Major events coordinated.</p> <p>IDP Formulation The five year Integrated Development Plan was formulated and adopted by Council in line with the requirements of the legislation</p>		R180 000
Analysis of the Function	<p><i>In performing the function and enhancing the quality of performance the municipality spent, in terms of resources, as follows:</i></p> <p>Total number of personnel Manager Secretary Section Heads / Supervisors / Administrators <i>Total Cost of Salaries to the Municipality</i></p>		R1 470 968

Sub-function: Corporate Services Department

Function	Finance and Administration		
Sub-Function: Land and Estate Management			
Reporting Level	Detail	Total	
		(R'000)	
Overview	<p>The Directorate of Strategic Planning and Development is responsible for Strategic Planning as well as development in the Municipality.</p> <p>It is tasked with providing assistance and direction on strategic issues. These include the provisioning of Spatial Planning Services (Town/Regional Planning, Surveys and Zonings), land and housing administration services as well as promotion of economic development activities such as tourism, agriculture, mining, fishing, forestry, manufacturing and retail.</p> <p>Within the Municipal context, it plays a leading role in facilitating the attraction of investment into the area</p> <p>Development Planning which is further divided into:</p> <ul style="list-style-type: none"> ○ Land Administration ○ Housing Development & Estates management and 		
Description of Activists	<p>Core Functions:</p> <ul style="list-style-type: none"> ○ To To co ordinate and manage the formulation and implementation of municipal wide PMS (Performance Management System) and ○ To advise and support municipal management on matters related to the macro strategy of the municipality 		
	<p>Land Use Management</p> <ul style="list-style-type: none"> ○ Land and Infrastructure Management System Installed ○ Land Reform and Settlement Plan adopted ○ Reviewal of SDF ○ Negotiations towards acquisition of state land for development around Peddie area initiated with Public Works ○ General Municipal Valuation in terms of MPRA started. 		

	<p>Housing</p> <ul style="list-style-type: none"> ○ Engagement of implementing agent for Housing development approved by Council ○ Unblocking of blocked projects initiated and Thubelisha Homes appointed ○ An amount of R721 828.06 has been allocated for Masakhane Phase 1(56 new units and 49 at slab level) ○ An amount of R11 107 590.00 has been allocated for Peddie PHP but for only 285 units out of 710 ○ Developer appointed to implement Middle Income Housing(Alf Dlamini Heights) 		
Analysis of function	○		
Challenges facing the Municipality	○		

Sub-function: Technical Services

Function	Finance and Administration		
Sub Function	Technical Services		
Reporting Level	Detail	Total	
		R'000	
Overview	<p>The Technical Services Directorate is one of the four directorates of the Ngqushwa Local Municipality responsible for infrastructural related activities. It consists of the following sections:</p> <ul style="list-style-type: none"> ◇ Roads and Public Works ◇ Building Control ◇ Electrical Section ◇ Refuse Removal ◇ Parks and Cemeteries <p>The Department has a responsibility to facilitate the delivery of the services with are in the competence of the district municipality and Eskom. These include water and sanitation, electricity programme and disaster management.</p>		<p>1, 072, 021.00</p> <p>217, 332.00</p> <p>217, 332.00</p> <p>1, 794, 626.00</p> <p>581, 918.00</p>
Description of the Activity	<p>Roads and Public Works</p> <p>This Section deals with public utilities e.g. roads and bridges, etc. It mainly deals with access roads, storm water, open drainage system, pavement management and kerb laying and maintenance thereof in terms of its powers and functions.</p>		

Function	Finance and Administration		
Sub Function	Technical Services		
Reporting Level	Detail	Total	
			R'000
	<p>The total number of kilometers for the roads network is estimated at 1 500km of which 134km is surfaced. 65% of our roads is in a very bad state and the backlog in terms of upgrading to acceptable levels is estimated at R160 million.</p> <p>The total number of roads upgraded during the financial year under review is 62 and 158,7 km in length.</p> <p>Building Services According to powers and functions, this function was performed by Amathole District Municipality (ADM) and reverted back to the local Municipality in 2005. This Section deals with the scouting of building plans and regulations thereof. It also deals with the implementation of building legislation and regulations including preventing and controlling erection of illegal structures. It is also responsible for the repairs and maintenance of municipal properties.</p> <p>Plans approved Illegal Structures</p> <p>Electrical Section This is a shared function between Eskom and Ngqushwa Local Municipality in that Ngqushwa deals with the construction and maintenance of street lights, high mast lights, robots and council properties whereas Eskom deals with the power distribution to all Ngqushwa areas.</p> <p>Number of street lights maintained in Ngqushwa Number of High mast lights maintained Functionality of Street lights</p> <p>Key Challenges for the Department:</p> <ul style="list-style-type: none"> ◇ Shortage of staff and non-replacement of staff who have left the municipality; ◇ Lack of skilled personnel, e.g., engineers ◇ Lack of project managers to properly manage the infrastructural projects 		
			R68 000
		1557	R20 000.00
		4	R 59 389.60
		30	R30 000.15

Function	Finance and Administration		
Sub Function	Technical Services		
Reporting Level	Detail	Total	
			R'000
	resulting in huge costs incurred by the municipality through mismanagement by consultants		
Key Performance Areas	◇ 100 % spending on the projects funded with the Municipal Infrastructure Grant (R5.7m) Multi Purpose Centre		R5.7M

Chapter Six:
Institutional Performance

Budget and Treasury Office SDBIP Scorecard 2007/8

Local economic Development										Total 100%		KPA Weight 0%		Indicator custodian
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured &	Baseline	Targets				
										31-Dec	31-Mar	30-Jun		
Economic growth rate	To achieve an annual growth rate of 6% by 2010/11	To develop and implement an LED strategy that will seek to diversify the economy away from being largely driven by the public sector	NONE											
Balance of the economy in terms of sectors (Tourism, Agriculture, Quarry & Mining, Retail Sector, Property and Land, Fisheries)	To increase the relative contribution of the agricultural sector to at least 15% by 2010/11	To work with the Department of Agriculture to develop and implement a plan that will increase the contribution of the agricultural sector in the economy	NONE											
	To increase the relative contribution of the tourism sector to at least 15% by 2010/11	To develop and implement a tourism development plan	NONE											
	To increase the relative contribution of the quarry and mining sector to at least 5% by 2010/11	To improve the regulation of the quarrying, sand mining and shell grid harvesting in order to improve their economic value	NONE											
	To increase the relative contribution of the retail sector to at least 15% by 2010/11	To develop a retail sector strategy	NONE											

	To increase the relative contribution of the property and land sector to at least 5% by 2010/11	To resolve land tenure issues in the coastal belt and Peddie Town to promote tradability of land and properties	NONE										
	To explore the potential of the fisheries industry including abalone and sea weed	To work with DEAET to investigate the potential of licensing opportunities	NONE										
Employment levels	To reduce unemployment to 50% by 2010/11	To promote labour intensive approaches	NONE										
Participation of the youth in the economy	To increase youth participation in the economy to 10% by 2010/11	To review, adopt and implement youth development strategy	NONE										
Participation of women in the economy	To increase women participation in the economy to 40% by 2010/11	To develop a strategy to increase the participation of women in the economy	NONE										
Participation of the people with disabilities in the economy	To increase the participation of people with disabilities in the economy to 0.5% by 2010/11	To develop a strategy to increase the participation of people with disabilities in the economy	NONE										
Income poverty (income levels)	To ensure that no household earns less than R850 per month by 2010/11	To ensure that all deserving persons in the Municipality access grants	NONE										
SMME's and Co-operatives	To increase the support provided to local SMME's	To develop a database of SMME's and a support strategy	NONE										
	To improve the sustainability of co-operatives	To develop a support strategy for co-operatives	NONE										

Underdeveloped urban areas	To have well planned and viable urban areas	To develop and implement town planning scheme and invest in related infrastructure	NONE											
Infrastructure Development and Service Delivery											KPA Weight		5%	
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar	30-Jun		
Social														
- Services poverty (access to basic services)	To ensure that all households have access to a package (water, sanitation and electricity) of basic services by 2010/11	To review the WSP in partnership with ADM and integrate it with the WSDP and monitor its implementation	NONE											
		To develop an electricity infrastructure investment plan and enter into an SLA with Eskom to implement it	NONE											
- Access to free basic services by poor households	To ensure that all poor households have access to free basic services by 2010/11	To review the indigent policy in line with the national indigent policy framework and monitor its implementation	To review the indigent policy	Progress milestones		managemnt reports	R200 000	None	None	Secure funding	Draft policy complete	Policy approve and incorporated in the tariffs and budget	CFO	
- Skills	To understand and improve skills levels	To monitor skills development in the Municipal area in consultation with Dept of Labour	None											
- Education levels	To increase % of population who have completed secondary education to 50% by 2010/11	To organise career guidance initiatives in consultation with Dept of Education	None											

- Literacy	To eradicate illiteracy by 2010/11	To encourage communities to participate in ABET initiatives	NONE										
- Crime	To reduce crime levels by half by 2010/11	To monitor crime statistics and work closely with SAPS	None										
- Sports and recreation	To improve levels of involvement in sporting activities	To forge closer working relations with sporting bodies and support sport activities	None										
- Moral values	To improve moral values especially amongst the youth	To forge closer working relations with church bodies and NGO's and other relevant institutions and organise moral regeneration events	None										
- Vulnerability to disaster	To reduce the levels of vulnerability to disaster	To conduct on-going awareness campaigns and ensure that development activities take into account disaster vulnerability issues	None										
- Land Tenure and settlements development	To improve land tenure systems and have better planned settlement development by 2010/11	To accelerate implementation of planning survey of rural settlements	None										
- Heritage and cultural development	To support communities in maintaining their heritage and practising their culture cultural activities	To assist communities in organising cultural activities in conjunction with Dept of Sport, Recreation, Arts and Culture	None										

Citizen health													
- Life expectancy	To improve life expectancy trends	To better monitor trends in life expectancy & encourage healthy living behaviours	None										
- Child mortality	To improve child mortality trends	To better monitor child mortality and encourage behaviours that improve child mortality	None										
- HIV/AIDS prevalence	To reduce HIV/Aids infection rate	To intensify the spread of ABC message through the implementation of the HIV/Aids strategy	None										
		To mainstream the HIV/Aids into service delivery	None										
- TB recovery rate	To improve the recovery rate to 65% by 2010/11	To support Dot programmes through Ward committees and CDW's	None										
- Communicable diseases	To monitor and reduce the spread of communicable diseases	To work closely with Dept of Health and ADM to monitor and reduce the	None										
- Control of animal diseases	To monitor and reduce the spread of animal diseases	To work closely with Dept of Agriculture to monitor and reduce the spread of communicable diseases	None										
State of the environment													

- Coastal Zone Management Issues (including beaches)	To manage the Coastal Zone in terms of the coastal zone management programme	To work closely with ADM in implementing the coastal zone management programme	None										
- Bio-Diversity protection	To promote the protection of bio-diversity	To identify and proclaim conservation areas	None										
		To ensure that developments in the municipal area are in conformity with environmental management legislation	None										
- Pollution	To reduce the level of pollution especially littering in urban areas	To develop and enforce anti-littering by-laws	None										
- Soil erosion	To reduce the rate of soil erosion	To work with Dept of Agriculture to implement land care programmes	None										
Integration in service delivery	To ensure inter-governmental integration of service delivery	To integrate municipal service delivery plans with district, provincial, national plans	None										
	To ensure integration of service delivery within the Municipality	To monitor project implementation and service delivery through the IDP structures	None										
		To establish an inter-departmental project management team	None										
Water supply	To provide adequate portable water to all by 2008/09	To monitor and report the implementation of the water sector plan	None										

		To lobby ADM to review the service level policy and design standard to accommodate mixed service level standards	None										
Sanitation services	To provide adequate sanitation to all by 2010	To monitor and report the implementation of the water sector plan	None										
Electricity services	To provide electricity to all by 2010/11	To set targets in the SLA concluded with Eskom	None										
Solid waste removal services	To provide a weekly refuse removal service to all urban and coastal belt households and twice a week for designated business institutions by 2010/11	To review service delivery mechanism to ensure sustainability	None										
Fire services	To provide effective fire services	To restructure service and redeploy capacity improve response time	None										
Roads	To construct and / maintain all access roads linking communities to development nodes by 2010/11	To develop & implement road construction & maintenance plan	None										
Environmental health	To ensure provision of adequate environmental health services by 2010/11	To monitor and report to ADM on performance of municipal health services in the Municipal area	None										
Disaster Response and Mitigation Services	To ensure that repairs and rehabilitation starts on average within three months after damage occurred by 2010/11	To improve response in consultation with ADM	None										

Emergency services (ambulance)	To ensure that on average ambulances arrive at the scene within an hour after a call has been made	To work with Dept of Health to monitor and develop interventions to improve the ambulance response time	None										
Education	To improve the Municipality's understanding of the education sector in the Municipal area	To raise the non-cooperation of the local education officials through the IGF and facilitate the establishment of the education forum	None										
Health	To ensure that patients get treatment within three hours after registration	To monitor quality of service and to have active representation in the hospital board	None										
	To have clinics with adequate medication and after hours emergency services and regular visits by mobile clinics	To monitor quality of service and to ensure that ward committees are actively represented in clinic committee activities	None										
Policing	To ensure that police arrive at the incident scene at least within 30 minutes after a report has been lodged.	To work with SAPS to monitor and develop interventions to improve the policing services	None										
	To improve service quality	To work with SAPS to monitor and develop interventions to improve service quality	None										

Housing	To have structured and co-coordinated housing developments in the municipal area	To develop a housing sector plan and use it as a basis to access rural housing subsidy	None										
Pollution management	To enforce anti-pollution by-laws prioritising littering	To develop capacity to enforce by-law	None										
Noise pollution	To enforce anti-noise pollution by-laws	To develop capacity to enforce by-law	None										
Public transport	To improve efficiency of public transport in the municipal area	To develop and implement public transport plan	None										
Building control	To ensure that all building developments comply with the national building regulations by 2010/11	To educate communities about national building regulations	None										
		To enforce national building regulations	None										
Parks and recreation	to hve functional parks in the urban areas	to maintain Ngqushwa gardens and Hamburg parks	None										
Sporting facilities	to have a functionl Multipurpose centre	complete construction	None										
Cemeteries, funeral parlours, crematoria	To ensure that all settlements have access to proper burial areas by 2010/11	To link identification of burial areas with planning and surveys	None										
	To ensure that cemeteries in the urban areas are fenced, maintained, grave sites paid for and records kept	To review tariffs and establish administrative systems for record keeping and make communities aware of burial practices in the urban areas	None										

Beaches	To maintain clean and safe beaches with adequate ablution facilities and obtain a blue flag status for all the beaches by 2010/11	To assign responsibility for maintenance of beaches within the administration	None										
Local tourism	To ensure functionality of the LTO	To ensure that the LTO has a programme and the required infrastructure and monitor its performance	None										
Pontoons, ferries, jetties and harbours	To formalise provision and regulate pontoons, ferries, jetties	To plan and assign administrative capacity to provide service	None										
Stormwater management	To provide adequate stormwater management	To include stormwater management in the roads maintenance plan	None										
Trading regulation	To regulate and monitor trading	To formulate and enforce trading by-laws	None										
Bill boards and display advertisements	To regulate the erection of bill boards and display adverts	To enforce bill boards and display by-law and review tariffs	None										
Cleansing	To clean streets in the coastal belt and urban areas daily	To allocate adequate resources	None										
Control of public nuisance	To minimise public nuisance activities	To enforce by-law	None										
Child care facilities	To ensure that the Dept of Education provides qualified staff and that the municipality provides the required equipment	ensure that all Child care facilities are registered	None										
Control of undertakings that sell liquor to the public	To regulate and monitor the undertakings that sell liquor to the public	To formulate by-laws and develop capacity to enforce them	None										

Facilities for accommodation, care and burial of animals	To provide appropriate accommodation, care and burial of animals	To develop a plan to ensure provision of services	None																
Fencing and fences	To ensure that N2, R72, Tar road from Fish river to N2 and R345 is fenced	To liaise with the Province, SANRA and District	None																
	To establish community based mechanisms of securing fences	To delegate responsibilities to ward committees	None																
	To undertake awareness campaigns in affected areas to reduce incidents of vandalism	To assign responsibilities within the administration	None																
Markets	To establish and maintain a market place	Undertake a feasibility study and develop a market	None																
Municipal abattoirs	To investigate a need for an abattoir and establish as well as maintain if necessary	Undertake a feasibility study and develop an abattoir if necessary	None																
Pounds	Impound animals that are kept in contravention of by-laws	To assign responsibility within the administration	None																
	To refurbish the municipal pound and provide the required infrastructure e.g. truck	To assign responsibility within the administration	None																
Public places	To maintain public places including adequate ablution facilities	Continue to care for the facilities and make arrangements for care during public holidays and weekends	None																
Street trading	To regulate street trading	To clarify licensing with ADM.	None																
		Designate appropriate areas for hawkers	None																
		To enforce by-laws	None																

Street lighting	To provide adequate street lighting in the urban areas	To identify areas with inadequate street lighting in the urban areas and provide and maintain infrastructure	None											
		To ensure that the costs of street lighting are adequately covered in the rates income	To conduct assessments on street lighting maintenance costs and revise rates policy	Progress milestones		Monthly management reports	None	None	No rates policy	Discussion document towards rates policy	Draft Policy	Policy adopted and reflected in the budget	N. Jali	
Traffic and parking	To provide more parking spaces and loading zones and raise income from public parking spaces	To devise mechanism for ensuring payments for parking and assign responsibilities for managing parking	None											
Municipal planning	To improve the standard of IDP and ensure alignment with other spheres of government	Allocate adequate resources Srtengthning IGR and feedback from ADM	None											
Municipal Transformation and Institutional Development										KPA Weight		10%		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured &	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar	30-Jun		
Organisational design	To have an organogram that responds to all powers and functions of the municipality	To redesign the organogram	None											
	To have a coherent institutional approach that is informed by the available resources	To develop a macro institutional strategy as part of the IDP Review processes	None											

Organisational transformation	To improve participation of all races and people with disabilities in the activities of the Municipality	To review the Employment Equity Plan	None											
Information management	To improve information flow between Councillors, council structures and Administration	Develop and implement protocol policies that will govern flow of information within the Municipality	None											
	To develop the communication strategy	To allocate adequate resources	None											
	To deepen the municipality's understanding of its operational context and challenges	To investigate all unknown measurements in the strategic scorecard and set up ongoing monitoring systems	None											
Skills development	To improve management and spread of skills	To design and implement a plan of	None											
		To design and	None											
		To monitor the impact of skills development on staff performance	None											
		Have interns constituting 2% of the total staff	None											
		To use projects as training opportunities	None											
Procurement	To ensure that the SCM is responsive to national and local aspirations	To review the SCM policy in line with CIDB and have adequate capacity to monitor its implementation	Review SCM policy	Progress towards adoption of reviewed SCM policy		Management reports	None	None	SCM Policy in place	Issues identification process started	Draft Supply Policy	Reviewed policy adopted and performance targets set	CFO	
Working environment	To improve Municipal working environment, discipline and teamwork	To develop a team building programme	None											

		To effectively implement disciplinary	None										
EAP and HIV/Aids in the workplace	To improve employee wellness	Implement wellness programmes	None										
IT systems and support	To have adequate IT support	To create an integrated IT system	None										
		To have dedicated IT support capacity	None										
Document Management	To improve document management	To monitor functionality of document management system	None										
		To improve capacity in the registry office	None										
Assignment or delegation of roads function to Ngqushwa	Ngqushwa to take responsibility of local roads	To sign interim service level agreement with ADM	None										
Transfer of land and properties to Council	To transfer all Dept of Public Works properties and land that was "donated" to the Municipality	To approach the Premiers Office to assist in the transfer of properties	None										
Asset Management	To have effective asset management	To develop and implement asset management policy	None										
Risk Management	To have effective risk management	To develop and implement risk management policy	None										
Inter-national and other national relationships	To establish relations with strategic partners internationally and nationally to the benefit of the Municipality	To develop an inter-national relations strategy	None										
Financial viability										KPA Weight		45%	
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets			Indicator custodian
										31-Dec	31-Mar	30-Jun	

Local income	To increase local income to at least 50% of the total operating income by 2010/11e	To conduct general municipal valuation in terms of the property rates	Participate in the valuation steering committee	Local income as a % of the total operating income		Minutes of meeting	none	none	4%	10%	20%	30%	CFO
		Review credit control policy	Review credit control policy	Progress milestones		Management reports	none	None	Outdated credit policy	Issues identification process started	Draft policy	New credit control policy approved	CFO
		Develop a property rate policy	To develop policy	Key milestones towards adoption of the policy		Management reports	none	None	Working document	Policy drafting started	Draft policy	Approved rates policy	CFO
		To identify opportunities to diversify the revenue base	To conduct assessment of local sources of income	Progress towards identification		Management reports	none	None	None	Research underway	Options identified	Policy on new revenue raising options approved	CFO
personnel expenditure	To maintain personnel expenditure within 35% of the operating expenditure	To monitor trends in personnel expenditure	To lead in developing a turn around strategy	Progress towards completion of strategy		Management reports	none	None	None	Research underway	Draft strategy	Strategy approved	CFO
general expenditure	To maintain general expenditure within 20% of the operating expenditure	To monitor trends in general expenditure	To lead in developing a turn around strategy	Progress towards completion of strategy		Management reports	None	None	None	Research underway	Draft strategy	Strategy approved	CFO
repairs and maintenance	To maintain repairs and maintenance expenditure at about 15% of the operating expenditure	To monitor trends in repairs and maintenance expenditure	To lead in developing a turn around strategy	Progress towards completion of strategy		Management reports	None	None	None	Research underway	Draft strategy	Strategy approved	CFO
Budget integrity	To ensure that the expenditure is as per budget	To automate the expenditure approvals	Exercise budget control	% O&M expenditure variance		Management reports	None	None	10%	10%	8%	5%	CFO
		To monitor and keep records of unprocedural expenditure	To produce quarterly reports of unprocedural expenditure	% of unprocedural expenditure		Management reports	None	None	22%	10%	8%	5%	CFO
Debt coverage	To ensure an acceptable debt coverage ratio	Understand and manage contributors to the ratio	Analyse and develop mechanisms of improving ratio			Management reports	None	None	Unknown	Research underway	Established Baseline	Establish baseline and set targets	CFO
Service debtors to revenue ratio	To ensure an acceptable outstanding service debtors to revenue ratio	Understand and manage contributors to the ratio	Analyse and develop mechanisms of improving ratio			Management reports	None	None	Unknown	Research underway	Established Baseline	Establish baseline and set targets	CFO
Cost coverage	To ensure an acceptable cost coverage ratio	Understand and manage contributors to the ratio	Analyse and develop mechanisms of improving ratio			Management reports	None	None	Unknown	Research underway	Established Baseline	Establish baseline and set targets	CFO

Revenue by Source	To cause collection of the following amounts of revenue												CFO	
Equitable Share	21250000	To have grants schedule or register	Grant received	None	NT	16345264	R 10 625 000.00	R 15 937 500.00	R 21 250 000.00				CFO	
FMG	500000	Follow up with NT	Grant received	Monthly management reports	None	NT	428892	R 250 000.00	R 375 000.00	R 500 000.00			CFO	
Rates	2202499	Issue bills , collect and implement credit control policy	Amount of revenue	Monthly management reports	None	Operating Budget	456684	R 1 101 249.50	R 1 651 874.25	R 2 202 499.00			CFO	
Sale of tenders	100000	Determine tarriffs for tender documents	Amount of revenue	Monthly management reports	None	Operating Budget	242926	R 50 000.00	R 75 000.00	R 100 000.00				
Interest on bank balance	450000	Issue monthly bills , grants accrued received	Interest received	Monthly management reports	None	Operating Budget	304059	R 225 000.00	R 337 500.00	R 450 000.00			BTO	
MIG	57737000	To have grants schedule or register	Grant received	Monthly management reports	None	NT	996457	R 28 868 500.00	R 43 302 750.00	R 57 737 000.00			BTO	
Expenditure	To contain expenditure within the following amounts													
Salaries	1682944	Manage employment processes and salary adiusment	Amount paid vs Budget	Monthly management reports	None	Operating Budget	0	R 841 472.00	R 1 262 208.00	R 1 682 944.00			BTO	
repairs and maintenance	15000	Monitor spendinding	Amount paid vs Budget	Monthly management reports	None	Operating Budget	6012	R 7 500.00	R 11 250.00	R 15 000.00			BTO	
Capital Expenditure	0			Monthly management reports	None	Operating Budget	0	R 0.00	R 0.00	R 0.00			BTO	
General Expenses	2047973	Monitor spendinding	Amount paid vs Budget	Monthly management reports	none	Operating Budget	3204607	R 1 023 986.50	R 1 535 979.75	R 2 047 973.00			BTO	
Good Governance										KPA Weight		40%		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured &	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar	30-Jun		
By-laws	To ensure proper administration of by-laws	To translate by-laws into Xhosa	None											
		To build capacity to enforce by-laws	None											

Policies	To improve knowledge of operational policies	To conduct training sessions	To ensure that finance related operational policies are presented in the policies workshops	% of staff and councillors who have attended courses on finance operational policies		Management reports	None	None	All staff trained in 2 policies		50% of staff trained on all operational policies	100% of staff trained on all operational policies	CFO
Inter-governmental relations	To have an effective inter-governmental relations	To have adequate administrative capacity to drive IGR process and link it to the IDP processes	n/a	n/a									
Councillor Administration Interface	To improve the understanding of practicalities of implementing the collective executive system of local government	To establish and implement protocols in line with the collective executive system of local government	n/a	n/a									
Budget	To ensure an integrated financial management system is in place	Maintain existing system	Full use of the financial system	Reports generated from the system		Management reports	None	none	Intergrated financial system	Quarterly report generated from the system	All monthly and quarterly report generated from the system	All monthly and quarterly report generated from the system	BTO
		Maintain existing system	Preparation of 2007/8 Budget	Adoption by Council		Management reports	None	none	2006/7 Budget	Draft budget with departmental inputs, Budget adjustment	Draft adoption of budget 2007/8	Submission of adopted budget to all relevant departments with section 71 reports	Budget Officer
		Maintain existing system	Preparation of budget adjustment	Adopted Adjustment Budget		Management reports	None	none	2006/07 budget	Draft adjusted budget	Adjuste budget approved in January		Budget Officer
Financial management system	To ensure an integrated financial management system is in place	Maintain existing system	To comply with budget process plans	Level of compliance as assessed by Finance		Annually	None	none	2007/8 process plan	Completed			Budget Officer
	To ensure an integrated financial management system is in place	Maintain existing system	Preparation of 2006/7 financial statements	Financial statements submitted to AG		Annually	none	none	financial statements completed				CFO
	To ensure an integrated financial management system is in place	Maintain existing system	To respond on AG's queries	Responses to management letter		Respond to AG queries as they are received	None	none	To have attended to all queries	To have attened to all queries relating to 06/07	To have attended to all queries relating to 06/07		CFO

	To ensure an integrated financial management system is in place	Maintain existing system	Table consolidated withdrawal report 30 days after each quarter and submit council approved report to Provincial and Auditor-General	% of reports submitted within 30 days in a financial year		Quarterly	none	none	Fully compliant		2	3	4	Expenditure Officer
	To ensure an integrated financial management system is in place	Maintain existing system	To continue preparing and co-ordinating all documents that should accompany budget as per S17 of MFMA	Submission of all accompanying documents		Annually	None	none	Not fully complying with MFMA				All submitted	CFO
	To ensure an integrated financial management system is in place	Maintain existing system	To ensure full compliant with S64 & 65 of MFMA	Updated monthly income and expenditure reports		monthly management reports	None	none	Fully compliant	fully compliant	fully compliant	fully compliant		Revenue and Expenditure Officers
	To ensure an integrated financial management system is in place	Maintain existing system	To ensure full compliant with S66 of MFMA	Monthly report submitted to MM		monthly	none	none	Fully compliant	fully compliant	fully compliant	fully compliant		Expenditure Officer
	To ensure an integrated financial management system is in place	Maintain existing system	To submit monthly budget statements to comply with S71	% of monthly budget statement submitted within 8 working days to MM		monthly	none	none	Fully compliant	fully compliant	fully compliant	fully compliant		Bydget Officer
	To ensure an integrated financial management system is in place	Maintain existing system	To ensure that the financial system is in place and being implemented	Milestone towards functionality		monthly	None	none	Venus	70% towards completion	90% towards completion	100 % Completion		CFO

		Review credit control policy	Review credit control policy	Progress milestones	Outdated credit policy	Issues identification process started	Draft policy	New credit control policy approved	CFO	Reviewed credit control policy in place but not yet approved, already implementing	No Council meeting was convened	Awaiting for council meeting to sit on 15/08/2008	3	100%
		Develop a property rate policy	To develop policy	Key milestones towards adoption of the policy	Working document	Policy drafting started	Draft policy	Approved rates policy	CFO	Rates policy developed, approved and implemented	None		5	167%
		To identify opportunities to diversify the revenue base	To conduct assessment of local sources of income	Progress towards identification	None	Research underway	Options identified	Policy on new revenue raising options approved	CFO	Not done	LED strategy not yet completed	Retain strategy	1	0%
personnel expenditure	To maintain personnel expenditure within 35% of the operating expenditure	To monitor trends in personnel expenditure	To lead in developing a turn around strategy	Progress towards completion of strategy	None	Research underway	Draft strategy	Strategy approved	CFO	Not done	No capacity and funding	Retain strategy	1	0%
general expenditure	To maintain general expenditure within 20% of the operating expenditure	To monitor trends in general expenditure	To lead in developing a turn around strategy	Progress towards completion of strategy	None	Research underway	Draft strategy	Strategy approved	CFO	Not done	No capacity and funding	Retain strategy	1	0%
repairs and maintenance	To maintain repairs and maintenance expenditure at about 15% of the operating expenditure	To monitor trends in repairs and maintenance expenditure	To lead in developing a turn around strategy	Progress towards completion of strategy	None	Research underway	Draft strategy	Strategy approved	CFO	Not done	No capacity and funding	Retain strategy	1	0%
Budget integrity	To ensure that the expenditure is as per budget	To automate the expenditure approvals	Exercise budget control	% O&M expenditure variance	10%	10%	8%	5%	CFO		Strict budget monitoring		5	167%
		To monitor and keep records of unprocedural expenditure	To produce quarterly reports of unprocedural expenditure	% of unprocedural expenditure	22%	10%	8%	5%	CFO	Done	Strict budget monitoring		5	167%
Debt coverage	To ensure an acceptable debt coverage ratio	Understand and manage contributors to the ratio	Analyse and develop mechanisms of improving ratio		Unknown	Research underway	Established Baseline	Establish baseline and set targets	CFO	Not done	Capacity constraints	Retain strategy	1	0%
Service debtors to revenue ratio	To ensure an acceptable outstanding service debtors to revenue ratio	Understand and manage contributors to the ratio	Analyse and develop mechanisms of improving ratio		Unknown	Research underway	Established Baseline	Establish baseline and set targets	CFO	Not done	Capacity constraints	Retain strategy	1	0%
Cost coverage	To ensure an acceptable cost coverage ratio	Understand and manage contributors to the ratio	Analyse and develop mechanisms of improving ratio		Unknown	Research underway	Established Baseline	Establish baseline and set targets	CFO	Not done	Capacity constraints	Retain strategy	1	0%
Revenue by Source	To cause collection of the following amounts of revenue								CFO				1	0%
Equitable Share	21250000		To have grants schedule or register	Grant received	16345264	R 10 625 000.00	R 15 937 500.00	R 21 250 000.00	CFO		None - spending of grant money which impacts allocations. Also reporting		5	167%
FMG	500000		Follow up with NT	Grant received	428892	R 250 000.00	R 375 000.00	R 500 000.00	CFO	R 21 250 000.00	None - spending of grant money which impacts allocations. Also reporting		5	167%
Rates	2202499		Issue bills , collect and implement credit control policy	Amount of revenue	456684	R 1 101 249.50	R 1 651 874.25	R 2 202 499.00	CFO	R 1 119 626.00	Budgeted income included indigent people and they cannot afford to pay	Data cleansing	2	67%

Sale of tenders	100000	Determine tarriffs for tender documents	Amount of revenue	242926	R 50 000.00	R 75 000.00	R 100 000.00	BTO		R 22 900.00	Target did not relate to tenders only. It included other sundry income		2	67%
Interest on bank balance	450000	Issue monthly bills , Interest received	grants accrued received	304059	R 225 000.00	R 337 500.00	R 450 000.00	BTO		R 153 758.00	Operational account was on overdraft	Increase revenue base	2	67%
MIG	5737000	To have grants schedule or register	Grant received	996457	R 2 868 500.00	R 4 302 750.00	R 5 737 000.00	BTO		R 5 737 000.00	None - spending of grant money which impacts allocations. Also reporting		5	167%
Expenditure		To contain expenditure within the following amounts											1	0%
Salaries	1682944	Manage employment processes and salary adjustment	Amount paid vs Budget	0	R 841 472.00	R 1 262 208.00	R 1 682 944.00	BTO		R 1 558 653.00		To continue monitoring	5	167%
repairs and maintenance	15000	Monitor spending	Amount paid vs Budget	6012	R 7 500.00	R 11 250.00	R 15 000.00	BTO		R 4 459.00		To continue monitoring	5	167%
Capital Expenditure	0			0	R 0.00	R 0.00	R 0.00	BTO					1	0%
General Expenses	2047973	Monitor spendinding	Amount paid vs Budget	3204607	R 1 023 986.50	R 1 535 979.75	R 2 047 973.00	BTO		R 1 915 251.00	Some votes were not utilised because they have implications on the next financial year e.g. AFS, bad debts	Stricit monitoring of the budget	5	167%
Good Governance				KPA Weight			40%	Weighted KPA Score		116%	Score 1 to 5	Rescaled Score		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Baseline	Targets			Indicator custodian	Actual for period	Reasons for performance	Corrective Action	Score 1 to 5	Rescaled Score
						31-Dec	31-Mar	30-Jun						
By-laws	To ensure proper	To translate by-laws	None										1	
		To build capacity to	None										1	
Policies	To improve knowledge of operational policies	To conduct training sessions	To ensure that finance related operational policies are presented in the policies workshops	% of staff and councillors who have attended courses on finance operational policies	All staff trained in 2 policies		50% of staff trained on all operational policies	100% of staff trained on all operational policies	CFO	Not done	Lack of funding - not budgeted for	To seek funding	1	0%
Inter-governmental relations	To have an effective inter-governmental relations	To have adequate administrative capacity to drive IGR process and link it to the IDP processes	n/a	n/a									1	0%
Councillor Administration Interface	To improve the understanding of practicalities of implementing the collective executive system of local government	To establish and implement protocols in line with the collective executive system of local government	n/a	n/a									1	0%
Budget	To ensure an integrated financial management system is in place	Maintain existing system	Full use of the financial system	Reports generated from the system	Intergrated financial system	Quarterly report generated from the system	All monthly and quarterly report generated from the system	All monthly and quarterly report generated from the system	BTO	Done	Dedicated officials	Continue doing good work	5	167%

		Maintain existing system	Preparation of 2008/9 Budget	Adoption by Council	2007/8 Budget	Draft budget with departmental inputs, Budget adjustment	Draft adoption of budget 2008/9	Submission of adopted budget to all relevant departments with section 71 reports	Budget Officer	Done	Comply with MFMA	Continue doing good work	3	100%
		Maintain existing system	Preparation of budget adjustment	Adopted Adjustment Budget	2007/08 budget	Draft adjusted budget	Adjustement budget approved		Budget Officer	Comply with MFMA	Continue doing good work	Continue doing good work	3	100%
Financial management system	To ensure an integrated financial management system is in place	Maintain existing system	To comply with budget process plans	Level of compliance as assessed by Finance	2007/8 process plan	Completed			Budget Officer	Done	Comply with MFMA	Continue doing good work	3	100%
	To ensure an integrated financial management system is in place	Maintain existing system	Preparation of 2006/7 financial statements	Financial statements submitted to AG	financial statements completed				CFO	Done	Comply with MFMA	Continue doing good work	5	167%
	To ensure an integrated financial management system is in place	Maintain existing system	To respond on AG's queries	Responses to management letter	To have attended to all queries	To have attended to all queries relating to 06/07	To have attended to all queries relating to 06/07		CFO	Done	Comply with MFMA	Continue doing good work	3	100%
	To ensure an integrated financial management system is in place	Maintain existing system	Table consolidated withdrawal report 30 days after each quarter and submit council approved report to Provincial and Auditor-General	% of reports submitted within 30 days in a financial year	Fully compliant	2	3	4	Expenditure Officer	Done - full compliance	Comply with MFMA	Continue doing good work	5	167%
	To ensure an integrated financial management system is in place	Maintain existing system	To continue preparing and co-ordinating all documents that should accompany budget as per S71 of MFMA	Submission of all accompanying documents	Not fully complying with MFMA			All submitted	CFO	Done	Comply with MFMA	Continue doing good work	5	167%
	To ensure an integrated financial management system is in place	Maintain existing system	To ensure full compliant with S64 & 65 of MFMA	Updated monthly income and expenditure reports	Fully compliant	fully compliant	fully compliant	fully compliant	Revenue and Expenditure Officers	Done	Comply with MFMA	Continue doing good work	5	167%
	To ensure an integrated financial management system is in place	Maintain existing system	To ensure full compliant with S66 of MFMA	Monthly report submitted to MM	Fully compliant	fully compliant	fully compliant	fully compliant	Expenditure Officer	Done	Comply with MFMA	Continue doing good work	5	167%
	To ensure an integrated financial management system is in place	Maintain existing system	To submit monthly budget statements to comply with S71	% of monthly budget statement submitted within 8 working days to MM	Fully compliant	fully compliant	fully compliant	fully compliant	Budget Officer	Done	Comply with MFMA	Continue doing good work	5	167%
	To ensure an integrated financial management system is in place	Maintain existing system	To ensure that the financial system is in place and being implemented	Milestone towards functionality	Venus	70% towards completion	90% towards completion	100 % Completion	CFO	Done	Dedicated officials	Continue doing good work	5	167%

Template Scorecard for Section 57 Managers : CORE COMPETENCY REQUIREMENTS

	CORE COMPETENCY REQUIREMENTS FOR MANAGE	Indicate Choice: Select Yes or No	Weight
			100%
	<i>Core Managerial Competencies</i>		
CCR1	Strategic Capability and Leadership	Yes	5%
CCR2	Programme and Project Management	Yes	5%
CCR3	Financial Management	Compulsory	10%
CCR4	Change Management	Yes	5%
CCR5	Knowledge Management	Yes	2.5%
CCR6	Service Delivery Innovation	No	0%
CCR7	Problem Solving and Analysis	Yes	5%
CCR8	People Management and Empowerment	Compulsory	5%
CCR9	Client Orientation and Customer Focus	Compulsory	5%
CCR10	Communication	Yes	5%
CCR11	Honesty and Integrity	Yes	5%
	<i>Core Occupational Competencies</i>		
CCR12	Competence in Self Management	Yes	5%
CCR13	Interpretation of and implementation within the legislative and national policy frameworks	Yes	10%
CCR14	Knowledge of developmental local government	Yes	5%
CCR15	Knowledge of Performance Management and Reporting	Yes	2%
CCR16	Knowledge of global and South African specific political, social and economic contexts	Yes	3%
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	2%
CCR18	Knowledge of more than one functional municipal field discipline	Yes	3%
CCR19	Skills in Mediation	No	5%
CCR20	Skills in Governance	Yes	2.5%
CCR21	Competence as required by other national line sector departments	Yes	5%
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%
Total percentage		-	100%

PERSONAL DEVELOPMENT PLAN

A large, empty rectangular box with a black border, intended for writing the content of the Personal Development Plan.

Template Calculator for Annual Performance Assessments of Section 57 Managers

Fixed Weight	Variable
	To be filled in

Components	Weight
KPA	80%
CCR	20%

Key Performance Areas	Weight	Weighted Score/5	Weighted Score
KPA 1: Local Economic Development	0%		0.00
KPA 2: Infrastructure and Service Delivery	5%	0.33	0.02
KPA 3: Institutional Transformation	10%	1.00	0.10
KPA 4: Financial Management	45%	0.67	0.30
KPA 5: Stakeholder Relations	40%	1.16	0.46
TOTAL	100%	3	0.88
Weighted average KPA score/5			
		88%	

	Indicate Choice: Select Yes/No	Weight	Actual Score/5	Weighted Score
Core Competency Requirements for Managers (CCR)				
<i>Core Managerial Competencies</i>				
CCR1	Strategic Capability and Leadership	Yes	5%	0.00
CCR2	Programme and Project Management	Yes	5%	0.00
CCR3	Financial Management	Compulsory	10%	0.00
CCR4	Change Management	Yes	5%	0.00
CCR5	Knowledge Management	Yes	3%	0.00
CCR6	Service Delivery Innovation	Yes	0%	0.00
CCR7	Problem Solving and Analysis	Yes	5%	0.00
CCR8	People Management and Empowerment	Compulsory	5%	0.00
CCR9	Client Orientation and Customer Focus	Compulsory	5%	0.00
CCR10	Communication	Yes	5%	0.00
CCR11	Honesty and Integrity	Yes	5%	0.00
<i>Core Occupational Competencies</i>				
CCR12	Competence in Self Management	Yes	5%	0.00
CCR13	Interpretation of and implementation within the legislative and national policy	Yes	10%	0.00
CCR14	Knowledge of developmental local government	Yes	5%	0.00
CCR15	Knowledge of Performance Management and Reporting	Yes	2%	0.00
CCR16	Knowledge of global and South African specific political, social and economic	Yes	3%	0.00
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	2%	0.00
CCR18	Knowledge of more than one functional municipal field discipline	Yes	3%	0.00
CCR19	Skills in Mediation	Yes	5%	0.00
CCR20	Skills in Governance	Yes	3%	0.00
CCR21	Competence as required by other national line sector departments	Yes	5%	0.00
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%	0.00
Total CCR Score			100%	0.00
Weighted Average Score/5				0.00

TOTAL	0.703111111
Percentage Score	23.4%

Bonus	0%
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Bonus System Rules			
Min Performance	Max Performance	Min Bonus	Max bonus
0%	100%	0%	0%
100%	130%	0%	5%
130%	150%	5%	9%
150%	166%	10%	14%
166%			

Community Services SDBIP scorecard 2007/8

Local economic Development										Total	100%		
Local economic Development										KPA Weight	30%		
Functional area	IDP Objective	IDP Strategy	Departmental	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured &	Baseline	Targets			Indicator custodian
										31-Dec	31-Mar	30-Jun	
Economic growth rate	To achieve an annual growth rate of 6% by 2010/11	To develop and implement an LED strategy that will seek to diversify the economy away from being largely driven by the public sector	Development of an LED strategy	Milestones towards completed strategy		Quarterly Reports	R336 000	R336 000 from DBSA	Process Plan in place	Service Provider appointed	Situational Analysis Complete	Strategy approved	CSM
Balance of the economy in terms of sectors (Tourism, Agriculture, Quarry & Mining, Retail Sector, Property and Land, Fisheries)	To increase the relative contribution of the agricultural sector to at least 15% by 2010/11	To work with the Department of Agriculture to develop and implement a plan that will increase the contribution of the agricultural sector in the economy	Co-ordinate the development of a plan that is in line with LED Strategy	Progress towards completion of a plan		Quarterly Reports	None	None	Steering Committee meetings	Agricultural sector survey underway	Draft plan	Plan Complete	LED
	To increase the relative contribution of the tourism sector to at least 15% by 2010/11	To develop and implement a tourism development plan	Co-ordinate the development of a plan that is in line with LED Strategy	Progress towards completion of a plan		Quarterly Reports	None	None	Steering Committee meetings	Tourism sector survey underway	Draft plan	Plan Complete	LED
	To increase the relative contribution of the retail sector to at least 15% by 2010/11	To develop a retail sector strategy	Co-ordinate the development of a plan that is in line with LED Strategy	Progress towards completion of a plan		Quarterly Reports	None	None	Steering Committee meetings	Retail sector survey underway	Draft plan	Plan Complete	LED

	To increase the relative contribution of the property and land sector to at least 5% by 2010/11	To resolve land tenure issues in the coastal belt and Peddie Town to promote tradability of land and properties	None											
	To explore the potential of the fisheries industry including abalone and sea weed	To work with DEAET to investigate the potential of licensing opportunities	Facilitate an investigation working with DEAET	Progress towards completion of an investigation		Management Reports	None	None	Meeting held	Commitment obtained from DEAET to investigate the potential of fisheries in the coastal belt	Investigation underway	Investigation complete	LED	
Employment levels	To reduce unemployment to 50% by 2010/11	To promote labour intensive approaches	Engage all public institutions that have potential labour intensive programmes e.g. DPW, ADM etc	% of public funded projects that were intentionally designed to optimize use of labour intensive approaches in the municipal area		Monitoring reports	None	None	Unkown - No monitoring mechanism	IGR Meeting	Assessment of all public funded projects complete	50% of projects reviewed to optimise the use of labour intensive approaches	LED	
Participation of the youth in the economy	To increase youth participation in the economy to 10% by 2010/11	To review, adopt and implement youth development strategy	Facilitate review of youth development strategy	Progress towards completion of the reviewed strategy		Management Reports	50 000	R50 000 from municipal budget	Old Strategy	Service Provider appointed	Review complete	Implementation plan developed	SPU	
Participation of women in the economy	To increase women participation in the economy to 40% by 2010/11	To develop a strategy to increase the participation of women in the economy	Link strategy development with IDP Processes	Progress towards completion of strategy		Management Reports	100 000	None	Unknown	Secure funding through budget review	Situational analysis complete	Strategy development complete	SPU	
Participation of the people with disabilities in the economy	To increase the participation of people with disabilities in the economy to 0.5% by 2010/11	To develop a strategy to increase the participation of people with disabilities in the economy	To facilitate a process of developing a strategy	Progress towards completion of strategy		Management reports	None	None	None	Situational analysis underway	Situational analysis complete	Strategy development complete	SPU	

Income poverty (income levels)	To ensure that no household earns less than R850 per month by 2010/11	To ensure that all deserving persons in the Municipality access grants	Facilitate the identification of deserving persons[1] and work with Dept. of Social Dev. improving access to grants	% of deserving that are accessing grants		Monthly Progress reports and minutes of meetings with Social Development improving access to grants	None	None	Unknown	Information received from CDW's	Names submitted to Social Development	All identified applications processed	SPU
SMME's and Co-operatives	To increase the support provided to local SMME's	To develop a database of SMME's and a support strategy	Engage DTI to support update of a database and development of a strategy	Progress towards adoption of a strategy		Management Reports	None	None	Data base in place	Commitment obtained from DTI	Draft strategy developed	Strategy complete	LED
	To improve the sustainability of co-operatives	To develop a support strategy for co-operatives	Engage DTI to support to the development of Co-ops support the strategy	Progress towards adoption of a strategy			None	None	Database of existing Coops in place	Commitment obtained from DTI	Draft strategy developed	Strategy complete	LED
Underdeveloped urban areas	To have well planned and viable urban areas	To develop and implement town planning scheme and invest in related infrastructure	None										
Infrastructure Development and Service Delivery										KPA Weight 30%			
Functional area	IDP Objective	IDP Strategy	Departmental	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured &	Baseline	Targets			Indicator custodian
										31-Dec	31-Mar	30-Jun	
Social development													
Services	To ensure that all	To review the To develop an electricity infrastructure investment plan and enter into an SLA with Eskom to implement it	None None										

- Access to free basic services by poor households	To ensure that all poor households have access to free basic services by 2010/11	To review the indigent policy in line with the national indigent policy framework and monitor its implementation	None										
- Skills	To understand and improve skills levels	To monitor skills development in the Municipal area in consultation with Dept of Labour	None										
- Education levels	To increase % of population who have completed secondary education to 50% by 2010/11	To organise career guidance initiatives in consultation with Dept of Education	To facilitate career guidance activities	% of career guidance teachers who have attended the Expo		Management reports	None	None	Unknown	100%			Communication
- Literacy	To eradicate illiteracy by 2010/11	To encourage communities to participate in ABET initiatives	Identify people who qualify and link them with ABET centres	% of identified people who participate in ABET programmes		Management reports	None	None	Unknown	Research underway	Established baseline	Targets approved as part of IDP	SPU
- Crime	To reduce crime levels by half by 2010/11	To monitor crime statistics and work closely with SAPS	To collect crime stats from SAPS, CPF's and CSF quarterly	Updated crime stats		Management reports	None	None	Unknown	1st Quartely report complete	2nd Quartely report complete	3rd Quartely report complete	CSM

- Sports and recreation	To improve levels of involvement in sporting activities	To forge closer working relations with sporting bodies and support sport activities	To work with Nngqushwa Sports Council to develop an annual calendar of major sporting activities and assist on organising sponsorship	% of planned sporting activities i.t.o the annual calendar that have been successfully organised		Management reports	None	None	No calendar	Calendar of events set	100% of activities for the period held	100% of activities for the period held	SPU
- Moral values	To improve moral values especially amongst the youth	To forge closer working relations with church bodies and NGO's and other relevant institutions and organise moral regeneration events	To coordinate a moral regeneration Forum	Progress in the implementation of a moral regeneration programme of action		Management reports	None	None	No coordinated approach	Key roleplayers identified	Stakeholder meeting held	Programme adopted	SPU
- Vulnerability to disaster	To reduce the levels of vulnerability to disaster	To conduct on-going awareness campaigns and ensure that development activities take into account disaster vulnerability issues	To organise awareness campaigns focusing more on disaster vulnerable wards	% disaster vulnerable wards which have been reached through campaigns		Management reports			unknown	established baselined	50% of identified wards reached	100% of identified wards reached	cmsm
- Land Tenure and settlements development	To improve land tenure systems and have better planned settlement development by 2010/11	To accelerate implementation of planning survey of rural settlements	None	-									

- Heritage and cultural development	To support communities in maintaining their heritage and practising their cultural activities	To assist communities in organising cultural activities in conjunction with Dept of Sport, Recreation, Arts and Culture	To work with communities and DSRAC to develop an annual calendar of major cultural activities and assist in organising sponsorships	Number of meetings held		Management Report	None	None	No calendar of activities	Calendar of events set	100% of activities for the period held	100% of activities for the period held	LED
Citizen health													
- Life expectancy	To improve life expectancy trends	To better monitor trends in life expectancy & encourage healthy living behaviours	To regularly collect updated stats	Updated stats in the IDP		Management reports	none	none	Unknown	established baselined	Update data	Targets approved as apt of IDP	cmsm
- Child mortality	To improve child mortality trends	To better monitor child mortality and encourage behaviours that improve child mortality	To regularly collect updated stats	Updated stats in the IDP		Management reports	none	none	Unknown	established baselined	Update data	Targets approved as apt of IDP	cmsm
- HIV/AIDS prevalence	To reduce HIV/Aids infection rate	To intensify the spread of ABC message through the implementation of the HIV/Aids strategy	Conduct workshops in all wards	% of wards in which AIDS awareness workshops have been held		Management reports	R100 000 from the municipality budget	R100 000 from the municipality budget	5%	10%	15%	20%	SPU
		To mainstream the HIV/Aids into service delivery plans and programmes	Ensure that contribution to the fight against HIV/Aids is a key decision criterion in funding of projects	% of municipal projects that demonstrate a plan to contribute towards the fight against HIV/Aids		Management reports	None	None	Unknown	Research underway	Established baseline	Targets approved as apt of IDP	SPU

- TB recovery rate	To improve the recovery rate to 65% by 2010/11	To support Dot programmes through Ward committees and CDWs	Facilitation of Dot programmes to all wards	% of wards that have effective Dot programmes		Management reports	None	None	Unknown	Research underway	Established baseline	Targets approved as apt of IDP	SPU
- Communicable diseases	To monitor and reduce the spread of communicable diseases	To work closely with Dept of Health and ADM to monitor and reduce the spread of communicable diseases	To regularly collect updated stats	Updated stats in the IDP		Management reports	None	None	Unknown	Workshop on communicable diseases held	Update data obtained	Activites planned	SPU
- Control of animal diseases	To monitor and reduce the spread of animal diseases	To work closely with Dept of Agriculture to monitor and reduce the spread of communicable diseases	To regularly collect updated stats	Updated stats in the IDP		Management reports	none	none	Unknown	Research underway	Workshop with relevant stakeholders held	Planned for the following Fin year approved	cmsm
Environment													
- Coastal Zone Management Issues (including beaches)	To manage the Coastal Zone in terms of the coastal zone management programme	To work closely with ADM in implementing the coastal zone management programme	To facilitate implementation of projects identified in the coastal zone management programme	% of projects identified in the coastal zone management programme that are implemented in the municipal area		Management Report	none	None	Project Advisory Committee in place	50% of planned projects initiated	100% of planned projects underway	100% of targets for the period achieved	LED
- Bio-Diversity protection	To promote the protection of bio-diversity	To identify and proclaim conservation areas	To work with DEAET in identifying and motivating for proclamation of potential conservation areas	% of identified areas for which motivations/ proposals have been produced		Management Report	none	None	No areas identified	Areas identified	Motivations submited for 25% of identified areas	Motivations submited for 50% of identified areas	LED

		To ensure that developments in the municipal area are in conformity with environmental management legislation	Develop an environmental management guideline for project implementation	Milestones to completion of guideline		Management Report	none	None	None	Concept complete	Draft guideline complete	Guideline approved	LED
- Pollution	To reduce the level of pollution especially littering in urban areas	To develop and enforce anti-littering by-laws	Liaise with corporate services to fast track gazetting of by-laws	Progress towards gazetting of by-laws		Management Report	None	None	Awaiting gazetting of by-laws	Reasons for delays identified	problems leading to delay solved	By-laws gazzeted	CSM
			Raise awareness of by-laws	% of wards in which public awareness meetings were held		Management Report	R50 000	R50 000 internal	0%	10%	25%	50%	CSM
			Develop capacity for enforcement of By-laws	No. of successful prosecutions		Management Reports	None	None	None	Workshop held with relevant stakeholders on by-laws enforcement	By-laws enforcement mechanisms in place	Prosecutions against major offenders initiated	CSM
- Soil erosion	To reduce the rate of soil erosion	To work with Dept of Agriculture to implement land care programmes	Facilitate the implementation of land care programmes	No. of land care programmes implemented		Management reports	None	None	Unknown	Liaise with DoA	Identify areas in which programmes will be held	Implementation of programmes	LED
Services													
Integration in service delivery	To ensure inter-governmental integration of service delivery	To integrate municipal service delivery plans with district, provincial, national plans	Revive IGR structure	Functional IGF		Minutes of IDF	None	None	No functional IGF	All government departments submit their plans	All government department plans incorporated in the IDP	Calendar of IGF activities developed	SPU

	To ensure integration of service delivery within the Municipality	To monitor project implementation and service delivery through the IDP structures.	To produce project implementation quarterly reports that assess the extent of integration	Improvement in integration		management reports	none	None	No intergartion	Intergration problems identified	Solutions found	Reports showing Improved intergrtation	CSM
		To establish an inter-departmental project management team	To facilitate establishment of project management team	% of inter-departmental project management team meetings in which the department fully participated		Quarterly reports	none	None	None	100%	100%	100%	CSM
Water supply	To provide adequate portable water to all by 2008/09	To monitor and report the implementation of the water sector plan	None										
		To lobby ADM to review the service level policy and design standard to accommodate mixed service level standards	None										
Sanitation services	To provide adequate sanitation to all by 2010	To monitor and report the implementation of the water sector plan	None										
Electricity services	To provide electricity to all by 2010/11	To set targets in the SLA concluded with Eskom	None										

Solid waste removal services	To provide a weekly refuse removal service to all urban and coastal belt households and twice a week for designated business institutions by 2010/11	To review service delivery mechanism to ensure sustainability	None										
Fire services	To provide effective fire services	To restructure service and redeploy capacity, improve response time	Ensure that there are fire volunteers in all villages	Response time of appropriate equipment as recorded on arrival at scene		monthly reports	none	None	Unkown	baseleine established	Restructuring complete	Targets set	csm
			Implement ation of shift systems that allows for 24hrs operation	% days in period under review in which the service was operational for 24% an day		Quartely Reports	none	None	7 hours per day	Service restructured	100%	100%	csm
Roads	To construct and / maintain all access roads linking communities to development nodes by 2010/11	To develop & implement road construction & maintenance plan	None										
Environmental health	To ensure provision of adequate environmental health services by 2010/11	To monitor and report to ADM on performance of municipal health services in the Municipal area	To monitor through CDW and ward system	Quarterly reports sent to ADM		Quartely Reports	None	None	Unknown	Performance report submitted	Performance report submitted	Performance report submitted	Csm
Disaster Response and Mitigation Services	To ensure that repairs and rehabilitation starts on average within three months after damage occurred by 2010/11	To improve response time in consultation with ADM	Ensure that assessme nt is done at least 24hrs after the incident	% of incidents in which assessments are done within 24hrs after the incident		Quartely Reports	None	None	Unknown	50%	100%	100%	Csm

Emergency services (ambulance)	To ensure that on average ambulances arrive at the scene timeously after a call has been made	To work with Dept of Health to monitor and develop interventions to improve the ambulance response time	To monitor through CDW and ward committees	Quarterly reports on average response time		Quarterly Reports	None	None	None	CDW's briefed to collect data	Quarterly Report	Quarterly Report	Csm
Education	To improve the Municipality's understanding of the education sector in the Municipal area	To raise the non-cooperation of the local education officials through the IGF and facilitate the establishment of the education forum	Facilitate the establishment of the education forum	Meeting of the Education Forum attended by the DoE		Education forum minutes	None	None	Education forum was established	1st meeting	2nd meeting	3rd meeting	SPU
Health	To ensure that patients get treatment within three hours after registration	To monitor quality of service and to have active representation in the hospital board	To monitor through CDW and ward system	Waiting period at health facilities		Quarterly Reports	None	None	Unknown	CDW's briefed to collect data	baseline established	Targets set	Csm
			Ensure representation in the hospital board	% of hospital board meetings attended by a rep of the municipality		Minutes of Hospital Board minutes	None	None	Unkown	100%	100%	100%	csm
	To have clinics with adequate medication and after hours emergency services and regular visits by mobile clinics	To monitor quality of service and to ensure that ward committees are actively represented in clinic committee activities	To monitor of clinic performance through participation of ward committees in clinic committees	Submission of quarterly clinic performance reports		Quarterly Reports	None	None	Unknown	Moniring mechanisms established through Speakers office	Quarterly Report submitted	Quarterly Report submitted	csm

				Extent of availability of medicine as assessed by health committees		Quarterly Reports	None	None	Mostly no medicines available	Poor	Notoicable improvement	Committee satisfied with vaiability of medicines	csn
				% of health facilities that provides after hours emergency services		Quarterly Reports	None	None	Unknown	Resaerch underway	Resaerch underway	Resaerch underway	csn
				% of identified areas that are visited by mobile clinics at least once a month		Quarterly Reports	None	None	Unknown	Resaerch underway	Resaerch underway	Resaerch underway	csn
Policing	To ensure that police arrive at the incident scene at least within 30 minutes after a report has been lodged.	To work with SAPS to monitor and develop interventions to improve the policing services	Work with police to develop a plan of action to improve policing services	Milestones to completion of improvement plan		Quarterly Reports	None	None	Unknown	Police met and commitment to develop an improvement plan obtained	Draft plan produced	Plan complete	csn
			To monitor through CDW and ward system	Submission of quarterly performance reports		Quarterly Reports	None	None	Unknown	Moniring mechanisms established through Speaker's office	Quarterly Report submitted	Quarterly Report submitted	csn
			To facilitate the rating of police through an annual consumer survey and feedback to SAPS	Survey ratings		Quarterly Reports	None	None	Unknown	Survey questions for service developed in consultation with police	Survey underway	Survey results available	csn
Housing	To have structured and co-coordinated housing developments in the municipal area	To develop a housing sector plan and use it as a basis to access rural housing subsidy	None										

Pollution management	To enforce anti-pollution by-laws prioritising littering	To develop capacity to enforce by-law	None											
Noise pollution	To enforce anti-noise pollution by-laws	To develop capacity to enforce by-law	None											
Public transport	To improve efficiency of public transport in the municipal area	To develop and implement public transport plan	None											
Building control	To ensure that all building developments comply with the national building regulations by 2010/11	To educate communities about national building regulations	None											
		To enforce national building regulations	None											
Parks and recreation	To have functional parks in the urban areas	To ensure proper management of parks	None											csm
	To maintain Ngqushwa gardens and Hamburg parks and Peddie swimming pool and raise revenue	To set tariffs for use of parks and collect revenue	None											
Sporting facilities	To have a functional Multi-Purpose Centre.	To complete construction	None											
Cemeteries, funeral parlours, crematoria	To ensure that all settlements have access to proper burial areas by 2010/11	To link identification of burial areas with planning and surveys	None											

	To ensure that cemeteries in the urban areas are fenced, maintained, grave sites paid for and records kept	To review tariffs and establish administrative systems for record keeping and make communities aware of burial practices in the urban areas	None										
Beaches	To maintain clean and safe beaches with adequate ablution facilities and obtain a blue flag status for all the beaches by 2010/11	To assign responsibility for maintenance of beaches within the administration	None										
Local tourism	To ensure functionality of the LTO	To ensure that the LTO has a programme and the required infrastructure and monitor its performance	To support the LTO to develop a programme and mobilise resources to implement it	Clear LTO programme		Management Report			Adhoc functioning LTO	Buy in from LTO on need for sustainability review and develop a Tourism Master Plan	Completed sustainable programme and Master Plan	Implementation of programme	LED
Pontoons, ferries, jetties and harbours	To formalise provision and regulate pontoons, ferries, jetties	To plan and assign administrative capacity to provide service	None										
Stormwater management	To provide adequate stormwater management	To include stormwater management in the roads maintenance plan	None										
Trading regulation	To regulate and monitor trading	To formulate and enforce trading by-laws	None						Draft by-laws approved by council	Submit for gazetting	Review capacity to enforce by-laws	Implement by-laws	Corporate
Bill boards and display advertisements	To regulate the erection of bill boards and display adverts	To enforce bill erection of bill boards and display by-law and review tariffs	None										

Cleansing	To clean streets in the coastal belt and urban areas daily	To allocate adequate resources	None										
Control of public nuisance	To minimise public nuisance activities	To enforce by-law	None										
Child care facilities	To ensure that the Dept of Education provides qualified staff and that the municipality provides the required equipment	To liaise with the Dept of Education and allocate adequate resources	To monitor that all child care facilities have registered	% of child care facilities that are registered		Minutes of the meeting with DoE	None	None	Unknown	Research underway	Established baseline	Targets approved as part of IDP	SPU
Control of undertakings that sell liquor to the public	To regulate and monitor the undertakings that sell liquor to the public	To formulate by-laws and develop capacity to enforce them	None										
Facilities for accommodation, care and burial of animals	To provide appropriate accommodation, care and burial of animals	To develop a plan to ensure provision of services	None										
Fencing and fences	To ensure that N2, R72, Tar road from Fish river to N2 and R345 is fenced	To liaise with the Province, SANRA and District	None										
	To establish community based mechanisms of securing fences	To delegate responsibilities to ward committees	None										
	To undertake awareness campaigns in affected areas to reduce incidents of vandalism	To assign responsibilities within the administration	None										
Markets	To establish and maintain a market place	Undertake a feasibility study and develop a market	Undertake feasibility study	Progress towards a final decision regarding a need for a market		Management Reports	R100 000.00	None	None	Develop proposal for funding of feasibility study	Funding secured	Feasibility Study underway	LED
Municipal abattoirs	To investigate a need for an abattoir and establish as well as maintain if necessary	Undertake a feasibility study and develop an abattoir if necessary	Undertake feasibility study	Progress towards a final decision regarding a need for abattoir		Management Reports	R100 000.01	None	None	Develop proposal for funding of feasibility study	Funding secured	Feasibility Study underway	LED

Pounds	Impound animals that are kept in contravention of by-laws	To assign responsibility within the administration	None											
	To refurbish the municipal pound and provide the required infrastructure e.g. truck	To assign responsibility within the administration	None											
Public places	To maintain public places including adequate ablution facilities	Continue to care for the facilities and make arrangements for care during public holidays and weekends	None											
Street trading	To regulate street trading	To clarify licensing with ADM.	None											
		Designate appropriate areas for hawkers	To investigate appropriate areas for hawker facilities	Progress towards completion of investigations		Management reports	None	None	None	Situational analysis complete	Draft recommendations made	Recommendations accepted		
		To enforce by-laws	None											
Street lighting	To provide adequate street lighting in the urban areas	To identify areas with inadequate street lighting in the urban areas and provide and maintain infrastructure	None											
		To ensure that the costs of street lighting are adequately covered in the rates income	None											

Traffic and parking	To provide more parking spaces and loading zones and raise income from public parking spaces	To devise mechanism for ensuring payments for parking and assign responsibilities for managing parking	To establish appropriate mechanisms for collecting parking revenue	Progress towards a functional mechanism		Management reports	None	None	None	Possible options identified	Options evaluation report complete	Appropriate option approved	CSM
Municipal planning	To improve the standard of IDP and ensure alignment with other spheres of government	Allocate adequate resources	Engage various departments in the IGR	Standard of the IDP as evaluated by other spheres		Reports from district, province and national	None	None	Poor	Situational analysis complete	Good draft complete	IDP considered of excellent quality	SPU
Municipal Transformation and Institutional Development									KPA Weight	10%			
Functional area	IDP Objective	IDP Strategy	Departmental	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured &	Baseline	Targets			Indicator custodian
										31-Dec	31-Mar	30-Jun	
Organisational design	To have an organogram that responds to all powers and functions of the municipality	To redesign the organogram	None										
	To have a coherent institutional approach that is informed by the available resources	To develop a macro institutional strategy as part of the IDP Review processes	None										
Organisational transformation	To improve participation of all races and people with disabilities in the activities of the Municipality	To review the Employment Equity Plan	None										
		To have a creative approach of designing activities so as to accommodate all races	None										
Information management	To improve information flow between Councillors, council structures and Administration	Develop and implement protocol policies that will govern flow of information within the Municipality	None										

	To accelerate the implementation of the communication strategy	To allocate adequate resources	None										
	To deepen the municipality's understanding of its operational context and challenges	To investigate all unknown measurements in the strategic scorecard and set up ongoing monitoring systems	None										
Skills development	To improve management and spread of skills development	To design and implement a plan of developing skills of Councillors	None										
		To design and implement a plan of developing skills of non-management staff	none										
		To monitor the impact of skills development on staff performance	None										
		Have interns constituting 2% of the total staff	None										
		To use projects as training opportunities	None										
Procurement	To ensure that the SCM is responsive to national and local aspirations	To review the SCM policy in line with CIDB and have adequate capacity to monitor its implementation	None										

Working environment	To improve Municipal working environment, discipline and teamwork	To develop a team building programme	None										
		To effectively implement disciplinary procedures in line with the bargaining council agreement	None										
EAP and HIV/Aids in the workplace	To implement wellness programmes	implement wellness programmes	Conducting wellness programmes for both councillors and officials	Decrease in absenteeism		Management reports	None	None	High	Produce quarterly trends analysis	Produce quarterly trends analysis	Produce quarterly trends analysis	SPU
Inter-departmental relations	To improve inter-departmental working arrangements		None										
IT systems and support	To have adequate IT support	Level of satisfaction based on internal survey	None										
		To have dedicated IT support capacity											
Document Management	To improve document management	To monitor functionality of document management system	None										
		To improve capacity in the registry office	None										
Assignment or delegation of roads function to Ngqushwa	Ngqushwa to take responsibility of local roads	To sign interim service level agreement with ADM	None										
Transfer of land and properties to Council	To transfer all Dept of Public Works properties and land that was "donated" to the Municipality	To approach the Premiers Office to assist in the transfer of properties	None										

Asset Management	To have effective asset management	To develop and implement asset management policy	None											
Risk Management	To have effective risk management	To develop and implement risk management policy	None											
Inter-national and other national relationships	To establish relations with strategic partners internationally and nationally to the benefit of the Municipality	To develop an inter-national relations strategy	None											
Financial viability										KPA Weight	20%			
Functional area	IDP Objective	IDP Strategy	Departmental	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured &	Baseline	31-Dec	Targets 31-Mar	30-Jun	Indicator custodian	
Local income	To increase local income to at least 50% of the total operating income by 2010/11	To conduct general municipal valuation in terms of the property rates act	To investigate and propose reasonable amounts of revenue that can be collected from services provided by the department	Progress of investigations		Management reports	None	None	None	Possible sources of revenue identified	Possible sources of revenue quantified factored in the budget	Collection mechanism proposed	CSM	
		Revis credit control policy	None											
		To identify opportunities to diversify the revenue base	None											
Personnel expenditure	To maintain personnel expenditure within 35% of the operating expenditure	To monitor trends in personnel expenditure	None											

General expenditure	To maintain general expenditure within 20% of the operating expenditure	To monitor trends in general expenditure	None										
Repairs and maintenance	To maintain repairs and maintenance expenditure at about 15% of the operating expenditure	To monitor trends in repairs and maintenance expenditure	None										
Budget integrity	To ensure that the expenditure is as per budget	To automate the expenditure approvals	None										
		To monitor and keep records of unprocedural expenditure	None										
Revenue by source	To cause collection of the following amounts of revenue												
Traffic	5 302 836		Issuing and collection of Traffic fines	Amount of revenue collected					5 302 836	R 2 651 418.00	R 3 977 127.00	R 5 302 836.00	Community Services
Agency Fees	0		Ensure registration and licencing of vehicles	Amount of revenue collected					0	R 0.00	R 0.00	R 0.00	Community Services
Learners licence	0		Establish Learners licence testing centre	Amount of revenue collected					Unknown	R 0.00	R 0.00	R 0.00	Community Services
learners licence photos	0		Establish Learners photo centre	Amount of revenue collected					Unknown	R 0.00	R 0.00	R 0.00	Community Services
Expenditure	To contain expenditure within the following amounts												

Salaries	2 891 989		Manage Employment processes and salary adjustments	Amount spent						R 1 445 994.50	R 2 168 991.75	R 2 891 989.00	
General expenditure	2 316 000		Control of purchasing and follow SCM processes	Amount spent						R 1 158 000.00	R 1 737 000.00	R 2 316 000.00	
Repairs and Maintenance	60 000		Ensure that	Amount spent						R 30 000.00	R 45 000.00	R 60 000.00	
Good Governance										KPA Weight	10%		
Functional area	IDP Objective	IDP Strategy	Departmental	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured &	Baseline	Targets			Indicator custodian
										31-Dec	31-Mar	30-Jun	
By-laws	To ensure proper administration of by-laws	To translate by-laws into Xhosa	None										
		To build capacity to enforce by-laws	None										
Policies	To improve knowledge of operational policies	To conduct training sessions	None										
	To develop and review policies	To identify, develop/review and implement policies	None										
Inter-governmental relations	To have an effective inter-governmental relations	To have adequate administrative capacity to drive IGR process and link it to the IDP processes	None										
Councillor Administration Interface	To improve the understanding of practicalities of implementing the collective executive system of local government	To establish and implement protocols in line with the collective executive system of local government	None										

Auditor General's Report	To obtain a positive unqualified auditor general's report	To comply with auditor general checklist	None										
		To develop response action plan based on Audit and AG's Management letter											

[1] [This will be linked to the Indigents Policy targeting](#)

Community Services SDBIP scorecard 2007/8

										Total Score		57%		
										Total		100%		
Local economic Development										KPA Weight		30%		
										Weighgted KPA Score		82%		
Functional area	IDP Objective	IDP Strategy	Departemntal	Indicator	Baseline	Targets			Indicator custodian	Actual for period	Reasons for performance	Corrective Action	Score 1 to 5	Rescaled Score
						31-Dec	31-Mar	30-Jun						
Balance of the economy in terms of sectors (Tourism, Agriculture, Quarry & Mining, Retail Sector, Property and Land, Fisheries)	To increase the relative contribution of the agricultural sector to at least 15% by 2010/11	To work with the Department of Agriculture to develop and implement a plan that will increase the contribution of the agricultural sector in the economy	Co-ordinate the development of a plan that is in line with LED Strategy	Progress towards completion of a plan	Steering Committee meetings	Agricultural sector survey underway+J13	Draft plan	Plan Complete	LED	Plan in place	Delay by other stakeholders	To integrate with LED strategy and be adopted by the council by 30 September	3	100%
	To increase the relative contribution of the tourism sector to at least 15% by 2010/11	To develop and implement a tourism development plan	Co-ordinate the development of a plan that is in line with LED Strategy	Progress towards completion of a plan	Steering Committee meetings	Tourism sector survey underway	Draft plan	Plan Complete	LED	Draft plan in place- presented to mangement and council		To be incorporated to LED strategy	3	100%
	To increase the relative contribution of the retail sector to at least 15% by 2010/11	To develop a retail sector strategy	Co-ordinate the development of a plan that is in line with LED Strategy	Progress towards completion of a plan	Steering Committee meetings	Retail sector survey underway	Draft plan	Plan Complete	LED	Plan in place	Delay by other stakeholders. ADM is co-ordinating the retail SMME for all its local municipalities	To integrate with LED strategy nd adopted by the council by 30 September.	3	100%
	To increase the relative contribution of the property and land sector to at least 5% by 2010/11	To resolve land tenure issues in the coastal belt and Peddie Town to promote tradability of land and properties	None										1	
	To explore the potential of the fisheries industry including abalone and sea weed	To work with DEAET to investigate the potential of licensing opportunities	Facilitate an investigation on working with DEAET	Progress towards completion of an investigation	Meeting held	Commitment obtained from DEAET to investigate the potential of fisheries in the coastal belt	Investigation underway	Investigation complete	LED	Investigation complete and fish frming is developing in Hamburg.	Commitment to the achievement of the target		5	167%

Employment levels	To reduce unemployment to 50% by 2010/11	To promote labour intensive approaches	Engage all public institutions that have potential labour intensive programmes e.g. DPW, ADM etc	% of public funded projects that were intentionally designed to optimize use of labour intensive approaches in the municipal area	Unknown - No monitoring mechanism	IGR Meeting	Assessment of all public funded projects complete	50% of projects reviewed to optimise the use of labour intensive approaches	LED	100% data of all intended programmes is available	Engagement as a municipal bilateral towards achieving the objective. Went beyond the IGR forum, which has not been meeting. Engaged with all the projects and innovative in the approach taken.		5	5%
Participation of the youth in the economy	To increase youth participation in the economy to 10% by 2010/11	To review, adopt and implement youth development strategy	Facilitate review of youth development strategy	Progress towards completion of the reviewed strategy	Old Strategy	Service Provider appointed	Review complete	Implementation plan developed	SPU	Budgeted for, and to be implemented in the 2008/09 financial year.	Awaiting a standardised strategy from the ADM	Further engagement with ADM	3	100%
Participation of women in the economy	To increase women participation in the economy to 40% by 2010/11	To develop a strategy to increase the participation of women in the economy	Link strategy development with IDP Processes	Progress towards completion of strategy	Unknown	Secure funding through budget review	Situational analysis complete	Strategy development complete	SPU	Baseline established. Funding secured, situational analysis is incorporated in the LED strategy.		To be adopted with the LED strategy	3	100%
Participation of the people with disabilities in the economy	To increase the participation of people with disabilities in the economy to 0.5% by 2010/11	To develop a strategy to increase the participation of people with disabilities in the economy	To facilitate a process of developing a strategy	Progress towards completion of strategy	None	Situational analysis underway	Situational analysis complete	Strategy development complete	SPU	Situational analysis is complete.		Strategy to be incorporated in the LED strategy	3	100%
Income poverty (income levels)	To ensure that no household earns less than R850 per month by 2010/11	To ensure that all deserving persons in the Municipality access grants	Facilitate the identification of deserving persons[1] and work with Dept. of Social Dev improving access to grants	% of deserving that are accessing grants	Unknown	Information received from CDW's	Names submitted to Social Development	All identified applications processed	SPU	Data has been collected and submitted to Soc.Dev. for processing (101 people deserving grants from 9 wards have been awarded).			4	133%
SMME's and Co-operatives	To increase the support provided to local SMME's	To develop a database of SMME's and a support strategy	Engage DTI to support update of a database and development of a strategy	Progress towards adoption of a strategy	Data base in place	Commitment obtained from DTI	Draft strategy developed	Strategy complete	LED	Commitment from DTI is obtained.	There is a process unfolding from DTI and ADM around the SMME and Co-operatives strategy. This hindered the Department's performance.	To further engage DTI and ADM.	1	0%

	To improve the sustainability of co-operatives	To develop a support strategy for co-operatives	Engage DTI to support to the development of Co-ops support the strategy	Progress towards adoption of a strategy	Database of existing Coops in place	Commitment obtained from DTI	Draft strategy developed	Strategy complete	LED	Commitment from DTI is obtained.	There is a process unfolding from DTI and ADM around the SMME and Co-operatives strategy.	To further engage DTI and ADM.	1	0%
Underdeveloped urban areas	To have well planned and viable urban areas	To develop and implement town planning scheme and invest in related infrastructure	None										1	
Infrastructure Development and Service Delivery					KPA Weight	30%				Weighted KPA Score		73%	Score 1 to 5	Rescaled Score
Functional area	IDP Objective	IDP Strategy	Departmental	Indicator	Baseline	Targets			Indicator custodian	Actual for period	Reasons for performance	Corrective Action	Score 1 to 5	Rescaled Score
						31-Dec	31-Mar	30-Jun						
Social														
Services	To ensure that	To review the	None										1	
		To develop	None										1	
- Access to free basic services by poor households	To ensure that all poor households have access to free basic services by 2010/11	To review the policy in line with the national indigent policy framework and monitor its implementation	None										1	
- Skills	To understand and improve skills levels	To monitor skills development in the Municipal area in consultation with Dept of Labour	None										1	
- Education levels	To increase % of population who have completed secondary education to 50% by 2010/11	To organise life orientation initiatives in consultation with Dept of Education	To facilitate life orientation activities	% of life orientation teachers who have attended the Expo	Unknown	100%			Communication	2 life orientation workshops held. 100 % attendance by teachers.			5	167%
- Literacy	To eradicate illiteracy by 2010/11	To encourage communities to participate in ABET initiatives	Identify people who qualify and link them with ABET centres	% of identified people who participate in ABET programmes	Unknown	Research underway	Established baseline	Targets approved as part of IDP	SPU	Baseline established. 100 % of people identified attend ABET classes.			5	167%

- Heritage and cultural development	To support communities in maintaining their heritage and practising their cultural activities	To assist communities in organising cultural activities in conjunction with Dept of Sport, Recreation, Arts and Culture	To work with communities and DSRAC to develop an annual calendar of major cultural activities and assist in organising sponsorships	Number of meetings held	No calendar of activities	Calendar of events set	100% of activities for the period held	100% of activities for the period held	LED	Calendar of activities is set. 4 meetings held with DSRAC. 100% of activities held.			3	100%
Citizen health													1	
- Life expectancy	To improve life expectancy trends	To better monitor trends in life expectancy & encourage healthy living behaviours	To regularly collect updated stats	Updated stats in the IDP	Unknown	established baseline	Update data	Targets approved as apt of IDP	cmsm	Statistics collected and included in the IDP			3	100%
- Child mortality	To improve child mortality trends	To better monitor child mortality and encourage behaviours that improve child mortality	To regularly collect updated stats	Updated stats in the IDP	Unknown	established baselined	Update data	Targets approved as apt of IDP	cmsm	Statistics collected and included in the IDP			3	100%
- HIV/AIDS prevalence	To reduce HIV/Aids infection rate	To intensify the spread of ABC message through the implementation of the HIV/Aids strategy	Conduct workshops in all wards	% of wards in which AIDS awareness workshops have been held	5%	10%	15%	20%	SPU	100% awareness workshops have been held in all 14 wards.			5	167%
		To mainstream the HIV/Aids into service delivery plans and programmes	Ensure that contribution to the fight against HIV/Aids is a key decision criterion in funding of projects	% of municipal projects that demonstrate a plan to contribute towards the fight against HIV/Aids	Unknown	Research underway	Established baseline	Targets approved as apt of IDP	SPU	26 % of projects are contributing towards fight against HIV/AIDS.			5	167%

- TB recovery rate	To improve the recovery rate to 65% by 2010/11	To support Dot programmes through Ward committees and CDWs	Facilitation of Dot programmes to all wards	% of wards that have effective Dot programmes	Unknown	Research underway	Established baseline	Targets approved as apt of IDP	SPU	Baseline established. DOT has been conducted effectively in all wards. This has been included in the IDP and the targets have been approved.			3	100%
- Communicable diseases	To monitor and reduce the spread of communicable diseases	To work closely with Dept of Health and ADM to monitor and reduce the spread of communicable diseases	To regularly collect updated stats	Updated stats in the IDP	Unknown	Workshop on communicable diseases held	Update data obtained	Activites planned	SPU	Statistics collected and available on IDP.			2	67%
- Control of animal diseases	To monitor and reduce the spread of animal diseases	To work closely with Dept of Agriculture to monitor and reduce the spread of communicable diseases	To regularly collect updated stats	Updated stats in the IDP	Unknown	Research underway	Workshop with relevant stakeholders held	Planned for the following Fin year approved	cmsm	Statistics collected and available.			2	67%
Environment														
- Coastal Zone Management Issues (including beaches)	To manage the Coastal Zone in terms of the coastal zone management programme	To work closely with ADM in implementing the coastal zone management programme	To facilitate implementation of projects identified in the coastal zone management programme	% of projects identified in the coastal zone management that are implemented in the municipal area	Project Advisory Committee in place	50% of planned projects initiated	100% of planned projects underway	100% of targets for the period achieved	LED	Baseline established. Project advisory committee is in place. 100% of projects identified in the costal zone and implemented.			3	100%
- Bio-Diversity protection	To promote the protection of bio-diversity	To identify and proclaim conservation areas	To work with DEAET in identifying and motivating for proclamation of potential conservation areas	% of identified areas for which motivations/ proposals have been produced	No areas identified	Areas identified	Motivations sumbited for 25% of identified areas	Motivations sumbited for 50% of identified areas	LED	Baseline established.Motivation for 100% of identified areas are submitted to DEAT and ADM.			5	167%

		To ensure that developments in the municipal area are in conformity with environmental management legislation	Develop an environmental management guideline for project implementation	Milestones to completion of guideline	None	Concept complete	Draft guideline complete		LED	Guidelines for project implementation are in place for all municipalities from ADM.			2	67%
- Pollution	To reduce the level of pollution especially littering in urban areas	To develop and enforce anti-littering by-laws	Liaise with corporate services to fast track gazetting of by-laws	Progress towards gazetting of by-laws	Awaiting gazetting of by-laws	Reasons for delays identified	problems leading to delay solved	By-laws gazzeted	CSM	A letter and meeting has been secured with CSM.			1	0%
			Raise awareness of by-laws	% of wards in which public awareness meetings were held	0%	10%	25%	50%	CSM	A letter and meeting has been secured with CSM.			1	0%
			Develop capacity for enforcement of By-laws	No. of successful prosecutions	None	Workshop held with relevent stakeholders on by-laws enforcement	By-laws enforcement mechanisms in place	Prosecutions agains major offenders initiated	CSM	A letter and meeting has been secured with CSM.			1	0%
- Soil erosion	To reduce the rate of soil erosion	To work with Dept of Agriculture to implement land care programmes	Facilitate the implementation of land care programmes	No. of land care programmes implemented	Unknown	Liaise with DoA	Identify areas in which programmes will be held	Facilitate the implementation of programmes	LED	Baseline established.Land care programmes are conducted in all wards.	There has been engagement with the Department of Agriculture. The landcare programmes are no longer implemented.		1	0%
Services														
Integration in service delivery	To ensure inter-governmental integration of service delivery	To integrate municipal service delivery plans with district, provincial, national plans	Revive IGR structure	Functional IGF	No functionl IGF	All government departments submit their plans	All government department plans incoporated in the IDP	Calender of IGF activities developed	SPU	IGF still not functional though meetings were held.	Junior officials who can't make decisions are sent to meetings	ADM to revive IGF for all local municipalities	1	0%
	To ensure integration of service delivery within the Municipality	To monitor project implementation and service delivery through the IDP structures.	To produce project implementation quarterly reports that assess the extent of integration	Improvement in integration	No intergartion	Intergration problems identified	Solutions found	Reports showing Improved intergartion	CSM	Committee established	Reports not produced. This was an oversight.		1	0%

		To establish an inter-departmental project management team	To facilitate establishment of project management team	% of inter-departmental project management team meetings in which the department fully participated	None	100%	100%	100%	CSM	Committee established	Oversight on behalf of the manager.		1	0%
Water supply	To provide adequate portable water to all by 2008/09	To monitor and report the implementation of the water sector plan	None										1	
		To lobby ADM to review the service level policy and design standard to accommodate mixed service level standards	None										1	
Sanitation services	To provide adequate sanitation to all by 2010	To monitor and report the implementation of the water sector plan	None										1	
Electricity services	To provide electricity to all by 2010/11	To set targets in the SLA concluded with Eskom	None										1	
Solid waste removal services	To provide a weekly refuse removal service to all urban and coastal belt households and twice a week for designated business institutions by 2010/11	To review service delivery mechanism to ensure sustainability	None										1	
Fire services	To provide effective fire services	To restructure service and redeploy capacity, improve response time	Ensure that there are fire volunteers in all villages	Response time of appropriate equipment as recorded on arrival at scene	Unkown	baseleine established	Restructuring complete	Target set for volunteers	csm	Baseline established. Each ward has 1 fire volunteer. Restructuring complete.			3	100%

			Implementation of shift systems that allows for 24hrs operation	% days in period under review in which the service was operational for 24 hrs a day	7 hours per day	Service restructured	100%	100%	csm	Shift system of 24 hours is in place, which began as of the 1st of July.				1	0%
Roads	To construct and / maintain all access roads linking communities to development nodes by 2010/11	To develop & implement road construction & maintenance plan	None											1	
Environmental health	To ensure provision of adequate environmental health services by 2010/11	To monitor and report to ADM on performance of municipal health services in the Municipal area	To monitor through CDW and ward system	Quarterly reports sent to ADM	Unknown	Performance report submitted	Performance report submitted	Performance report submitted	Csm	Baseline established. Quarterly reports are submitted to the advisory forum.				3	100%
Disaster Response and Mitigation Services	To ensure that repairs and rehabilitation starts on average within three months after damage occurred by 2010/11	To improve response time in consultation with ADM	Ensure that assessment is done at least 24hrs after the incident	% of incidents in which assessments are done within 24hrs after the incident	Unknown	50%	100%	100%	Csm	Assessment is done immediately after incident, except when it is far beyond our capacity.				3	100%
Emergency services (ambulance)	To ensure that on average ambulances arrive at the scene timeously after a call has been made	To work with Dept of Health to monitor and develop interventions to improve the ambulance response time	To monitor through CDW and ward committees	Quarterly reports on average response time	None	CDW's briefed to collect data	Quarterly Report	Quarterly Report	Csm	There is improvement in response time. Calls are picked within the institution not Bisho. Service is better				1	0%
Education	To improve the Municipality's understanding of the education sector in the Municipal area	To raise the non-cooperation of the local education officials through the IGF and facilitate the establishment of the education forum	Facilitate the establishment of the education forum	Meeting of the Education Forum attended by the DoE	Education forum was established	1st meeting	2nd meeting	3rd meeting	SPU	Education forum established. 4 meetings have been held.				5	167%

Health	To ensure that patients get treatment within three hours after registration	To monitor quality of service and to have active representation in the hospital board	To monitor through CDW and ward system	Waiting period at health facilities	Unknown	CDW's briefed to collect data	baseline established	Targets set	Csm	Maximum is 2 hours in clinics and hospital.	Questionnaires given to persons in the clinics and hospitals to assess the waiting period/response time. This was done by CDWs.		3	100%
			Ensure representation in the hospital board	% of hospital board meetings attended by a rep of the municipality	Unknown	100%	100%	100%	csm	100% meetings are attended by representatives.			3	100%
	To have clinics with adequate medication and after hours emergency services and regular visits by mobile clinics	To monitor quality of service and to ensure that ward committees are actively represented in clinic committee activities	To monitor of clinic performance through participation of ward committees in clinic committees	Submission of quarterly clinic performance reports	Unknown	Monitoring mechanisms established through Speakers office	Quarterly Report submitted	Quarterly Report submitted	csm	Clinic committees do participate.	Oversight		1	0%
				Extent of availability of medicine as assessed by health committees	Mostly no medicines available	Poor	Noticeable improvement	Committee satisfied with availability of medicines	csm	Survey - insufficient medicine.			1	0%
				% of health facilities that provides after hours emergency services	Unknown	Research underway	Research underway	Research complete	csm	Nompumelelo Hospital only			3	100%
				% of identified areas that are visited by mobile clinics at least once a month	Unknown	Research underway	Research underway	Research underway	csm	Once quarterly in 89 stations.			3	100%
Policing	To ensure that police arrive at the incident scene at least within 30 minutes after a report has been lodged.	To work with SAPS to monitor and develop interventions to improve the policing services	Work with police to develop a plan of action to improve policing services	Milestones to completion of improvement plan	Unknown	Police met and commitment to develop an improvement plan obtained	Draft plan produced	Plan complete	csm	Policing plan in place			3	100%

Bill boards and display advertisements	To regulate the erection of bill boards and display adverts	To enforce bill boards and display by-law and review tariffs	None											1	
Cleansing	To clean streets in the coastal belt and urban areas daily	To allocate adequate resources	None											1	
Control of public nuisance	To minimise public nuisance activities	To enforce by law	None											1	
Child care facilities	To ensure that the Dept of Education provides qualified staff and that the municipality provides the required equipment	To liaise with the Dept of Education and allocate adequate resources	To monitor that all child care facilities have registered	% of child care facilities that are registered	Unknown	Research underway	Established baseline	Targets approved as part of IDP	SPU	Baseline established. Continuous engagement with DoE.				3	100%
Control of undertakings that sell liquor to the public	To regulate and monitor the undertakings that sell liquor to the public	To formulate by-laws and develop capacity to enforce them	None											1	
Facilities for accommodation, care and burial of animals	To provide appropriate accommodation, care and burial of animals	To develop a plan to ensure provision of services	None											1	
Fencing and fences	To ensure that N2, R72, Tar road from Fish river to N2 and R345 is fenced	To liaise with the Province, SANRA and District	None											1	
	To establish community based mechanisms of securing fences	To delegate responsibilities to ward committees	None											1	
	To undertake awareness campaigns in affected areas to reduce incidents of vandalism	To assign responsibilities within the administration	None											1	
Markets	To establish and maintain a market place	Undertake a feasibility study and develop a market	Undertake feasibility study	Progress towards a final decision regarding a need for a market	None	Develop proposal for funding of feasibility study	Funding secured	Feasibility Study underway	LED	Funding secured. In process with appointing a service provider	Database is not complete/ properly arranged. Lack of funding.	Waiting for the quotations from service providers.		2	67%
Municipal abattoirs	To investigate a need for an abattoir and establish as well as maintain if necessary	Undertake a feasibility study and develop an abattoir if necessary	Undertake feasibility study	Progress towards a final decision regarding a need for abattoir	None	Develop proposal for funding of feasibility study	Funding secured	Feasibility Study underway	LED	Funding secured. Need identified. DoA to implement.				2	67%

EAP and HIV/Aids in the workplace	To implement wellness programmes	implement wellness programmes	Conducting wellness programmes for both councillors and officials	Decrease in absenteeism	High	Produce quarterly trends analysis	Produce quarterly trends analysis	Produce quarterly trends analysis	SPU					1	0%
Inter-departmental relations	To improve inter-departmental working arrangements		None											1	
IT systems and support	To have adequate IT support	Level of satisfaction based on internal survey	None											1	
		To have dedicated IT support capacity												1	0%
Document Management	To improve document management	To monitor functionality of document management system	None											1	
		To improve capacity in the registry office	None											1	
Assignment or delegation of roads function to Ngqushwa	Ngqushwa to take responsibility of local roads	To sign interim service level agreement with ADM	None											1	
Transfer of land and properties to Council	To transfer all Dept of Public Works properties and land that was "donated" to the Municipality	To approach the Premiers Office to assist in the transfer of properties	None											1	
Asset Management	To have effective asset management	To develop and implement asset management policy	None											1	
Risk Management	To have effective risk management	To develop and implement risk management policy	None											1	
Inter-national and other national relationships	To establish relations with strategic partners internationally and nationally to the benefit of the Municipality	To develop an inter-national relations strategy	None											1	
Financial viability					KPA Weight		20%				Weighted KPA Score		50%	Score 1 to 5	Rescaled Score
Functional	IDP Objective	IDP Strategy	Department	Indicator	Baseline	Targets		Indicator	Actual for	Reasons for	Corrective Action				

Template Scorecard for Section 57 Managers : CORE COMPETENCY REQUIREMENTS

		Indicate Choice: Select Yes or No	Weight
	CORE COMPETENCY REQUIREMENTS FOR MANAGE		100%
	<i>Core Managerial Competencies</i>		
CCR1	Strategic Capability and Leadership	Yes	5%
CCR2	Programme and Project Management	Yes	5%
CCR3	Financial Management	Compulsory	5%
CCR4	Change Management	Yes	5%
CCR5	Knowledge Management	Yes	5%
CCR6	Service Delivery Innovation	Yes	10%
CCR7	Problem Solving and Analysis	Yes	5%
CCR8	People Management and Empowerment	Compulsory	5%
CCR9	Client Orientation and Customer Focus	Compulsory	5%
CCR10	Communication	Yes	5%
CCR11	Honesty and Integrity	Yes	5%
	<i>Core Occupational Competencies</i>		
CCR12	Competence in Self Management	Yes	5%
CCR13	Interpretation of and implementation within the legislative and national policy frameworks	Yes	2%
CCR14	Knowledge of developmental local government	Yes	5%
CCR15	Knowledge of Performance Management and Reporting	Yes	5%
CCR16	Knowledge of global and South African specific political, social and economic contexts	Yes	1%
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	2.5%
CCR18	Knowledge of more than one functional municipal field discipline	Yes	5%
CCR19	Skills in Mediation	Yes	2%
CCR20	Skills in Governance	Yes	2.5%
CCR21	Competence as required by other national line sector departments	Yes	5%
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%
Total percentage		-	100%

PERSONAL DEVELOPMENT PLAN

A large, empty rectangular box with a black border, intended for writing a personal development plan. The box is positioned below the title and occupies most of the page's width and height.

Template Calculator for Annual Performance Assessments of Section 57 Managers

Fixed Weight	Variable
	To be filled in

Components	Weight
KPA	80%
CCR	20%

Key Performance Areas	Weight	Weighted Score/5	Weighted Score
KPA 1: Local Economic Development	30%	0.82	0.25
KPA 2: Infrastructure and Service Delivery	30%	0.73	0.22
KPA 3: Institutional Transformation	10%	0.00	0.00
KPA 4: Financial Management	20%	0.50	0.10
KPA 5: Stakeholder Relations	10%	0.00	0.00
TOTAL	100%	2	0.57
Weighted average KPA score/5		57%	

	Indicate Choice: Select Yes/No	Weight	Actual Score/5	Weighted Score
Core Competency Requirements for Managers (CCR)				
<i>Core Managerial Competencies</i>				
CCR1	Strategic Capability and Leadership	Yes	5%	0.00
CCR2	Programme and Project Management	Yes	5%	0.00
CCR3	Financial Management	Compulsory	5%	0.00
CCR4	Change Management	Yes	5%	0.00
CCR5	Knowledge Management	Yes	5%	0.00
CCR6	Service Delivery Innovation	Yes	10%	0.00
CCR7	Problem Solving and Analysis	Yes	5%	0.00
CCR8	People Management and Empowerment	Compulsory	5%	0.00
CCR9	Client Orientation and Customer Focus	Compulsory	5%	0.00
CCR10	Communication	Yes	5%	0.00
CCR11	Honesty and Integrity	Yes	5%	0.00
<i>Core Occupational Competencies</i>				
CCR12	Competence in Self Management	Yes	5%	0.00
CCR13	Interpretation of and implementation within the legislative and national policy	Yes	2%	0.00
CCR14	Knowledge of developmental local government	Yes	5%	0.00
CCR15	Knowledge of Performance Management and Reporting	Yes	5%	0.00
CCR16	Knowledge of global and South African specific political, social and economic	Yes	1%	0.00
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	3%	0.00
CCR18	Knowledge of more than one functional municipal field discipline	Yes	5%	0.00
CCR19	Skills in Mediation	Yes	2%	0.00
CCR20	Skills in Governance	Yes	3%	0.00
CCR21	Competence as required by other national line sector departments	Yes	5%	0.00
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%	0.00
Total CCR Score			100%	0.00
Weighted Average Score/5				0.00

TOTAL	45%
Percentage Score	45.3%

Bonus	0%
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Bonus System Rules			
Min Performance	Max Performance	Min Bonus	Max bonus
0%	100%	0%	0%
100%	130%	0%	5%
130%	150%	5%	9%
150%	166%	10%	14%
166%			

Corporate Services Departmental Scorecard 2006/7

Local economic Development										TOTAL	100%	15%			Indicator custodian
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured	Baseline	KPA Weight					
										31-Dec	31-Mar	30-Jun			
Economic growth rate	To achieve an annual growth rate of 6% by 2010/11	To develop and implement an LED strategy that will seek to diversify the economy away from being largely driven by the public sector	None	None											
Balance of the economy in terms of sectors (Tourism, Agriculture, Quarry & Mining, Retail Sector, Property and Land, Fisheries)	To increase the relative contribution of the agricultural sector to at least 15% by 2010/11	To work with the Department of Agriculture to develop and implement a plan that will increase the contribution of the agricultural sector in the economy	None	None											
	To increase the relative contribution of the tourism sector to at least 15% by 2010/11	To develop and implement a tourism development plan	None	None											
	To increase the relative contribution of the quarry and mining sector to at least 5% by 2010/11	To improve the regulation of the quarrying, sand mining and shell grid harvesting in order to improve their economic value	None	None											
	To increase the relative contribution of the retail sector to at least 15% by 2010/11	To develop a retail sector strategy	None	None											
	To increase the relative contribution of the property and land sector to at least 5% by 2010/11	To resolve land tenure issues in the coastal belt and Peddie Town to promote tradability of land and properties	Work with the Land Affairs Dept to develop and implement a road map towards the resolution of land tenure issues	Progress milestones towards resolution of land tenure issues		Quarterly reports			R72 Corridor plan in place Application for funding submitted	Road map developed	Targets for period in terms of the road map met	Targets for period in terms of the road map met	Corporate Services		
									Department of Land Affairs has been consulted	Submission made to Land Affairs through ABP Steering Committee	Alignment of Land issues to LM's IDP's	Land reform and settlement plan complete	Corporate Services		
			Liaise with the Department of Public Works and other institutions regarding the transfer of land and properties to NLM	Milestones towards transferring of land and properties					Consent sought to effect the delegation from DHLGTA	Working with DHLGTA and Office of the Premier to follow up on the matter	MEC signs the Delegation.	Implementation	Corporate Services		
	To explore the potential of the fisheries industry including abalone and sea weed	To work with DEAET to investigate the potential of licensing opportunities	None												
Employment levels	To reduce unemployment to 50% by 2010/11	To promote labour intensive approaches	None												
Participation of the youth in the economy	To increase youth participation in the economy to 10% by 2010/11	To review, adopt and implement youth development strategy	None												

Participation of women in the economy	To increase women participation in the economy to 40% by 2010/11	To develop a strategy to increase the participation of women in the economy	None											
Participation of the people with disabilities in the economy	To increase the participation of people with disabilities in the economy to 0.5% by 2010/11	To develop a strategy to increase the participation of people with disabilities in the economy	None											
Income poverty (income levels)	To ensure that no household earns less than R850 per month by 2010/11	To ensure that all deserving persons in the Municipality access grants	None											
SMME's and Co-operatives	To increase the support provided to local SMME's	To develop a database of SMME's and a support strategy	None											
	To improve the sustainability of co-operatives	To develop a support strategy for co-operatives	None											
Underdeveloped urban areas	To have well planned and viable urban areas	To develop and implement town planning scheme and invest in related infrastructure	Develop town planning schemes	Milestones towards developing town planning scheme	Quarterly reports	R 194 000	R194,000 DHLGTA	ToR complete	Service Provider Appointed	Draft Zoning Scheme complete	Complete Hamburg and Peddie Zoning Schemes	Corporate Services		
Infrastructure Development and Service Delivery										KPA Weight		15%		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar	30-Jun		
Social development														
- Services poverty (access to basic services)	To ensure that all households have access to a package (water, sanitation and electricity) of basic services by 2010/11	To review the WSP in partnership with ADM and integrate it with the WSDP and monitor its implementation	None											
		To develop an electricity infrastructure investment plan and enter into an SLA with Eskom to implement it	None											
- Access to free basic services by poor households	To ensure that all poor households have access to free basic services by 2010/11	To review the indigent policy in line with the national indigent policy framework and monitor its implementation	None											
- Skills	To understand and improve skills levels	To monitor skills development in the Municipal area in consultation with Dept of Labour	To collect skills development stats and work with DoL to identify strategic interventions to implemented in the municipal area	Updated skills development information	Quarterly reports		0	0	No system	In-principle commitment with DoL	Report on Skills Development levels in the area	Draft interventions proposals to DoL	Corporate Services	
- Education levels	To increase % of population who have completed secondary education to 50% by 2010/11	To organise career guidance initiatives in consultation with Dept of Education	None											
- Literacy	To eradicate illiteracy by 2010/11	To encourage communities to participate in ABET initiatives	None						s					
- Crime	To reduce crime levels by half by 2010/11	To monitor crime statistics and work closely with SAPS	None											
- Sports and recreation	To improve levels of involvement in sporting activities	To forge closer working relations with sporting bodies and support sport activities	None											
- Moral values	To improve moral values especially amongst the youth	To forge closer working relations with church bodies and NGO's and other relevant institutions and organise moral regeneration events	None											

- Vulnerability to disaster	To reduce the levels of vulnerability to disaster	To conduct on-going awareness campaigns and ensure that development activities take into account disaster vulnerability issues	None												
- Land Tenure and settlements development	To improve land tenure systems and have better planned settlement development by 2010/11	To accelerate implementation of planning survey of rural settlements	Undertake planning surveys in two villages with funding	Progress milestones towards completion					Funding received for two villages	Appointment of Service Provider	Base Map Complete	Draft layout plan and complete			
- Heritage and cultural development	To support communities in maintaining their heritage and practising their culture cultural activities	To assist communities in organising cultural activities in conjunction with Dept of Sport, Recreation, Arts and Culture	None												
Citizen health															
- Life expectancy	To improve life expectancy trends	To better monitor trends in life expectancy & encourage healthy living behaviours	None												
- Child mortality	To improve child mortality trends	To better monitor child mortality and encourage behaviours that improve child mortality	None												
- HIV/AIDS prevalence	To reduce HIV/Aids infection rate	To intensify the spread of ABC message through the implementation of the HIV/Aids strategy	None												
		To mainstream the HIV/Aids into service delivery plans and programmes	To develop an HIV/AIDS policy	Progress milestones towards adoption of HIV/AIDS policy		Quarterly reports	0	0	Draft policy in place	Workshop for employees on this policy	Final draft	Adoption by council	Corporate Services Manager		
- TB recovery rate	To improve the recovery rate to 65% by 2010/11	To support Dot programmes through Ward committees and CDW's	None												
- Communicable diseases	To monitor and reduce the spread of communicable diseases	To work closely with Dept of Health and ADM to monitor and reduce the spread of communicable diseases	None												
- Control of animal diseases	To monitor and reduce the spread of animal diseases	To work closely with Dept of Agriculture to monitor and reduce the spread of communicable diseases	None												
State of the environment															
- Coastal Zone Management Issues (including beaches)	To manage the Coastal Zone in terms of the coastal zone management programme	To work closely with ADM in implementing the coastal zone management programme	None												
- Bio-Diversity protection	To promote the protection of bio-diversity	To identify and proclaim conservation areas	None												
		To ensure that developments in the municipal area are in conformity with environmental management legislation	Integrate the environmental management guideline into municipal project management processes and systems	Progress milestones in integration of Environmental management guideline into project management processes and systems		Management reports	0	0	None	Intergration work started	Draft revised processes and systems	Revised processes and systems approved	Corporate Services Manager		
- Pollution	To reduce the level of pollution especially littering in urban areas	To develop and enforce anti-littering by-laws	Support the development of by-laws and enforcement capacity	Progress milestones towards enforcement of by-laws		Management reports	0	0	Draft by-laws in place	Follow-up on gazetting	Ensure that there is adequate institutional capacity for enforcement of by-laws		Corporate Services		

Soil erosion	To reduce the rate of soil erosion	To work with Dept of Agriculture to implement land care programmes	None												
Integration in service delivery	To ensure inter-governmental integration of service delivery	To integrate municipal service delivery plans with district, provincial, national plans	None												
	To ensure integration of service delivery within the Municipality	To monitor project implementation and service delivery through the IDP structures.	None												
		To establish an inter-departmental project management team	To actively participate in the inter-departmental project management team	% of inter-departmental project management team meetings in which the department fully participated		Minutes and reports on projects	0	0	None	100%	100%	100%	Office of MM		
Water supply	To provide adequate portable water to all by 2008/09	To monitor and report the implementation of the water sector plan	None												
		To lobby ADM to review the service level policy and design standard to accommodate mixed service level standards	None												
Sanitation services	To provide adequate sanitation to all by 2010	To monitor and report the implementation of the water sector plan	None												
Electricity services	To provide electricity to all by 2010/11	To set targets in the SLA concluded with Eskom	None												
Solid waste removal services	To provide a weekly refuse removal service to all urban and coastal belt households and twice a week for designated business institutions by 2010/11	To review service delivery mechanism to ensure sustainability	Facilitate review of organogram to ensure adequate capacity for solid waste removal	Progress milestones		Annual Report	0	0	Organogram in place	Situation Analysis	Draft Organogram in place	Final document approved	Corporate Services Manager		
Fire services	To provide effective fire services	To restructure service and redeploy capacity improve response time	None												
Roads	To construct and / maintain all access roads linking communities to development nodes by 2010/11	To develop & implement road construction & maintenance plan	None												
Environmental health	To ensure provision of adequate environmental health services by 2010/11	To monitor and report to ADM on performance of municipal health services in the Municipal area	None												
Disaster Response and Mitigation Services	To ensure that repairs and rehabilitation starts on average within three months after damage occurred by 2010/11	To improve response in consultation with ADM	None												
Emergency services (ambulance)	To ensure that on average ambulances arrive at the scene within an hour after a call has been made	To work with Dept of Health to monitor and develop interventions to improve the ambulance response time	None												
Education	To improve the Municipality's understanding of the education sector in the Municipal area	To raise the non-cooperation of the local education officials through the IGF and facilitate the establishment of the education forum	None												

Health	To ensure that patients get treatment within three hours after registration	To monitor quality of service and to have active representation in the hospital board	None										
	To have clinics with adequate medication and after hours emergency services and regular visits by mobile clinics	To monitor quality of service and to ensure that ward committees are actively represented in clinic committee activities	None										
Policing	To ensure that police arrive at the incident scene at least within 1 hour after a report has been lodged.	To work with SAPS to monitor and develop interventions to improve the policing services	None										
	To improve service quality	To work with SAPS to monitor and develop interventions to improve service quality	None										
Housing	To have structured and co-coordinated housing developments in the municipal area	To develop a housing sector plan and use it as a basis to access rural housing subsidy	Source funding for developing housing sector plan	Progress milestones towards completion of a housing sector plan		Quarterly reports	0	0	Situational Analysis complete	Funding secured for developing housing sector plan	Drafting in progress	Draft Plan	
Pollution management	To enforce anti-pollution by-laws prioritising littering	To develop capacity to enforce by-laws	Source funding and develop by-laws	Key milestones towards completion of by-laws		Quarterly reports	0	0	None	List of outstanding by-laws approved by Management	proposals for funding development of by-laws submitted	TOR and funding in place	Corporate Services Manager
			Develop a plan to utilise the existing peace officers	Adopted plan		Quarterly reports	0	0	None	Draft Plan	Approved plan		Corporate Services Manager
Noise pollution	To enforce anti-noise pollution by-laws	To develop capacity to enforce by-law	Source funding and develop by-laws	Key milestones towards completion of by-laws		Quarterly reports	0	0	None	List of outstanding by-laws approved by Management	proposals for funding development of by-laws submitted	TOR and funding in place	Corporate Services Manager
			Develop a plan to utilise the existing peace officers	Adopted plan		Quarterly reports	0	0	None	Draft Plan	Approved plan		Corporate Services Manager
Public transport	To improve efficiency of public transport in the municipal area	To develop and implement public transport plan	None										
Building control	To ensure that all building developments comply with the national building regulations by 2010/11	To educate communities about national building regulations	None										
		To enforce national building regulations	None										
Parks and recreation	To have functional parks in the urban areas	To maintain Ngqushwa gardens and Hamburg parks	None						Unknown	Survey TOR developed	Survey Conducted	Targets approved as part of IDP	Corporate Services
Parks and recreation	To have a functional public swimming pool in Peddie	Relocate the swimming pool to a suitable area	Identify land and conclude all admin procedures	Progress milestones		Management reports	0	0		Identify land	Approvals obtained	Sourced funding	Corporate Services
Sporting facilities	To have a functional Multi purpose centre	complete construction	None										

Cemeteries, funeral parlours, crematoria	To ensure that all settlements have access to proper burial areas by 2010/11	To link identification of burial areas with planning and surveys	To link identification of burial areas with planning and surveys in 5 villages.	Progress milestones		Quarterly reports	0	0	Funding secured for 2 villages	Submission of applications for the next financial year	Surveys of 2 villages complete	Targets approved as part of IDP	Corporate Services
	To ensure that cemeteries in the urban areas are fenced, maintained, grave sites paid for and records kept	To review tariffs and establish administrative systems for record keeping and make communities aware of burial practices in the urban areas	None										
Beaches	To maintain clean and safe beaches with adequate ablution facilities and obtain a blue flag status for all the beaches by 2010/11	To assign responsibility for maintenance of beaches within the administration	None										
Local tourism	To ensure functionality of the LTO	To ensure that the LTO has a programme and the required infrastructure and monitor its performance	None										
	To formalise provision and regulate pontoons, ferries, jetties	To plan and assign administrative capacity to provide service	Facilitate review of organogram	Progress milestones		Annual Report	0	0	Organogram in place	Situation Analysis	Draft Organogram in place	Final document approved	Corporate Services Manager
Stormwater management	To provide adequate stormwater management	To include stormwater management in the roads maintenance plan	None										
Trading regulation	To regulate and monitor trading	To formulate and enforce trading by-laws	Source funding and develop by-laws	Key milestones towards completion of by-laws		Quarterly reports	0	0	None	List of outstanding by-laws approved by Management	proposals for funding development of by-laws submitted	TOR and funding in place	Corporate Services Manager
			Develop a plan to utilise the existing peace officers	Adopted plan		Quarterly reports	0	0	None	Draft Plan	Approved plan		Corporate Services Manager
Bill boards and display advertisements	To regulate the erection of bill boards and display adverts	To enforce bill boards and display by-law and review tariffs	Review bill boards and display tariffs	Reviewed display tariffs		Quarterly reports	0	0	None	Review underway	New tariffs incorporated to the budget	Adopted as part of budget	Corporate Services Manager
			Develop a plan to utilise the existing peace officers	Adopted plan		Quarterly reports	0	0	None	Draft Plan	Approved plan		Corporate Services Manager
Cleansing	To clean streets in the coastal belt and urban areas daily	To allocate adequate resources	None										
Control of public nuisance	To minimise public nuisance activities	To enforce by-law	Develop a plan to utilise the existing peace officers	Adopted plan		Quarterly reports	0	0	None	Draft Plan	Approved plan		Corporate Services Manager
Child care facilities	To ensure that the Dept of Education provides qualified staff and that the municipality provides the required equipment	Ensure that all Child Care facilities are registered with DoE	None										
Control of undertakings that sell liquor to the public	To regulate and monitor the undertakings that sell liquor to the public	To formulate by-laws and develop capacity to enforce them	Source funding and develop by-laws	Key milestones towards completion of by-laws		Quarterly reports	0	0	None	List of outstanding by-laws approved by Management	proposals for funding development of by-laws submitted	TOR and funding in place	Corporate Services Manager

			Develop a plan to utilise the existing peace officers	Adopted plan		Quarterly reports	0	0	None	Draft Plan	Approved plan		Corporate Services Manager
Facilities for accommodation, care and burial of animals	To provide appropriate accommodation, care and burial of animals	To develop a plan to ensure provision of services	None										
Fencing and fences	To ensure that N2, R72, Tar road from Fish river to N2 and R345 is fenced	To liaise with the Province, SANRA and District	None										
	To establish community based mechanisms of securing fences	To delegate responsibilities to ward committees	None										
	To undertake awareness campaigns in affected areas to reduce incidents of vandalism	To assign responsibilities within the administration	None										
Markets	To establish and maintain a market place	Undertake a feasibility study and develop a market	Identify land and conclude all admin procedures	Progress milestones		Management reports	0	0		Identify land	Approvals obtained	Sourced funding	Corporate Services
Municipal abattoirs	To investigate a need for an abattoir and establish as well as maintain if necessary	Undertake a feasibility study and develop an abattoir if necessary	none										
Pounds	Impound animals that are kept in contravention of by-laws	To assign responsibility within the administration	Utilise the existing peace officers	% decrease of reports of animals that are kept in contravention of by-laws		Quarterly reports	0	0	None	20% decrease	30% decrease	50% decrease	Corporate Services
	To refurbish the municipal pound and provide the required infrastructure e.g. truck	To relocate the pound	Progress towards completion of relocation of pound and provision of infrastructure						None	New pound site identified	Obtain approvals	Funding secured	Technical Services
Public places	To maintain public places including adequate ablution facilities	Continue to care for the facilities and make arrangements for care during public holidays and weekends	None										
Street trading	To regulate street trading	To clarify licensing with ADM.	Facilitate gazetting of by-laws	By-laws gazetted		Annual	0	0	Draft by-laws approved by council	Submit for gazetting	Review capacity to enforce by-laws	Implement by-laws	Corporate Services
		Designate appropriate areas for hawkers	Demarcate and developed sites for hawkers	Progress towards designating proper trading areas for hawkers		Management meeting reports	0	0	None	Site identified	Obtain approvals	Funding secured	Corporate Services
		Source funding and develop by-laws	Source funding and develop by-laws	Key milestones towards completion of by-laws		Quarterly reports	0	0	None	List of outstanding by-laws approved by Management	proposals for funding development of by-laws submitted	TOR and funding in place	Corporate Services Manager
		Accommodate by-law enforcement capacity in the organogram	Facilitate review of organogram	Progress milestones		Annual Report	0	0	Organogram in place	Situation Analysis	Draft Organogram in place	Final document approved	Corporate Services Manager
Street lighting	To provide adequate street lighting in the urban areas	To identify areas with inadequate street lighting in the urban areas and provide and maintain infrastructure	None										

		To ensure that the costs of street lighting are adequately covered in the rates income	None											
Traffic and parking	To provide more parking spaces and loading zones and raise income from public parking spaces	To devise mechanism for ensuring payments for parking and assign responsibilities for managing parking	None											
Municipal planning	To improve the standard of IDP and ensure alignment with other spheres of government	Allocate adequate resources, strengthen IGR and feedback from ADM	None											
Municipal Transformation and Institutional Development										KPA Weight	30%	TOTAL		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar	30-Jun		
Organisational design	To have an organogram that responds to all powers and functions of the municipality	To redesign the organogram	Review organisational structure	Organogram adopted		Quarterly reports	0	0	Outdated organogram	Comprehensive situational analysis	Draft restructured organogram	Approved organogram and set subsequent targets	Corporate Services	
	To have a coherent institutional approach that is informed by the available resources	To develop a macro institutional strategy as part of the IDP Review processes	Develop institutional strategy	Strategy adopted		Quarterly reports	0	0	None	Comprehensive situational analysis	Draft Macro strategy	Approved as part of IDP	Corporate Services	
Organisational representativity	To improve participation of target groups in the activities of the Municipality	To review the Employment Equity Plan	Review employment equity plan	Milestones towards adoption of a reviewed plan		Annual Report	0	0	Employment Equity Plan review	Establish SD & EEC	Draft reviewed EEP	Approved EEP	Corporate Services	
Information management	To improve information flow between Councillors, council structures and Administration	Develop and implement protocol policies that will govern flow of information within the Municipality	Develop a protocol policy	Milestones towards development of a protocol policy		Quarterly reports	0	0	Unknown	Survey TOR developed	Survey Conducted	Targets approved as part of IDP	Corporate Services	
	To accelerate the implementation of the communication strategy	To allocate adequate resources	None											
	To deepen the municipality's understanding of its operational context and challenges	To investigate all unknown measurements in the strategic scorecard and set up ongoing monitoring systems	None											
Skills development	To improve management and spread of skills development	To design and implement a plan of developing skills of Councillors	Review Skills Development plan/Training Plan	Skills Development Plan reviewed		Quarterly reports	0	0	Unknown	Draft training plan complete	Approved Plan	Implementation started	Corporate Services	
		To design and implement a plan of developing skills of non-management staff	Review skills development plan	Skills Development Plan reviewed		Quarterly reports	0	0	Unknown	Draft training plan complete	Approved Plan	Implementation started	Corporate Services	
		To monitor the impact of skills development on staff performance	Produce quarterly reports	Regular reporting by HOD's		management reports	0	0	Unknown	Establish SD & EEC	Quarterly reports submitted	Annual reports submitted	Corporate Services	
		Have interns constituting 2% of the total staff	To identify opportunities for use of interns and support implementation of internship programme	% of interns in total staff		Quarterly reports	0	0	2%	2%	2%	2%	Corporate Services	
		To use projects as training opportunities	Liaise with other Depts on training undertaken through projects	No. of people trained in municipal projects		Quarterly reports	0	0	Unknown	20	40	60	Corporate Services	

Procurement	To ensure that the SCM is responsive to national and local aspirations	To review the SCM policy in line with CIDB and have adequate capacity to monitor its implementation	Reviewal of SCM policy	Milestones towards reviewal of SCM policy		Quartely reports	0	0	None	Review started	Draft reviewed policy	Reviewd policy adopted	
Working environment	To improve Municipal working environment, discipline and teamwork	To develop a team building programme	Develop and lead implementation of a team building programme	Milestones in implementing a team building programme		quarterly reports	0	0	Morale is low	ToR complete	Programme implemented	Morale improving	Corporate Services
		To effectively implement disciplinary procedures in line with the bargaining council agreement	To effectively implement disciplinary procedures in line with the bargaining council agreement	% of disciplinary procedures completed within 90 days		management reports	0	0	0%	0%	25%	50%	Corporate Services
		To introduce performance monitoring and rewards to middle managers and below	To review performance management tool and identify incentives for middle managers and below	Progress milestones		management reports	0	0	PMS Framework in place	proposed incentives for middle managers and below submitted to management	Incentive scheme accepted by middle managers	Incentive scheme approved	Corporate Services
EAP and HIV/Aids in the workplace	To improve employee wellness	Implement wellness programmes	Investigate impact of EAP programmes and HIV/AIDS	Quaterly reports		management reports	0	0	High	Produce quarterly trends analysis	Produce quarterly trends analysis	Produce quarterly trends analysis	Corporate Services
IT systems and support	To have adequate IT support	To develop integrated IT system	To develop integrated IT system	Progress milestones		quarterly reports	0	0	Draft policy in place	issues identification	draft system design	system design approved	Corporate Services
		Review IT support	Investigate impact of Service Provider on IT support	Progress towards deciding on appropriate support		quarterly reports	0	0	External service provider support	Assessment of current support	Recommendation on alternatives	Decided on appropriate IT support mechanisms	Corporate Services
Document Management	To improve document management	To monitor functionality of document management system	To review current document management system	Progress milestones		quarterly reports	0	0	Unknown	Assessment of the document management system	Recommendation on alternatives	Decided on appropriate document system mechanisms	Corporate Services
			To develop document management policy	Progress milestones		quarterly reports	None	None	Draft policy in place	Draft policy presented to management	Policy adopted	Implementation arrangements in place	Corporate Services
		To improve capacity in the registry office	Capacity building of existing registry personnel	Progress milestones		quarterly reports	None	None	Registry personnel available	Submission of training needs	Appoint service provider	Training to have taken place	Corporate Services
Assignment or delegation of roads function to Ngqushwa	Ngqushwa to take responsibility of local roads	To sign interim service level agreement with ADM	None										
Transfer of land and properties to Council	To transfer all Dept of Public Works properties and land that was "donated" to the Municipality	To approach the Premiers Office to assist in the transfer of properties	To facilitate meeting with PO and the transfer process	Progress milestones		Quartely reports	None	None	None in relation to land transfer	Meeting held with Premiers office	Decision on whether properties are to be transferred	All properties transferred if so agreed	Corporate Services

Asset Management	To have effective asset management	To develop and implement asset management policy	Develop a asset management policy	Milestones towards development of a policy			None	None	Draft policy in place	Draft policy presented to management	Policy adopted	Implementation arrangements in place	Corporate Services
Risk Management	To have effective risk management	To develop and implement risk management policy	Develop risk management policy	Milestones towards development of a policy			None	None	Draft policy in place	Draft policy presented to management	Policy adopted	Implementation arrangements in place	Corporate Services
Inter-national and other national relationships	To establish relations with strategic partners internationally and nationally to the benefit of the Municipality	To develop an inter-national relations strategy	None										
Financial viability										KPA Weight 15%			
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured	Baseline	Targets			Indicator custodian
										31-Dec	31-Mar	30-Jun	
Local income	To increase local income to at least 50% of the total operating income by 2010/11	To conduct general municipal valuation in terms of the Property Rates Act	Appointment of service provider	Completion of Valuation roll		Quarterly reports	R3 743 280	R400 000 DHLGTA ; Rest from internal resources	Data collection complete	Actual valuation in progress	Draft valuation roll	Implementation started	Corporate Services Manager
		To continue implementing the credit control policy and by-laws	None										
		To identify opportunities to diversify the revenue base	None										
personnel expenditure	To maintain personnel expenditure within 35% of the operating expenditure	To monitor trends in personnel expenditure	None										
general expenditure	To maintain general expenditure within 20% of the operating expenditure	To monitor trends in general expenditure	None										
repairs and maintenance	To maintain repairs and maintenance expenditure at about 15% of the operating expenditure	To monitor trends in repairs and maintenance expenditure	None										
Budget integrity	To ensure that the expenditure is as per budget	To automate the expenditure approvals	None										
		To monitor and keep records of unprocedural expenditure	None										
Revenue by source	To cause collection of the following amounts of revenue												
Property leases	R 15 000		Monitoring of lease agreements	Amount of revenue collected		Monthly reports	R 0.00	R 0.00	R 9 524	R 7 500	R 11 250	R 15 000	Corporate Services Manager
Hall hire	R 0		Monitoring of hiring of hall	Amount of revenue collected		Monthly reports	R 0.00	R 0.00	R 87 435	R 0	R 0	R 0	Corporate Services Manager
			Reviewal of tariff of the hall	Amount of revenue collected									Corporate Services Manager
Expenditure	To contain expenditure within the following amounts												

Salaries	R 3 217 803		Managing employment processes and salary adjustments	Expenditure within the budget		Monthly reports				#####	R 2 413 352	R 3 217 803	Corporate Services Manager	
General expenses	R 6 274 765		Manage and control budget	Expenditure within the budget		Monthly reports				#####	R 4 706 074	R 6 274 765	Corporate Services Manager	
Repairs and maintenance	R 331 706		Manage and control budget	Expenditure within the budget		Monthly reports				R 165 853	R 248 780	R 331 706	Corporate Services Manager	
Good Governance										KPA Weight		25%		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding	Funding secured	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar	30-Jun		
By-laws	To ensure proper administration of by-laws	To translate by-laws into Xhosa	Source funding to translate by-laws into Xhosa	Key milestones towards completion of translation		Annual	0	0	None	Obtain quotation	Secure funding	Appoint service provider	Corporate services	
		To build capacity to enforce by-laws	Accommodate by-law enforcement capacity in the organogram	Progress towards enforcement of by-laws		Annual	0	0	By-laws submitted for gazetting	Seek legal opinion on enforcement before gazetting	Follow-up gazetting	Implementation started	Corporate services	
Policies	To improve knowledge of operational policies	To conduct training sessions	To design a course covering the whole suite of existing operational policies and train staff and councillors	% of councillors and staff who have undergone training		Quarterly reports	0	0	All staff trained in 2 policies	Training programme complete	50% of staff trained on all operational policies	100% staff trained on all operational policies	Corporate services	
	To develop and review policies	To identify, develop/review and implement policies	To develop new policies and review existing policies	new policies(IT policy;Record management; OHSP;HIV/AIDS ; Delegation and review (PMS; Fleet Management adopted		Quarterly reports	0	0	issues identification	Draft policies and reviews	workshops on new and reviewed policies (draft for comments	final drafts on new and reviewed policies adopted	Corporate services	
Inter-governmental relations	To have an effective inter-governmental relations	To have adequate administrative capacity to drive IGR process and link it to the IDP processes	To have staff delegated the IGR responsibility in the organogram	Progress milestones towards accommodating IGR capacity in the organogram		Quarterly reports	0	0	Outdated organogram	Comprehensive situational analysis	Draft restructured organogram	Approved organogram and set subsequent targets	Corporate Services	
Councillor Administration Interface	To improve the understanding of practicalities of implementing the collective executive system of local government	To establish and implement protocols in line with the collective executive system of local government	Develop and implement protocol policies that will support the collective executive system of local government	Milestones towards development of a protocol policy					Municipality promulgated as EXCO type municipality	Development of protocol underway	Protocol developed	All councillors and staff workshoped on practices of EXCO type municipality	Corporate Services	
Auditor General's Report	To obtain a positive unqualified auditor general's report	To comply with auditor general checklist	None											
		To develop a response action plan based on Audit and AG's Management letter	None											

Citizen health														1	0%
- Life expectancy	To improve life expectancy trends	To better monitor trends in life expectancy & encourage healthy living behaviours	None											1	
- Child mortality	To improve child mortality trends	To better monitor child mortality and encourage behaviours that improve child mortality	None											1	
- HIV/AIDS prevalence	To reduce HIV/Aids infection rate	To intensify the spread of ABC message through the implementation of the HIV/Aids strategy	None											1	
		To mainstream the HIV/Aids into service delivery plans and programmes	To develop an HIV/AIDS policy	Progress milestones towards adoption of HIV/AIDS policy	Draft policy in place	Workshop for employees on this policy	Final draft	Adoption by council	Corporate Services Manager	Policy adopted by council	Assistance from management	Implement policy		3	100%
- TB recovery rate	To improve the recovery rate to 65% by 2010/11	To support Dot programmes through Ward committees and CDW's	None											1	
- Communicable diseases	To monitor and reduce the spread of communicable diseases	To work closely with Dept of Health and ADM to monitor and reduce the spread of communicable diseases	None											1	
- Control of animal diseases	To monitor and reduce the spread of animal diseases	To work closely with Dept of Agriculture to monitor and reduce the spread of communicable diseases	None											1	
State of the environment														1	0%
- Coastal Zone Management Issues (including beaches)	To manage the Coastal Zone in terms of the coastal zone management programme	To work closely with ADM in implementing the coastal zone management programme	None											1	
- Bio-Diversity protection	To promote the protection of bio-diversity	To identify and proclaim conservation areas	None											1	
		To ensure that developments in the municipal area are in conformity with environmental management legislation	Integrate the environmental management guideline into municipal project management processes and systems	Progress milestones in integration of Environmental management guideline into project management processes and systems	None	Intergration work started	Draft revised processes and systems	Revised processes and systems approved	Corporate Services Manager	Not done	Management failure			1	0%

Housing	To have structured and co-coordinated housing developments in the municipal area	To develop a housing sector plan and use it as a basis to access rural housing subsidy	Source funding for developing housing sector plan	Progress milestones towards completion of a housing sector plan	Situational Analysis complete	Funding secured for developing housing sector plan	Drafting in progress	Draft Plan		Funding secured and situation analysis complete and approve by District Committee and drafting underway	DHLG and TA is assisting		3	100%
Pollution management	To enforce anti-pollution by-laws prioritising littering	To develop capacity to enforce by-laws	Source funding and develop by-laws	Key milestones towards completion of by-laws	None	List of outstanding by-laws approved by Management	Proposals for funding development of by-laws submitted	ToR and funding in place	Corporate Services Manager	Not done	By-Laws not yet gazetted. Funding not sourced and no by-laws developed	Facilitate the gazetting of By-Laws	1	0%
			Develop a plan to utilise the existing peace officers	Adopted plan	None	Draft Plan	Approved plan		Corporate Services Manager	Not yet done	Management failure. Oversight	To develop pal to utilise the existing peace officers	1	0%
Noise pollution	To enforce anti-noise pollution by-laws	To develop capacity to enforce by-law	Source funding and develop by-laws	Key milestones towards completion of by-laws	None	List of outstanding by-laws approved by Management	proposals for funding development of by-laws submitted	TOR and funding in place	Corporate Services Manager	Not done	By-Laws not yet gazetted.	Facilitate the gazetting of By-Laws	1	0%
			Develop a plan to utilise the existing peace officers	Adopted plan	None	Draft Plan	Approved plan		Corporate Services Manager	Not yet done	Management failure	To develop pal to utilise the existing peace officers	1	0%
Public transport	To improve efficiency of public transport in the municipal area	To develop and implement public transport plan	None										1	
Building control	To ensure that all building developments comply with the national building regulations by 2010/11	To educate communities about national building regulations	None										1	
		To enforce national building regulations	None										1	
Parks and recreation	To have functional parks in the urban areas	To maintain Ngqushwa gardens and Hamburg parks	None		Unknown	Survey TOR developed	Survey Conducted	Targets approved as part of IDP					1	
Parks and recreation	To have a functional public swimming pool in Peddie	Relocate the swimming pool to a suitable area	Identify land and conclude all admin procedures	Progress milestones		Identify land	Approvals obtained	Sourced funding	Corporate Services	Not yet done	Management failure	To develop pal to utilise the existing peace officers	1	0%
Sporting facilities	To have a functional Multi purpose centre	complete construction	None										1	
Cemeteries, funeral parlours, crematoria	To ensure that all settlements have access to proper burial areas by 2010/11	To link identification of burial areas with planning and surveys	To link identification of burial areas with planning and surveys in 5 villages.	Progress milestones	Funding secured for 2 villages	Submission of applications for the next financial year	Surveys of 2 villages completed.	Targets approved as part of IDP		Not done	Management failure	Do departmental activity if it is on current IDP	1	0%

Pounds	Impound animals that are kept in contravention of by-laws	To assign responsibility within the administration	Utilise the existing peace officers	% decrease of reports of animals that are kept in contravention of by-laws	None	20% decrease	30% decrease	50% decrease	Corporate Services	Not yet done.	Management failure.	Develop plan and ensure it is approved by Council by June	1	0%
	To refurbish the municipal pound and provide the required infrastructure e.g. truck	To relocate the pound	None										1	
Public places	To maintain public places including adequate ablution facilities	Continue to care for the facilities and make arrangements for care during public holidays and weekends	None										2	
Street trading	To regulate street trading	To clarify licensing with ADM.	Facilitate gazetting of by-laws	By-laws gazetted	Draft by-laws approved by council	Submit for gazetting	Review capacity to enforce by-laws	Implement by-laws	Corporate Services	Not done	Management failure	Awiat the gazetting of By-Laws	1	0%
		Designate appropriate areas for hawkers	Demarcate and developed sites for hawkers	Progress towards designating proper trading areas for hawkers	None	Site identified	Obtain approvals	Funding secured	Corporate Services	Not yet done.	Unavailability of suitable land	Zoning Scheme	1	0%
		Source funding and develop by-laws	Source funding and develop by-laws	Key milestones towards completion of by-laws	None	List of outstanding by-laws approved by Management	proposals for funding development of by-laws submitted	TOR and funding in place	Corporate Services Manager	Not done	Management failure. Assistance from office of the Mayor.	Ensure list submitted and approved by the management meeting.	1	0%
		Accommodate by-law enforcement capacity in the organogram	Facilitate review of organogram	Progress milestones	Organogram in place	Situation Analysis	Draft Organogram in place	Final document approved	Corporate Services Manager	Not done	By-laws are not yet gazetted.	Follow up on gazetting.	1	0%
Street lighting	To provide adequate street lighting in the urban areas	To identify areas with inadequate street lighting in the urban areas and provide and maintain infrastructure	None										2	
		To ensure that the costs of street lighting are adequately covered in the rates income	None										2	
Traffic and parking	To provide more parking spaces and loading zones and raise income from public parking spaces	To devise mechanism for ensuring payments for parking and assign responsibilities for managing parking	None										2	
Municipal planning	To improve the standard of IDP and ensure alignment with other spheres of government	Allocate adequate resources, strengthen IGR and feedback from ADM	None										2	
Municipal Transformation and Institutional Development					KPA Weight		30%	TOTAL	Weighted KPA Score			39%	Score 1 to 5	Rescaled Score
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Baseline	Targets		Indicator custodian	Actual for period	Reasons for performance	Corrective Action			
						31-Dec	31-Mar		30-Jun					

Organisational design	To have an organogram that responds to all powers and functions of the municipality	To redesign the organogram	Review organisational structure	Organogram adopted	Outdated organogram	Comprehensive situational analysis	Draft restructured organogram	Approved organogram and set subsequent targets	Corporate Services	Situational analysis done through IDP and Strat plan processes.	Draft organograms were prepared and submitted to Depts for comments.	Finalisation of insitutional plan and receiving of comments on draft organograms submitted to Depts.	2	67%
	To have a coherent institutional approach that is informed by the available resources	To develop a macro institutional strategy as part of the IDP Review processes	Develop institutional strategy	Strategy adopted	None	Comprehensive situational analysis	Draft Macro strategy	Approved as part of IDP	Corporate Services	Situational analysis done through IDP and Strat plan processes. Macro Strategy not yet ready.	Allowing processes of IDP.	Finalisation and submission of macro strategy to Council for adoption.	2	67%
Organisational representativity	To improve participation of target groups in the activities of the Municipality	To review the Employment Equity Plan	Review employment equity plan	Milestones towards adoption of a reviewed plan	Employment Equity Plan review	Establish SD & EEC	Draft reviewed EEP	Approved EEP	Corporate Services	SD & EEC established. Review Process not yet completed	Outstanding workshop for the committee.LGSE TA could not provide training	Training for SD and EEC through internal funding	1	0%
Information management	To improve information flow between Councillors, council structures and Administration	Develop and implement protocol policies that will govern flow of information within the Municipality	Develop a protocol policy	Milestones towards development of a protocol policy	Unknown				Corporate Services	Draft document management policy in place. Not done			1	0%
	To accelerate the implementation of the communication strategy	To allocate adequate resources	None										2	
	To deepen the municipality's understanding of its operational context and challenges	To investigate all unknown measurements in the strategic scorecard and set up ongoing monitoring systems	None										2	
Skills development	To improve management and spread of skills development	To design and implement a plan of developing skills of Councillors	Review Skills Development plan/Training Plan	Skills Development Plan reviewed	Unknown	Draft training plan complete	Approved Plan	Implementation started	Corporate Services	Done	adherence to performance plan	Implement plan	3	100%
		To design and implement a plan of developing skills of non-management staff	Review skills development plan	Skills Development Plan reviewed	Unknown	Draft training plan complete	Approved Plan	Implementation started	Corporate Services	Done	adherence to performance plan	Implement plan	3	100%
		To monitor the impact of skills development on staff performance	Produce quarterly reports	Regular reporting by HOD's	Unknown	Establish SD & EEC	Quarterly reports submitted	Annual reports submitted	Corporate Services	Not done	Evaluation of training is not done. Un-funded post for facilitator. No tool for monitoring - has not been developed	Evaluate impact of training. Appoint a Skills Development Facilitator as required by the SDA	1	0%
		Have interns constituting 2% of the total staff	To identify opportunities for use of interns and support implementation of internship programme	% of interns in total staff	2%	2%	2%	2%	Corporate Services	Two Interns appointed. Completed	Do not have internal capacity to appoint	OTP will be providing 5 interns in September 2008	3	100%

Policies	To improve knowledge of operational policies	To conduct training sessions	To design a course covering the whole suite of existing operational policies and train staff and councillors	% of councillors and staff who have undergone training	All staff trained in 2 policies	Training programme complete	50% of staff trained on all operational policies	100% staff trained on all operational policies	Corporate services	Workshops for HIV/AIDS policy and code of conduct for employees were conducted. Not completed	Cooperation of staff and assistance by SPU. Should be running modules out of the policies		1	0%
	To develop and review policies	To identify, develop/review and implement policies	To develop new policies and review existing policies	new policies; IT policy; Record management ; OHSP; HIV/AIDS; Delegation and review (PMS; Fleet Management adopted	issues identification	Draft policies and reviews	workshops on new and reviewed policies (draft) for comments	final drafts on new and reviewed policies adopted	Corporate services	Draft policies (HIV/AIDS, IT, Document Management System, Occupational Health and Safety, Home Owner's Allowance, Fleet Management) and reviews (PMS, SCM, Recruitment) have been developed. Workshops for HIV/AIDS policy and code of conduct for employees were conducted. Not completed	Assistance from ADM and other best practice municipalities.	Workshops	2	67%
Inter-governmental relations	To have an effective inter-governmental relations	To have adequate administrative capacity to drive IGR process and link it to the IDP processes	To have staff delegated the IGR responsibility in the organogram	Progress milestones towards accommodating IGR capacity in the organogram	Outdated organogram	Comprehensive situational analysis	Draft restructured organogram	Approved organogram and set subsequent targets	Corporate Services	Not done	IDP and Strategic Sessions has assisted	Draft organograms be discussed in the management meeting and be submitted to Council for adoption	1	0%
Councillor Administration Interface	To improve the understanding of practicalities of implementing the collective executive system of local government	To establish and implement protocols in line with the collective executive system of local government	Develop and implement protocol policies that will support the collective executive system of local government	Milestones towards development of a protocol policy	Municipality promulgated as EXCO type municipality	Development of protocol underway	Protocol developed	All councillors and staff workshopped on practices of EXCO type municipality	Corporate Services	Not done	Management failure	Protocol Policy to be developed	1	0%
Auditor General's Report	To obtain a positive unqualified auditor general's report	To comply with auditor general checklist	None										2	
		To develop a response action plan based on Audit and AG's Management letter	None				action plan				Commitment of staff and assistance from ADM		4	

Template Scorecard for Section 57 Managers : CORE COMPETENCY REQUIREMENTS

		Indicate Choice:	Weight
	CORE COMPETENCY REQUIREMENTS FOR MANAGERS	Select Yes or No	100%
<i>Core Managerial Competencies</i>			
CCR1	Strategic Capability and Leadership	Yes	5%
CCR2	Programme and Project Management	Yes	5%
CCR3	Financial Management	Compulsory	5%
CCR4	Change Management	Yes	5%
CCR5	Knowledge Management	Yes	5%
CCR6	Service Delivery Innovation	No	
CCR7	Problem Solving and Analysis	Yes	5%
CCR8	People Management and Empowerment	Compulsory	5%
CCR9	Client Orientation and Customer Focus	Compulsory	5%
CCR10	Communication	Yes	5%
CCR11	Honesty and Integrity	Yes	5%
<i>Core Occupational Competencies</i>			
CCR12	Competence in Self Management	Yes	5%
CCR13	Interpretation of and implementation within the legislative and national policy frameworks	Yes	5%
CCR14	Knowledge of developmental local government	Yes	5%
CCR15	Knowledge of Performance Management and Reporting	Yes	5%
CCR16	Knowledge of global and South African specific political, social and economic contexts	Yes	5%
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	5%
CCR18	Knowledge of more than one functional municipal field discipline	Yes	5%
CCR19	Skills in Mediation	No	
CCR20	Skills in Governance	Yes	5%
CCR21	Competence as required by other national line sector departments	Yes	5%
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%
Total percentage		-	100%

PERSONAL DEVELOPMENT PLAN

Template Calculator for Annual Performance Assessments of Section 57 Managers

Fixed Weight	Variable
	To be filled in

Components	Weight
KPA	80%
CCR	20%

Key Performance Areas	Weight	Weighted Score/3	Weighted Score
KPA 1: Local Economic Development	15%	67%	0.10
KPA 2: Infrastructure and Service Delivery	15%	24%	0.04
KPA 3: Institutional Transformation	30%	39%	0.12
KPA 4: Financial Management	15%	56%	0.08
KPA 5: Stakeholder Relations	25%	11%	0.03
TOTAL	100%		0.37
Weighted average KPA score		37%	

Core Competency Requirements for Managers (CCR)		Indicate Choice: Select Yes/No	Weight	Actual Score/5	Weighted Score
Core Managerial Competencies					
CCR1	Strategic Capability and Leadership	Yes	5%		0.00
CCR2	Programme and Project Management	Yes	5%		0.00
CCR3	Financial Management	Compulsory	5%		0.00
CCR4	Change Management	Yes	5%		0.00
CCR5	Knowledge Management	Yes	5%		0.00
CCR6	Service Delivery Innovation	Yes	0%		0.00
CCR7	Problem Solving and Analysis	Yes	5%		0.00
CCR8	People Management and Empowerment	Compulsory	5%		0.00
CCR9	Client Orientation and Customer Focus	Compulsory	5%		0.00
CCR10	Communication	Yes	5%		0.00
CCR11	Honesty and Integrity	Yes	5%		0.00
Core Occupational Competencies					
CCR12	Competence in Self Management	Yes	5%		0.00
CCR13	Interpretation of and implementation within the legislative and national policy	Yes	5%		0.00
CCR14	Knowledge of developmental local government	Yes	5%		0.00
CCR15	Knowledge of Performance Management and Reporting	Yes	5%		0.00
CCR16	Knowledge of global and South African specific political, social and economic	Yes	5%		0.00
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	5%		0.00
CCR18	Knowledge of more than one functional municipal field discipline	Yes	5%		0.00
CCR19	Skills in Mediation	Yes	0%		0.00
CCR20	Skills in Governance	Yes	5%		0.00
CCR21	Competence as required by other national line sector departments	Yes	5%		0.00
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%		0.00
Total CCR Score			100%	0.00	0.00
Weighted Average Score/3				0.00	

TOTAL	29%
Percentage Score	29.2%

Bonus	0%
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Bonus System Rules			
Min Performance	Max Performance	Min Bonus	Max bonus
0%	100%	0%	0%
100%	130%	0%	5%
130%	150%	5%	9%
150%	166%	10%	14%
166%			



Annual Financial Statements

30 June 2008

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NGQUSHWA MUNICIPALITY

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NGQUSHWA MUNICIPALITY

GENERAL INFORMATION

MEMBERS OF THE EXECUTIVE COMMITTEE

N Nxawe	Mayor
V Moyeni	Speaker
N Dyani	Executive Member
B Ntontela	Executive Member
N Magingxa	Executive Member
M Mzwali	Executive Member
N Ndabazonke	Chief Whip
V Kaulela	Councillor
S Mabhija	Councillor
M Faltein	Councillor
N Maphekula	Councillor
N Coto	Councillor
F Matiwane	Councillor
M Sethuntsa	Councillor
L Camagu	Councillor
B Ncapai	Councillor
L Sithole	Councillor
S Ndwayana	Councillor
T Dyani	Councillor
V Myozolo	Councillor
P Skade	Councillor
M Mphunga	Councillor
N Mhlakane	Councillor
T Camagu	Councillor
M Xhotyeni	Councillor
S Jali	Councillor
M Joyi	Councillor

GRADING OF LOCAL AUTHORITY

Grade 2

AUDITORS

Auditor General - East London, Eastern Cape

BANKERS

First National Bank, Peddie

REGISTERED OFFICE

Corner of N2 and R345 Road
PO Box 539, Peddie
5640

Telephone : 040 673 3940
Facsimile : 040 673 3771

ACTING MUNICIPAL MANAGER

Mrs. N Y Zongo

Telephone : 040 673 3095

CHIEF FINANCIAL OFFICER

Mrs. N Y Zongo

Telephone : 040 673 3095

APPROVAL OF FINANCIAL STATEMENTS

The annual financial statements as set out on pages 4 to 22 were approved by the Acting Municipal Manager and the Chief Financial Officer on this the2008 and then presented to and approved by Council on this the2008

.....
ACTING MUNICIPAL MANAGER

.....
CHIEF FINANCIAL OFFICER

NGQUSHWA MUNICIPALITY

MAYOR'S FOREWORD

I have pleasure in presenting the Annual Financial Statements which are subject to audit for the year ended 30 June 2008

Local Government reform in South Africa poses a challenge to all municipalities and indeed the Ngquashwa Municipality and as such we have set our targets to comply with the accounting reforms as envisaged in the MFMA and other pieces of legislation.

The council as an institution is faced with numerous challenges. The greatest challenge is the inability of customers to pay for rates and services on a regular basis. Due to this challenge the municipality has become increasingly reliant on the equitable share received from national government to improve the quality of service delivery to population of the Ngquashwa region. The high unemployment rate in the region has become the major contributing factor towards the inability of customers to service their accounts.

Despite the numerous challenges facing the council I and my fellow councillors are confident for the future of the Ngquashwa Municipality and we remain committed to building a financially sound and prosperous municipality.

In conclusion I wish to express my appreciation to the councillors, the Municipal Manager, the Chief Financial Officer, the Budget and Treasury Manager and various members of the Budget and Treasury office for their support and hard work during the past financial year.

.....

MAYOR

NGQUSHWA MUNICIPALITY

ACCOUNTING OFFICER'S REPORT

1. OPERATING RESULTS

Details of the operating results per department, classification and object of expenditure are included in appendices D and E. The overall operating results for the year ended 30 June 2008 are as follows:

	Actual 2007 R	Actual 2008 R	Variance 2007/2008 %	Budget 2008 R	Variance Actual to Budget %
Income:					
Opening surplus/(deficit)	6,056,775	(3,470,620)			
Operating income for the year	24,256,923	26,324,649	8.5	39,347,762	33.1
	<u>30,313,698</u>	<u>22,854,031</u>		<u>39,347,762</u>	
Expenditure					
Operating expenditure for the year	32,297,673	31,894,564	(1.2)	39,347,762	18.9
Contributions to approved funds					
Appropriation	1,486,645	-			
Closing surplus/(deficit)	(3,470,620)	(9,040,535)		0	
	<u>30,313,698</u>	<u>22,854,031</u>		<u>39,347,762</u>	
Significant variances:					
Grants and Subsidies increased during the current year. The municipality did not meet their targets with regards to other income.					

1.1 Rates and General Services

	Actual 2007 R	Actual 2008 R	Variance 2007/2008 %	Budget 2008 R	Variance Actual to Budget %
Income	24,256,923	26,324,649	8.5	39,347,761	33.1
Expenditure	32,172,076	31,894,564	(0.9)	39,347,761	18.9
Surplus / (Deficit)	<u>(7,915,152)</u>	<u>(5,569,915)</u>	<u>(29.6)</u>	<u>0</u>	
Surplus / (Deficit) as % of total income	(32.6)	(21.2)		0.0	
Significant variances:					
The municipality did not reach its expected budgeted income amount for the year. This had an impact on spending.					

2. CAPITAL EXPENDITURE AND FINANCING

The expenditure on fixed assets during the year are detailed below: -

	Actual 2007 R	Budget 2008 R	Actual 2008 R
Community Services	14,250,503	8,835,573	9,760,423
Economic Services	-	-	-
Trading Services	-	-	-
	14,250,503	8,835,573	9,760,423

Resources used to finance the fixed assets were as follows: -

- Internal Sources	5,325,174	3,098,573	2,121,677
- External Sources	8,925,329	5,737,000	7,638,746
Other Sources	1,756,866		-
Provincial Government	7,168,463	5,737,000	7,638,746
	14,250,503	8,835,573	9,760,423

Significant variances:

The municipality received additional grants during the year. This was used to develop the municipalities infrastructure

A complete analysis of capital expenditure (budgeted and actual) per department, classification per service is included in appendix C. More details regarding external loans and internal advances used to finance fixed assets are shown in appendix B.

3. EXTERNAL LOANS, INVESTMENTS AND CASH

The municipality has no external loans

Cash resources and short-term deposits less bank overdraft at 30 June 2008 amounted to a negative of R 1,099,643 (2007 - R 1,003,521 positive). This amount excludes projects, statutory and reserve funds.

Investments as at 30 June 2008 amounted to R 1,907,524 (2007: R 1,753,823).

Trust Fund as at 30 June 2008 amounted to R 1,720,477 (2007: R 1,570,130). The investments are held for specific projects.

More information regarding loans and investments are disclosed in the notes and appendix B to the financial statements.

4. POST BALANCE SHEET EVENTS

No post balance sheet events have been identified that would materially affect the municipalities balance sheet.

5. EXPRESSION OF APPRECIATION

I am grateful to the Mayor, Councillors and to the municipal staff for their assistance and support during the year.

.....
ACTING MUNICIPAL MANAGER
(Accounting Officer)

NGQUSHWA MUNICIPALITY

ACCOUNTING POLICIES

1. Basis of preparation

- 1.1 These financial statements have been prepared so as to conform to the standards laid down by the Institute of Municipal Treasurers and Accountants and its Code of Practice for Local Government Accounting (1997) and the Published Annual Financial Statements for Local Authorities (2nd edition - January 1996).
- 1.2 The financial statements are prepared on the historical cost basis, adjusted for fixed assets as more fully detailed in Accounting Policy note 3. The accounting policies are consistent with those applied in the previous year, except if otherwise indicated.
- 1.3 The financial statements are prepared on the accrual basis as stated:
 - * Income is accrued when measurable and available to finance operations. Certain direct income is accrued when received, such as traffic fines and certain licences.
 - * Expenditure is accrued in the year it is incurred.

2. Consolidation

The balance sheet includes Rates and General Services, Trading Services and the different funds and reserves. All inter-departmental charges are set off against each other with the exception of assessment rates, refuse removal, sewerage, electricity and water which are treated as income and expenditure in the respective departments.

3. Fixed assets

- 3.1 Fixed assets are stated:
 - at historical cost; or
 - at valuation (based on the market price at the date of acquisition), where assets have been acquired by grant or donation, while they are in existence and fit for use, except in the case of bulk assets which are written off at the end of their estimated life as determined by the Treasurer.
- 3.2 Depreciation

The balance shown against the heading "Loans Redeemed and other Capital Receipts" in the notes to the financial statements is tantamount to a provision for depreciation, however certain structural differences do exist. By way of this "provision" assets are written down over their estimated useful life. Apart from advances from the various council funds, assets may also be acquired through:

 - * Appropriations from operating income, where the full cost of the asset forms an immediate and direct charge against the operating income, and therefore it is unnecessary to make any further provision for depreciation.
 - * Grant or donation, where the amount representing the value of such grant or donation is immediately credited to the "Loans Redeemed and other Capital Receipts" account.
- 3.3 All net proceeds from the sale of fixed property are credited to the

Revolving Fund.

- 3.4 Fixed assets are financed from different sources, including external loans, operating income, endowments and internal advances. These loans and advances are repaid within the estimated lives of the assets acquired from such loans or advances. Interest is charged to the service concerned at the ruling interest rate applicable at the time that the advance is made.
- 3.5 A detailed GAMAP compliant assets register has been prepared.

4. Funds and reserves

4.1 Revolving fund

The fund requires a minimum contribution of 7.5 % of the product of the assessment rates that were levied for the immediately preceding financial year. It is not required from Council to contribute an amount that is 20% more than the amount required to be contributed in the immediately preceding financial year.

Net proceeds from the sale of fixed property are invested in the Revolving Fund. Funds accumulated in the Revolving Fund are utilised for the purpose of providing advances to borrowing services and to finance the acquisition or upgrading of land or fixed property.

4.2 Other funds and reserves

Other funds and reserves, which are disclosed in the notes (1 - 3) and appendix A to the financial statements, are built up either by appropriations made on an annual basis from the operating account to the relevant funds and reserves or from contributions received from the public and the State with the objective of providing community facilities and funds to finance bad debts.

5. Provisions

Provisions are created for liabilities or contingencies that are known at the date of the balance sheet but for which the amounts involved cannot be determined with substantial accuracy.

6. Stock

Stock is reflected in the Balance Sheet at the weighted average cost.

7. Retirement benefits

The Council and its employees contribute to various pension, provident and retirement funds. The larger funds include the SAMWU National Provident Fund, the Cape Joint Retirement Fund and the SALA Pension Fund.

The retirement benefits are calculated in accordance with the rules of the respective funds. Current contributions by the Council are charged against operating income at the rate of a fixed percentage of the basic salary paid to employees.

Full actuarial valuations are performed at least every three years.

8. Surpluses and deficits

Any surpluses and deficits arising from the operation of the Electricity and

Water Services are transferred to Rates and General Services.

9. Treatment of administration and other overhead expenses

The costs of internal support services are transferred to the different services in accordance with the IMTA's Report on Accounting for Support Services (June 1990).

10. Leased assets

Fixed assets held under finance leases are capitalised. Such assets are effectively amortised over the term of the lease agreement.

Lease finance charges are allocated to accounting periods over the duration of the leases, by the effective interest rate method, which reflects the extent and cost of lease finance utilised in each accounting period.

All other leases are treated as operating leases and the relevant rentals are charged to the operating account in a systematic manner related to the period of use of the assets concerned.

11. Investments

Investments are disclosed at the lower of cost or market value if a permanent decline in value has occurred and are invested on such conditions as the Minister may approve.

12. Income recognition

12.1 Assessment rates

The local authority applies a uniform system of rating. In terms of this system the assessment rates are levied on the land value of property and improvements, at the same rate. Rebates of 20% are granted on state-owned properties.

Income is recognised when such levies are raised and debited to the respective ratepayer account.

12.2 Other income

Income from services such as refuse removal, recovered by way of debtors, is recognised when such levies are raised and debited against the respective consumer account. Income from other sources is recognised when paid.

NGQUSHWA MUNICIPALITY
BALANCE SHEET AT 30 JUNE 2008

	Note	2008 R	2007 R
CAPITAL EMPLOYED			
FUNDS AND RESERVES		1,784,785	1,572,802
Statutory funds	1	1,784,785	1,572,802
ACCUMULATED DEFICIT		(9,040,535)	(3,470,620)
		(7,255,750)	(1,897,818)
TRUST FUNDS	2	1,720,477	1,570,131
		(5,535,273)	(327,687)
EMPLOYMENT OF CAPITAL			
LONG TERM DEBTORS	5	110,550	153,461
FIXED ASSETS	3	954,652	1,155,600
INVESTMENTS	4	1,853,882	1,703,537
		2,919,084	3,012,597
NET CURRENT ASSETS		(8,454,357)	(3,340,285)
CURRENT ASSETS		3,003,645	4,539,328
Accounts receivable	6	2,907,092	3,445,898
Cash and Cash Equivalents	7	-	1,003,521
Short-term Portion of Long Term Debtors	5	42,911	39,622
Short-term Investments	4	53,642	50,287
CURRENT LIABILITIES		11,458,003	7,879,613
Creditors	9	9,886,394	7,589,613
Provisions	8	471,966	290,000
Bank Overdraft	7	1,099,643	
		(5,535,273)	(327,687)

NGQUSHWA MUNICIPALITY

INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

2007 Actual income	2007 Actual expenditure	2007 surplus/ (deficit)		2008 Actual income	2008 Actual expenditure	2008 surplus/ (deficit)	2008 Budgeted surplus/ (deficit)
R	R	R		R	R	R	R
24,256,923	32,172,076	(7,915,152)	RATES AND GENERAL SERVICES	26,324,649	31,894,564	(5,569,915)	-
23,884,665	27,604,291	(3,719,626)	Community services	25,947,942	26,993,701	(1,045,759)	6,410,764
78,317	3,227,270	(3,148,953)	Subsidised services	675	3,097,312	(3,096,637)	(4,810,376)
293,942	1,340,515	(1,046,573)	Economic services	376,032	1,803,551	(1,427,519)	(1,600,388)
-	125,598	(125,598)	TRADING SERVICES	-	-	-	-
24,256,923	32,297,673	(8,040,750)	TOTAL	26,324,649	31,894,564	(5,569,915)	-
		(1,486,645)	Appropriations for the year (refer note 15)			-	
		(9,527,395)	NET SURPLUS (DEFICIT) FOR THE YEAR			(5,569,915)	
		6,056,775	Accumulated surplus beginning of the year			(3,470,620)	
		(3,470,620)	ACCUMULATED SURPLUS/(DEFICIT) END OF THE YEAR			(9,040,535)	

NGQUSHWA MUNICIPALITY

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

	NOTES	2008 R	2007 R
CASH RETAINED FROM OPERATING ACTIVITIES		7,810,960	3,726,933
Cash utilised in operations	16	(24,082,633)	(29,976,601)
Investment income		510,419	405,404
Decrease in working capital	17	960,785	4,486,393
		(22,611,429)	(25,084,804)
Less: External interest paid		(80,892)	-
Cash available from operations		(22,692,321)	(25,084,804)
Cash contributions from the public and the State		30,503,281	28,811,736
CASH UTILISED IN INVESTING ACTIVITIES		(9,760,423)	(14,250,503)
Other Movements		-	-
Investment in fixed assets		(9,760,423)	(14,250,503)
NETT CASH FLOW		(1,949,463)	(10,523,570)
CASH EFFECTS OF FINANCING ACTIVITIES			
Increase / (Decrease) in long-term liabilities	18	-	-
Decrease / (Increase) in cash and cash equivalents	20	2,103,164	(912,310)
(Increase) / Decrease in external cash investments	19	(153,701)	11,435,880
NETT CASH UTILISED		1,949,463	10,523,570

NGQUSHWA MUNICIPALITY

NOTES TO THE FINANCIAL STATEMENTS AT 30 JUNE 2008

	2008 R	2007 R
1. STATUTORY FUNDS		
Revolving Fund	1,784,785	1,572,802
	<u>1,784,785</u>	<u>1,572,802</u>
<i>(Refer to Appendix A for more details)</i>		
2. TRUST FUNDS		
As detailed in Appendix A	<u>1,720,477</u>	<u>1,570,131</u>
All trust funds are backed by investments held with First National Bank. <i>(Refer to Appendix A for more details)</i>		
3. FIXED ASSETS		
Fixed assets at the beginning of the year	27,416,524	13,166,021
Capital expenditure during the year	9,760,423	14,250,503
	<u>37,176,947</u>	<u>27,416,524</u>
Total fixed assets	37,176,947	27,416,524
Less: Loans redeemed and other capital receipts	<u>36,222,295</u>	<u>26,260,924</u>
	<u>954,652</u>	<u>1,155,600</u>
<i>(Refer to Appendix C for more details)</i>		
4. INVESTMENTS		
Project Investments	<u>1,853,882</u>	<u>1,703,537</u>
Funds are invested according to Circular No C/46/1994 issued by the Provincial Administration Community Services Branch with approved Banking Institution.		
Operating Investments	<u>53,642</u>	<u>50,287</u>
5. LONG TERM DEBTORS		
Vehicle Loans	153,461	193,083
Short-term Portion of Long Term Debtors	42,911	39,622
	<u>110,550</u>	<u>153,461</u>
6. DEBTORS		
Current Debtors	3,621,020	2,302,193
Sundry Debtors	1,428,076	1,315,030
VAT	1,209,117	1,265,371
Less Provision for Bad debts	3,351,120	1,436,696
	<u>2,907,092</u>	<u>3,445,898</u>

Consumer Debtors amounting to R 518,020 were taken over by the Amathole District Municipality on 1 July 2006. The Amathole District Municipality has subsequently handed the Consumer Debtors back over to the municipality.

	2008 R	2007 R
7. CASH AND CASH EQUIVALENTS		
First National Bank - Operating Account 62022000898	(1,099,643)	1,003,521
	<u>(1,099,643)</u>	<u>1,003,521</u>
The above overdraft represents the reconciled cashbook balance at year end. The actual operating bank balance as at 30 June 2008 was R 359,193.		
8. PROVISIONS		
Leave reserve	471,966	-
Audit Fees	-	290,000
	<u>471,966</u>	<u>290,000</u>
9. CREDITORS		
Trade Creditors	712,719	402,569
VAT Provision	220,179	104,189
Sundry Creditors	8,953,496	7,082,855
	<u>9,886,394</u>	<u>7,589,613</u>
10. ASSESSMENT RATES		
- All properties 1.9 cents in the rand		
Actual Rateable Income	<u>1,945,652</u>	<u>1,747,877</u>
11. COUNCILLOR'S REMUNERATION		
Mayor	352,193	397,578
Basic Salary	205,240	397,578
Travelling allowance	78,458	-
Other allowances	39,918	-
Company Contributions	28,577	-
Speaker	182,651	177,273
Basic Salary	96,591	177,273
Travelling allowance	44,752	-
Other allowances	24,590	-
Company Contributions	16,718	-
Other Councillor's	3,455,214	3,257,904
Basic Salary	1,806,094	3,257,904
Travelling allowance	813,490	-
Other allowances	544,286	-
Company Contributions	291,344	-
Total Remuneration	<u>3,990,058</u>	<u>3,832,755</u>

	2008 R	2007 R
12. DIRECTORS AND OFFICIALS REMUNERATION		
Municipal Manager	476,576	555,842
Basic Salary	354,356	555,842
Travelling allowance	116,842	-
Other Allowance	4,163	-
Company Contributions	1,215	-
Other Senior Managers	1,485,479	1,889,868
Basic Salary	1,047,089	1,889,868
Travelling allowance	323,835	-
Other Allowance	101,185	-
Company Contributions	13,369	-
Total Remuneration	<u>1,962,054</u>	<u>2,445,710</u>
Municipality's employees cost spending as a percentage of total spending is: -	51.1%	48.2%
<u>Amounts Paid to: -</u>		
Pension Fund	801,462	
Medical Aid	399,095	
13. AUDITOR'S REMUNERATION		
Audit fees	<u>787,178</u>	<u>774,374</u>
14. FINANCE TRANSACTIONS		
Total external interest earned		
- Interest earned	<u>279,181</u>	<u>84,437</u>
- Interest paid	<u>85,267</u>	<u>-</u>
<u>Capital charges debited to operating account:</u>		
- Interest paid on internal loans	80,892	
- Redemption of internal loans	<u>200,948</u>	
	<u>281,840</u>	<u>-</u>
15. APPROPRIATIONS		
Appropriation account		
Accumulated surplus at the beginning of the year	(3,470,620)	6,056,775
Operating surplus for the year	<u>(5,569,915)</u>	<u>(8,040,750)</u>
	(9,040,535)	(1,983,975)
Less: Appropriations for the year:	-	1,486,645
- Prior year adjustments	<u>-</u>	<u>1,486,645</u>
Accumulated surplus at the end of year	<u>(9,040,535)</u>	<u>(3,470,620)</u>
Operating account		
Capital expenditure	2,121,677	14,250,503
Contributions to:		
- Revolving Fund	131,091	39,988
- Doubtful debts	1,914,424	2,474,547
	<u>2,252,768</u>	<u>16,765,037</u>

	2008 R	2007 R
16. CASH UTILISED BY OPERATIONS		
(Deficit) for the year	(5,569,915)	(8,040,750)
<u>Adjustments in respect of:</u>		
- Prior Year's Operating Transactions	-	(1,486,645)
<u>Appropriations charged against income:</u>	4,167,192	3,187,367
- Revolving Fund	131,091	55,643
- Provisions	1,914,424	(1,037,851)
- Fixed Assets	2,121,677	4,169,574
Investment income (operating account)	(510,419)	(405,404)
<u>Capital charges</u>	281,840	-
Interest Paid on Internal Loans	80,892	-
Redemption on Internal Loans	200,948	-
Grants and Subsidies Received from the State	(22,864,535)	(19,886,408)
<u>Non Operating Expenditure</u>	181,966	55,647
- Expenditure charged against funds	-	(53)
- Expenditure charged against provisions	181,966	55,701
<u>Non Operating Income</u>	231,238	(3,400,409)
- Transfers to funds and reserves	-	(3,721,377)
- Income Credited to funds and reserves	231,238	320,968
- Income Credited to assets	-	-
	<u><u>(24,082,633)</u></u>	<u><u>(29,976,601)</u></u>
17. DECREASE IN WORKING CAPITAL		
Decrease in Stores	-	14,939
(Increase) / Decrease in Debtors, Long Term Debtors	(1,335,996)	1,809,585
Increase in Creditors, Consumer Deposits	2,296,781	2,661,869
	<u><u>960,785</u></u>	<u><u>4,486,393</u></u>
18. INCREASE / (DECREASE) IN LONG-TERM LIABILITIES		
Loans raised	-	-
Loans repaid	-	-
	<u><u>-</u></u>	<u><u>-</u></u>
19. DECREASE / (INCREASE) IN EXTERNAL CASH INVESTMENT		
Investments Realised	(153,701)	11,435,880
Investments Made	-	-
	<u><u>(153,701)</u></u>	<u><u>11,435,880</u></u>
20. (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENTS		
Cash balance at the beginning of the year	1,003,521	91,212
Less: Cash balance at end of year	(1,099,643)	1,003,521
	<u><u>(2,103,164)</u></u>	<u><u>912,310</u></u>
21. CONTINGENT LIABILITIES AND CONTRACTUAL OBLIGATIONS		
The municipality currently has no contingent liabilities and contractual obligations		

	2008 R	2007 R
22. POST BALANCE SHEET EVENTS		
No post balance sheet events have been identified that will materially affect the annual financial statements		
23. RETIREMENT BENEFITS		
The employees of the municipality and the municipality contribute to various pensions, provident and retirement funds. The main funds being contributed to are listed below: -		
	<u>Employee</u>	<u>Employer</u>
SAMWU Provident Fund	5.00%	12.00%
24. CAPITAL COMMITMENTS		
Commitments in respect of capital expenditure	<u>1,012,457</u>	<u>1,777,798</u>
This expenditure will be funded financed from: -		
- Internal Sources	-	-
- External Sources	1,012,457	1,777,798
Other Sources	-	-
Provincial Government	<u>1,012,457</u>	<u>1,777,798</u>
	<u>1,012,457</u>	<u>1,777,798</u>
The above commitments are mainly funded by the Municipal Infrastructure Grants received.		
25. INTERGOVERNMENTAL ALLOCATIONS		
Equitable Share	22,214,535	
Systems Improvement Grant	150,000	
Municipal Infrastructure Grant	4,962,038	
Roads Grant	2,000,000	
Municipal Support Grant	200,000	
Finance Management Grant	500,000	
Planning Grant	1,614,000	
	<u>31,640,573</u>	
26. UNAUTHORISED EXPENDITURE		
During the current year the following department's actual expenditure exceeded the budgeted expenditure: -		
Council General Expenses	2,794,791	-
Community Services	312,744	-
Pound	116,571	-
	<u>3,224,105</u>	<u>-</u>

NGQUSHWA MUNICIPALITY

STATUTORY FUNDS, RESERVES AND TRUST FUNDS

	Balance at 30 June 2007 R	Contributions during year R	Interest on Investments Net of Refunds R	VAT Refunds R	Transfers during year R	Operating expenditure during year R	Capital expenditure during year R	Balance at 30 June 2008 R
STATUTORY FUNDS								
Revolving Fund	1,572,802	131,091	80,892					1,784,785
	<u>1,572,802</u>	<u>131,091</u>	<u>80,892</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,784,785</u>
TRUST FUNDS								
<u>Cash Backed Funds</u>								
Planning Fund	80,848		5,417					86,265
PHP Housing Fund	1,489,282		144,929					1,634,211
	<u>1,570,131</u>	<u>-</u>	<u>150,346</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,720,477</u>

APPENDIX A

NGQUSHWA MUNICIPALITY

EXTERNAL LOANS AND INTERNAL ADVANCES

	Rate	Termination	Balance at 30 June 2007 R	New Loans R	Received during the year R	Redeemed/ written off during year R	Balance at 30 June 2008 R
EXTERNAL LOANS - Funding Fixed Assets							
None	None	None	-	-	-	-	-
INTERNAL LOANS							
<u>Internal advances from borrowing services:</u>							
Plant - Grader	7%	None	1,155,600	-	-	200,948	954,652

APPENDIX B

NGQUSHWA MUNICIPALITY

ANALYSIS OF FIXED ASSETS

2007 Expenditure		Balance at 30 June 2007	Expenditure during year	Redeemed, trans- ferred or written off during year	Assets Sold	Balance at 30 June 2008
R		R	R	R	R	R
14,250,503	RATES AND GENERAL SERVICES	27,416,524	9,760,423	-	-	37,176,947
<u>14,250,503</u>	Community Services	<u>27,200,831</u>	<u>9,760,423</u>	-	-	<u>36,961,254</u>
2,102,201	Land & Building	6,356,043	8,884,636			15,240,679
43,515	Office equipment	1,129,084	2,000			1,131,084
409,237	Motor Vehicles	2,084,790				2,084,790
2,915,193	Plant and Equipment	2,924,080				2,924,080
42,446	Computer equipment	571,199				571,199
85,644	Street lights	366,460				366,460
-	Fencing and Toilets	159,282				159,282
555,802	Taxi ranks	1,273,877	652,848			1,926,725
-	Campining furniture	11,524				11,524
-	Boating Equipment	33,703				33,703
-	Hotel Improvements	66,331				66,331
-	Cemetery	242,629				242,629
7,179,332	Roads	10,594,094	198,289			10,792,383
-	Pilot Housing Project	470,602				470,602
880,292	Traffic Assets	880,292				880,292
36,841	Community Facilities	36,841	22,650			59,491
-		-	-	-	-	<u>215,693</u>
	Economic Services	<u>215,693</u>				
	Sanitation	-				-
	Dipping Tanks	200				200
	Reticulation for sewerage	-				-
	Sewerage plant	-				-
	Vehicles	155,348				155,348
	Tractor Shed & Workshop	1,300				1,300
	Ablution blocks	58,844				58,844
		-	-	-	-	-
	Trading Services	-				
	Water Works	-				-
	Reservoirs	-				-
	Boreholes Equipment	-				-
	Water supply/networks/infrastructure	-				-
	Domestic water	-				-
	Ntlini Water	-				-
<u>14,250,503</u>	TOTAL FIXED ASSETS	<u>27,416,524</u>	<u>9,760,423</u>	-	-	<u>37,176,947</u>
	LESS: LOANS REDEEMED AND OTHER CAPITAL RECEIPTS	(26,260,924)	(9,760,423)	200,948	-	(36,222,295)
	Contributions from Other Sources	-		200,948	-	200,948
	Contributions from operating income	11,491,157	2,121,677			13,612,834
	Grants and subsidies	14,769,767	7,638,746			22,408,513
	NET FIXED ASSETS	<u>1,155,600</u>	-	<u>200,948</u>	-	<u>954,652</u>

APPENDIX C

NGQUSHWA MUNICIPALITY

ANALYSIS OF OPERATING INCOME AND EXPENDITURE FOR THE YEAR ENDED 30 JUNE 2008

2007 Actual R		2008 Actual R	2008 Budget R
INCOME			
19,886,408	Grants and subsidies	22,864,535	28,942,000
4,370,516	Operating income	3,460,114	10,405,762
1,747,877	Assessment Rates	1,945,652	2,202,499
106	Sewerage Sales	-	-
293,835	Refuse Removal	376,032	499,426
84,437	Interest Received	279,181	450,000
2,244,261	Income from Tariffs, Service Charges etc	859,249	7,253,837
24,256,923	Total income	26,324,649	39,347,762
EXPENDITURE			
15,577,316	Salaries, wages and allowances	16,210,966	16,638,745
10,413,045	General expenditure	12,539,514	12,813,738
688,320	Repairs and maintenance	428,039	1,059,706
-	Capital charges	281,840	-
4,169,574	Contributions to fixed assets	2,121,677	8,835,573
1,449,419	Contributions to Funds	131,091	-
32,297,673	Total Expenditure	31,713,126	39,347,762

APPENDIX D

NGQUSHWA MUNICIPALITY

DETAILED INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2008

2007 Actual income	2007 Actual expenditure	2007 Surplus/ (deficit)		2008 Actual income	2008 Actual expenditure	2008 Surplus/ (deficit)	2008 Budgeted surplus/ (deficit)
R	R	R		R	R	R	R
24,256,923	32,172,076	(7,915,152)	RATES AND GENERAL SERVICES	26,324,649	31,894,564	(5,569,915)	-
23,884,665	27,604,291	(3,719,626)	Community services	25,947,942	26,993,701	(1,045,759)	6,410,764
1,747,877	-	1,747,877	Assesment Rates	1,945,652	-	1,945,652	-
-	8,215,378	(8,215,378)	Council General Expenses	-	7,225,960	(7,225,960)	(3,466,169)
189,636	6,684,983	(6,495,347)	Corporate Services	275,822	7,507,499	(7,231,677)	(9,356,937)
-	1,232,428	(1,232,428)	Municipal Manager	18,994	1,236,245	(1,217,251)	(1,543,057)
4,242	5,983,100	(5,978,858)	Community Services	-	3,985,920	(3,985,920)	(3,533,176)
21,915,320	3,107,166	18,808,154	Finance	22,882,725	3,138,636	19,744,089	22,957,582
27,590	188,095	(160,505)	Pound	59,291	345,002	(285,711)	(228,431)
-	2,193,142	(2,193,142)	Roads and Stormwater	-	2,269,001	(2,269,001)	(1,691,921)
			Traffic Services	765,458	1,285,439	(519,981)	3,272,873
78,317	3,227,270	(3,148,953)	Subsidised services	675	3,097,312	(3,096,637)	(4,810,376)
-	51,104	(51,104)	Cemetery	675	80,274	(79,599)	(382,258)
78,317	2,809,876	(2,731,559)	Municipal Buildings		2,566,866	(2,566,866)	(3,895,062)
-	366,290	(366,290)	Parks and Recreation		450,172	(450,172)	(533,056)
293,942	1,340,515	(1,046,573)	Economic services	376,032	1,803,551	(1,427,519)	(1,600,388)
293,835	1,321,631	(1,027,796)	Refuse	376,032	1,803,551	(1,427,519)	(1,600,388)
106	18,884	(18,778)	Sewerage and Sanitation	-	-	-	-
-	125,598	(125,598)	TRADING SERVICES	-	-	-	-
-	125,598	(125,598)	Water	-	-	-	-
24,256,923	32,297,673	(8,040,750)	TOTAL	26,324,649	31,894,564	(5,569,915)	-
		(1,486,645)	Appropriations for the year (refer to note 15)			-	
		(9,527,395)	NET (DEFICIT) SURPLUS FOR THE YEAR			(5,569,915)	
		6,056,775	Accumulated surplus beginning of the year			(3,470,620)	
		(3,470,620)	ACCUMULATED DEFICIT END OF THE YEAR			(9,040,535)	

APPENDIX E

NGQUSHWA MUNICIPALITY

APPENDIX F

STATISTICAL INFORMATION

GENERAL STATISTICS

Population	<u>84,232</u>
Valuation of taxable and non taxable property (valuation as at 1993)	76,318,089
Number of residential and Commercial properties	1,296
Number of employees of local authority	90

Other Statistics

Area of Roads in Km	2,245
Number of registered voters	42,989
Fire / Ambulance / Security Departments	1
Number of employees Fire / Ambulance / Security (Excluding administrative staff)	5
Number of parks	2

Technical Services Department Scorecard 2007/8

Local Economic Development									Total	100%	15%			Indicator custodian
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	KPA Weight					
									Baseline	31-Dec	31-Mar	30-Jun		
	To achieve an annual growth rate of 6% by 2010/11		To ensure that the infrastructure requirements of the strategy are clear and realistic	Mitones to a rational and realistic infrastructure investment component of the LED strategy		LED Strategy	None	None	Process plan in place	Service Provider appointed	Strategic Infrastructure projects identified	Projects approved with appropriate financing and implementation arrangements	Technical Services Manager	
			Facilitate infrastructure investment in support of the strategy	Progress towards implementation of strategic LED infrastructure projects		Management reports	None	None	No LED strategy			Developed business plans for various infrastructure needs of the strategy	Technical Services Manager	
Balance of the economy in terms of sectors (Tourism, Agriculture, Quarry & Mining, Retail Sector, Property and Land, Fisheries)	To increase the relative contribution of the agricultural sector to at least 15% by 2010/11	To work with the Department of Agriculture to develop and implement a plan that will increase the contribution of the agricultural sector in the economy	To develop infrastructure component of the agric sector pan	Progress towards implementation of strategic Agric infrastructure projects		Management reports	None	None	Unknown	None	Strategic Infrastructure projects identified	Developed business plans for various infrastructure needs of the plan	Technical Services Manager	
	To increase the relative contribution of the tourism sector to at least 15% by 2010/11	To develop and implement a tourism development plan	To develop infrastructure component of the tourism sector pan	Progress towards implementation of strategic Tourism related infrastructure projects		Management reports	None	None	Unknown	None	Strategic Infrastructure projects identified	Developed business plans for various infrastructure needs of the plan	Technical Services Manager	
	To increase the relative contribution of the quarry and mining sector to at least 5% by 2010/11	To improve the regulation of the quarrying, sand mining and shell grid harvesting in order to improve their economic value	To ensure that all contractors have appropriate permits & licensing for quarrying	% of contractors with appropriate permits		Permits produced by contractors before construction	None	None	100%	100%	100%	100%	Technical services manager	
	To increase the relative contribution of the retail sector to at least 15% by 2010/11	To develop a retail sector strategy	None											
	To increase the relative contribution of the property and land sector to at least 5% by 2010/11	To resolve land tenure issues in the coastal belt and Peddie Town to promote tradability of land and properties	None											
	To explore the potential of the fisheries industry including abalone and sea weed	To work with DEAET to investigate the potential of licensing opportunities	None											
Employment levels	To reduce unemployment to 50% by 2010/11	To promote labour intensive projects	All Municipal contracts should have 33% of project costs dedicated to LIC.	% of contracts with 33% of project costs dedicated to LIC.		management reports	None	None	100%	100%	100%	100%	Technical services manager	
Participation of the youth in the economy	To increase youth participation in the economy to 10% by 2010/11	To review, adopt and implement youth development strategy	To ensure that contractual targets for youth involvement are met in our projects	% of projects which meet set targets.		Management reports	none	none	Unknown	Research underway	Establish baseline	Set targets	Technical services manager	
Participation of women in the economy	To increase women participation in the economy to 40% by 2010/11	To develop a strategy to increase the participation of women in the economy	To ensure that contractual targets for women participation are met in our projects,	% of projects which meet set targets.		Management reports	none	none	Unknown	Research underway	Establish baseline	Set targets	Technical services manager	
Participation of the people with disabilities in the economy	To increase the participation of people with disabilities in the economy to 0.5% by 2010/11	To develop a strategy to increase the participation of people with disabilities in the economy	To ensure that contractual targets for participation of people with disabilities are met in our projects,	% of projects which meet set targets.		Management reports	none	none	Unknown	Research underway	Establish baseline	Set targets	Technical services manager	
Income poverty (income levels)	To ensure that no household earns less than R850 per month by 2010/11	To ensure that all deserving persons in the Municipality access grants	None											
SMME's and Co-operatives	To increase the support provided to local SMME's	To develop a database of SMME's and a support strategy	None											
	To improve the sustainability of co-operatives	To develop a support strategy for co-operatives	None											

Underdeveloped urban areas	To have well planned and viable urban areas	To develop and implement town planning scheme and invest in related infrastructure	None											
Infrastructure Development and Service Delivery										KPA Weight	25%			
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar	30-Jun		
Social development														
- Services poverty (access to basic services)	To ensure that all households have access to a package (water, sanitation and electricity) of basic services by 2010/11	To review the WSP in partnership with ADM and integrate it on the WSDP and monitor its implementation	Identification of areas that require basic water services	Progress in identifying and submission of investment priorities to ADM		Minutes of meetings held with ADM	None	None	Unknown	Research underway	Priorities identified	Submission made to ADM	TSM	
		To develop an electricity infrastructure investment/development plan and enter into an SLA with Eskom to implement it	To support MM's office in engaging with Eskom	Signed SLA and development plan in place		Management reports	None	None	Unknown	Commitment to joint planning obtained from Eskom	Draft SLA and development plan in place	SLA signed an plan developed	TSM	
- Access to free basic services by poor households	To ensure that all poor households have access to free basic services by 2010/11	To review the indigent policy in line with the national indigent policy framework and monitor its implementation	None											
- Skills	To understand and improve skills levels	To monitor skills development in the Municipal area in consultation with Dept of Labour	None											
- Education levels	To increase % of population who have completed secondary education to 50% by 2010/11	To organise career guidance initiatives in consultation with Dept of Education	None											
- Literacy	To eradicate illiteracy by 2010/11	To encourage communities to participate in ABET initiatives	None											
- Crime	To reduce crime levels by half by 2010/11	To monitor crime statistics and work closely with SAPS	None											
- Sports and recreation	To improve levels of involvement in sporting activities	To forge closer working relations with sporting bodies and support sport activities	Ensure that stadiums are well maintained	Level of satisfaction based on consumer surveys		Survey results	None	None	Level of satisfaction is high	Survey questions included in the survey questionnaire	Level of satisfaction is high		Technical services manager	
- Moral values	To improve moral values especially amongst the youth	To forge closer working relations with church bodies and NGO's and other relevant institutions and organise moral regeneration events	None											
- Vulnerability to disaster	To reduce the levels of vulnerability to disaster	To conduct on-going awareness campaigns and ensure that development activities take into account disaster vulnerability issues	None											
- Land Tenure and settlements development	To improve land tenure systems and have better planned settlement development by 2010/11	To accelerate implementation of planning survey of rural settlements	None											
- Heritage and cultural development	To support communities in maintaining their heritage and practising their culture cultural activities	To assist communities in organising cultural activities in conjunction with Dept of Sport, Recreation, Arts and Culture	None											
Citizen health														
- Life expectancy	To improve life expectancy trends	To better monitor trends in life expectancy & encourage healthy living behaviours	None											

- Child mortality	To improve child mortality trends	To better monitor child mortality and encourage behaviours that reduce child mortality	None											
- HIV/AIDS prevalence	To reduce HIV/Aids infection rate	To intensify the spread of ABC message through the implementation of the HIV/Aids strategy	None											
		To mainstream the HIV/Aids into service delivery plans and programmes	None											
- TB recovery rate	To improve the recovery rate to 65% by 2010/11	To support Dot programmes through Ward committees and CDW's	None											
- Communicable diseases	To monitor and reduce the spread of communicable diseases	To work closely with Dept of Health and ADM to monitor and reduce the spread of communicable diseases	None											
- Control of animal diseases	To monitor and reduce the spread of animal diseases	To work closely with Dept of Agriculture to monitor and reduce the spread of communicable diseases	None											
State of the environment														
- Coastal Zone Management Issues (including beaches)	To manage the Coastal Zone in terms of the coastal zone management programme	To work closely with ADM in implementing the coastal zone management programme	None											
- Bio-Diversity protection	To promote the protection of bio-diversity	To identify and proclaim conservation areas	None											
		To ensure that developments in the municipal area are in conformity with environmental management legislation	None											
- Pollution	To reduce the level of pollution especially littering in urban areas	To develop and enforce anti-littering by-laws	None											
- Soil erosion	To reduce the rate of soil erosion	To work with Dept of Agriculture to implement land care programmes	None											
Integration in service delivery	To ensure inter-governmental integration of service delivery	To integrate municipal service delivery plans with district, provincial, national plans	Develop an IDP linked master plan of all infrastructure services in the municipal area	Milestones to development of an intergrated infrastructure masterplan for the municipal area		management reports	None	None	None	Meeting held with all stakeholders to get commitment to the development of the Master plan	ToR for a service provider agreed by stakeholders	Financial resources obtained	TSM	
	To ensure integration of service delivery within the Municipality	To monitor project implementation and service delivery through the IDP structures.	To produce project implementation quarterly reports that assess the extent of integration	No. of quarterly reports		management reports	None	None	Unknown	Quarterly report produced	Quarterly report produced	Quarterly report produced	Technical Manager	
		To establish an inter-departmental project management team	To actively participate in the inter-departmental project management team	% of inter-departmental project management team meetings in which the department fully participated		Minutes of inter department meetings	None	None	Unknown	100%	100%	100%	Technical Manager	
Water supply	To provide adequate portable water to all by 2008/09	To monitor and report the implementation of the water sector plan	Work closely with ADM to ensure that WSP is implemented	Level of satisfaction with the implementation of the water sector plan		Progress report	None	None	WSP in place	review WSP	Highly satisfied with implementation of WSP	Highly satisfied with implementation of WSP	Technical Manager	
		To lobby ADM to review the service level policy and design standard to accommodate mixed service level standards	Prepare an alternative service level proposal for ADM	Submitted proposal		management reports	None	None	No policy	Drafting of proposal underway	Submitted policy to Council	Proposal approved by Council and submitted to ADM	Technical Manager	
Sanitation services	To provide adequate sanitation to all by 2010	To monitor and report the implementation of the water sector plan	Work closely with ADM to ensure that WSP is implemented	Level of satisfaction with the implementation of the water sector plan		Progress report	None	None	WSP in place	review WSP	Highly satisfied with implementation of WSP	Highly satisfied with implementation of WSP	Technical Manager	
Electricity services	To provide electricity to all by 2010/11	To include Eskom targets in the SLA	Facilitate conclusions of SLA with clear targets with ESKOM	Milestones towards conclusion of SLA		Progress report	None	None	Unknown	Meeting with Eskom	Draft SLA produced	SLA concluded	Technical Manager	

Solid waste removal services	To provide a weekly refuse removal service daily to urban and weekly to coastal belt households	To review service delivery mechanism to ensure sustainability	Commission a detailed review of the current service delivery mechanism	Progress towards finalization of the review		management reports	R 200 000	R200 000 Internal	Unsustainable mechanism	Review initiated	Review complete	Implementation plan in place	Technical Manager
Fire services	To provide effective fire services	To restructure service and redeploy capacity improve response time	None										
Roads	To construct and / maintain all access roads linking communities to development nodes by 2010/11	To develop & implement road construction & maintenance plan	Development of road construction & maintenance plan as a component of the Infrastructure Master Plan	Milestones to completion		management reports	None	None	None	Meeting held with stakeholders relevant to roads and commitment to the plan obtained	ToR for a service provider includes roads component		TSM
Environmental health	To ensure provision of adequate environmental health services by 2010/11	To monitor and report to ADM on performance of municipal health services in the Municipal area	None										
Disaster Response and Mitigation Services	To ensure that repairs and rehabilitation starts on average within three months after damage occurred by 2010/11	To improve response in consultation with ADM	None										
Emergency services (ambulance)	To ensure that on average ambulances arrive at the scene within an hour after a call has been made	To work with Dept of Health to monitor and develop interventions to improve the ambulance response time	None										
Education	To improve the Municipality's understanding of the education sector in the Municipal area	To raise the non-cooperation of the local education officials through the IGF and facilitate the establishment of the education forum	None										
Health	To ensure that patients get treatment within three hours after registration	To monitor quality of service and to have active representation in the hospital board	None										
	To have clinics with adequate medication and after hours emergency services and regular visits by mobile clinics	To monitor quality of service and to ensure that ward committees are actively represented in clinic committee activities	None										
Policing	To ensure that police arrive at the incident scene at least within 30 minutes after a report has been lodged.	To work with SAPS to monitor and develop interventions to improve the policing services	None										
	To improve service quality	To work with SAPS to monitor and develop interventions to improve service quality	None										
Housing	To have structured and co-coordinated housing developments in the municipal area	To develop a housing sector plan and use it as a basis to access rural housing subsidy	None										
Pollution management	To enforce anti-pollution by-laws prioritising littering	To develop capacity to enforce by-law	None										
Noise pollution	To enforce anti-noise pollution by-laws	To develop capacity to enforce by-law	None										
Public transport	To improve efficiency of public transport in the municipal area	To develop and implement public transport plan	To work closely with the ADM in development of the plan	Developed plan		Management reports	None	None	Transport Forum Committee in place	Draft transport plan	Plan submitted to council	Implementation details in place	Technical Services
Building control	To ensure that all building developments comply with the national building regulations by 2010/11	To educate communities about national building regulations	To develop and implement an awareness campaign	Progress milestones		Management reports	None	None	None	Draft Campaign Plan	Campaign underway	Campaign targets for period achieved	Technical Services
		To enforce national building regulations	To develop and implement guidelines for enforcement of NBR	Guidelines developed and adopted by the council		Management reports	None	None	Establishment of guidelines in progress	Draft Guidelines	Guidelines adopted by the council	Implementation of guidelines	Technical Services
Parks and recreation	To have functional parks in the urban areas	To maintain Nguquthwa gardens and Hamburg parks	To manage parks to the satisfaction of citizens	Satisfaction of citizens as per a survey		Survey report	None	None	Citizen satisfaction unknown	Survey questions for service developed	Survey underway	Survey results available	Technical Services
	to have functional public swimming pool in Peddie	Relocate the swimming pool to a suitable area	Construct a new swimming pool in Peddie	progress milestones		Management reports	Unkown	None	Planning to relocate swimming pool	Costs worked out	Solicit funding	Funding secured	Technical Services
Sporting facilities	To maintain functional multi purpose centre	Complete construction	Manage construction	Progress towards completion		Management reports	R30 000	R30 000 Internal	Roofing and finishing outstanding	Construction of Roof complete	Centre commissioned for use	Well maintained centre	Technical Services

Cemeteries, funeral parlours, crematoria	To ensure that all settlements have access to proper burial areas by 2010/11	To link identification of burial areas with planning and surveys	None											
	To ensure that cemeteries in the urban areas are fenced, maintained, grave sites paid for and records kept	To review tariffs and establish administrative systems for record keeping and make	To fence, maintain cemeteries	% of all cemeteries fenced (urban and rural)	management report	none	none	Unknown	Research underway	Status quo established	Targets set		Technical Services Manager	
		Keep electronic register of burial sites.	Existence of an electronic register		management report	none	none	No proper records keeping	Electronic register developed	Use of register started	Loading of existing info started		Technical Services Manager	
Beaches	To maintain clean and safe beaches with adequate ablution facilities and obtain a blue flag status for all the beaches by 2010/11	To assign responsibility for maintenance of beaches within the administration	None											
Local tourism	To ensure functionality of the LTO	To ensure that the LTO has a programme and the required infrastructure and monitor its performance	None											
Pontoons, ferries, jetties and harbours	To formalise provision and regulate pontoons, ferries, jetties	To plan and assign administrative capacity to provide service	None											
Stormwater management	To provide adequate stormwater management	To include stormwater management in the roads maintenance plan	To undertake an assessment stormwater drainage and develop a plan to address problems	Progress milestones towards improved stormwater management	Management Report with developed plan	R15 000	Internal	unknown	Research started	Status quo established	Targets set		Technical Services Manager	
Trading regulation	To regulate and monitor trading	To formulate and enforce trading by-laws	None											
Bill boards and display advertisements	To regulate the erection of bill boards and display adverts	To enforce bill boards and display by-law and review tariffs	None											
Cleansing	To clean streets in the coastal area weekly and urban areas daily	To allocate adequate resources	Ensure that streets are well cleaned in the coastal belt and urban areas daily	Level of satisfaction with cleanliness based on consumer surveys				All streets in the urban area are cleaned daily and coastal belt cleaning is not sustainable	develop and incorporate programme for the cleaning of the coastal belt into the existing programme	Started implementing sustainable street cleaning in the coastal area	sustain implementation		Technical Services	
Control of public nuisance	To minimise public nuisance activities	To enforce by-law	None											
Child care facilities	To ensure that the Dept of Education provides qualified staff and that the municipality provides the required equipment	To ensure that all child care facilities are registered with DoE	None											
Control of undertakings that sell liquor to the public	To regulate and monitor the undertakings that sell liquor to the public	To formulate by-laws and develop capacity to enforce them	None											
Facilities for accommodation, care and burial of animals	To provide appropriate accommodation, care and burial of animals	To develop a plan to ensure provision of services	None											
Fencing and fences	To ensure that N2, R72, Tar road from Fish river to N2 and R345 is fenced	To liaise with the Province, SANRA and District	To submit application letters for fencing	Progress with fencing	Progress reports	none	none	R72 & R345 complete, N2 underway	N2 underway	N2 underway	project complete		Technical services	
	To establish community based mechanisms of securing fences	To delegate responsibilities to ward committees	None											
	To undertake awareness campaigns in affected areas to reduce incidents of vandalism	To assign responsibilities within the administration	None											
Markets	To establish and maintain a market place	Undertake a feasibility study and develop a market	None											
Municipal abattoirs	To investigate a need for an abattoir and establish as well as maintain if necessary	Undertake a feasibility study and develop an abattoir if necessary	None											
Pounds	Impound animals that are kept in contravention of by-laws	To assign responsibility within the administration	Impound all stray animals and animals kept in contravention of by-laws	No. of animals impounded	management report	none	none	more than 200 stray animals have been impounded	400	600	800		Technical Services	
	To refurbish the municipal pound and provide the required infrastructure e.g. truck	To relocate the pound	Complete relocation of pound and provision of infrastructure	Progress towards completion of refurbishment and provision of infrastructure	management report	Unknown		Existing pound to be relocated	Proper site identified	Planning done and funding solicited	construction of new pound started		Technical Services	
Public places	To maintain public places including adequate ablution facilities	Continue to care for the facilities and make arrangements for care during public holidays and weekends	Establish proper arrangements for management and maintenance of facilities	Satisfaction of citizens as per a survey	Survey report	None	None	Citizen satisfaction unknown	Survey questions for satisfaction with facilities developed	Survey underway	Survey results available		technical Services	

Street trading	To regulate street trading	To clarify licensing with ADM	None											
		Designate appropriate areas for hawkers	None											
		To enforce by-laws	None											
Street lighting	To provide adequate street lighting in the urban areas	To identify areas with inadequate street lighting in the urban areas and provide and maintain infrastructure	To develop street lighting maintenance plan	Progress milestones towards implementation of plan		Management report	none	none	Unknown	Draft Maintenance Plan	Plan complete	implementation of plan		Technical Services
		To ensure that the costs of street lighting are adequately covered in the rates income	Undertake a comparative analysis of costs to income and make recommendations	Progress milestones		Management report	none	none	None	Analysis complete	Recommendations factored in the budget			Technical Services
Traffic and parking	To provide more parking spaces and loading zones and raise income from public parking spaces	To devise mechanism for ensuring payments for parking and assign responsibilities for managing parking	None											
Municipal planning	To improve the standard of IDP and ensure alignment with other spheres of government	Allocate adequate resources and strengthen IGR and feedback from ADM	None											
Municipal Transformation and Institutional Development											KPA Weight	20%		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets			Indicator custodian	
										31-Dec	31-Mar	30-Jun		
Organisational design	To have an organogram that responds to all powers and functions of the municipality	To redesign the organogram	None											
	To have a coherent institutional approach that is informed by the available resources	To develop a macro institutional strategy as part of the IDP Review processes	None											
Organisational transformation	To improve participation of all races and people with disabilities in the activities of the	To improve the Employment Equity Plan	None											
Information	To improve information	Develop and	None											
	To accelerate the implementation of the communication strategy	To allocate adequate resources	None											
	To deepen the municipality's understanding of its operational context and challenges	To investigate all unknown measurements in the strategic scorecard and set up ongoing monitoring systems	None											
Skills development	To improve management and spread of skills development	To design and implement a plan of developing skills of Councillors	None											
		To design and implement a plan of developing skills of non-management staff	None											
		To monitor the impact of skills development on staff performance	None											
		Have interns constituting 2% of the total staff	None											
		To use projects as training opportunities	All Municipal contracts should have a specified % towards training of local people	Average % of project budget actually spent on training local people		Project reports	none	none	unknown	Research underway	Status quo established	set targets		Technical Services
Procurement	To ensure that the SCM is responsive to national and local aspirations	To review the SCM policy in line with CIDB and have adequate capacity to monitor its implementation	None											

Working environment	To improve Municipal working environment, discipline and teamwork	To develop a team building programme	None										
		To effectively implement disciplinary procedures in line with the bargaining council agreement	None										
EAP and HIV/Aids in the workplace	To improve employee wellness	Implement wellness programmes	None										
IT systems and support	To have adequate IT support	To create an integrated IT system	None										
		Review IT Support	None										
Document Management	To improve document management	To monitor functionality of document management system	None										
		To improve capacity in the registry office	None										
Assignment or delegation of roads function to Nqgushwa	Ngqushwa to take responsibility of local roads	To sign interim service level agreement with ADM	To support MM's office in resolving roads responsibility issue	Progress towards finalization of delegation		report back from MM's Office	none	none	No clarity on roads responsibility	Meeting with DM and Province held	Issue resolved		Technical
Transfer of land and properties to Council	To transfer all Dept of Public Works properties and land that was "donated" to the Municipality	To approach the Premiers Office to assist in the transfer of properties	None										
Asset Management	To have effective asset management	To develop and implement asset management policy	None										
Risk Management	To have effective risk management	To develop and implement risk management policy	None										
Inter-national and other national relationships	To establish relations with strategic partners internationally and nationally to the benefit of the Municipality	To develop an inter-national relations strategy	None										

Financial viability

KPA Weight

25%

Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	Baseline	KPA Weight			Indicator custodian
										31-Dec	Targets 31-Mar	30-Jun	
Local income	To increase local income to at least 50% of the total operating income by 2010/11	To conduct general municipal valuation in terms of the property rates act	None										
		To review credit control policy	None										
		To identify opportunities to diversify the revenue base	None										
personnel expenditure	To maintain personnel expenditure within 35% of the operating expenditure	To monitor trends in personnel expenditure	None										
general expenditure	To maintain general expenditure within 20%	To monitor trends in general expenditure	None										
repairs and Budget integrity	To maintain repairs and To ensure that the expenditure is as per budget	To monitor trends in To assess the impact of automating expenditure approvals	None										
		To monitor and keep records of unprocedural expenditure	None										
Revenue by source	To cause collection of the following amounts of revenue												
Refuse removal	R 499 426.00		Daily refuse removals in urban areas, weekly along the coast	Amount of revenue			None	Operating budget from Municipality	Unknown	249713	187284.75	499426	Technical Services Manager
Building control	R 50 000.00		Enforce building regulations	Amount of revenue			None	Operating budget from Municipality	Unknown	25000	18750	50000	Technical Services Manager
Pound	R 0.00		Reduction in no. of stray animals	Amount of revenue			None	Operating budget from Municipality	Unknown	R 0	R 0	R 0	Technical Services Manager
Public toilets	R 15 000.00		Cleaning and maintenance of public toilets regularly	Amount of revenue			None	Operating budget from Municipality	Unknown	R 7 500	R 5 625	R 15 000	Technical Services Manager
Building controls (Penalties)	R 100 000.00		To develop and implement an awareness plan	Amount of revenue			None	Operating budget from Municipality	Unknown	R 50 000	R 37 500	R 100 000	

Cemetery fees	R 0.00		Cleaning and maintenance of cemetery registry and keeping of register	Amount of revenue			None	Operating budget from Municipality	Unknown	R 0	R 0	R 0	Technical Services Manager
Expenditure	To contain expenditure within the following amounts												
Salaries	R 4 145 284.00		Manage employment processes and salary adjustment	Employment be done according to organogram			None	Operating budget from Municipality	Unknown	R 2 072 642	R 1 554 482	R 4 145 284	
General expenses	R 926 500.00		Monitor and manage	Spending according to the budget			None	Operating budget from Municipality	Unknown	R 463 250	R 347 438	R 926 500	
repairs and maintenance	R 628 000.00		Monitor and manage	Spending according to the budget			None	Operating budget from Municipality	Unknown	R 314 000	R 235 500	R 628 000	
Capital expenditure	R 8 835 573.00		Monitor and manage	Spending according to the budget			None	Operating budget from Municipality	Unknown	R 4 417 787	R 3 313 340	R 8 835 573	
Good Governance										KPA Weight		15%	
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Weight %	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets			Indicator custodian
										31-Dec	31-Mar	30-Jun	
By-laws	To ensure proper administration of by-laws	To translate by-laws into Xhosa	None										
		To build capacity to enforce by-laws	None										
Policies	To improve knowledge of operational policies	To conduct training sessions	None										
Inter-governmental relations	To have an effective inter-governmental relations	To have adequate administrative capacity to drive IGR process and link it to the IDP processes	None										
Councilor Administration Interface	To improve the understanding of practicalities of implementing the collective executive system of local government	To establish and implement protocols in line with the collective executive system of local government	None										
Auditor General's Report	To obtain a positive unqualified auditor general's report	To comply with auditor general checklist	None										
		To develop a response action plan based on audit and AG's management letter	None										

Technical Services Department Scorecard 2007/8

Local Economic Development					Total	100%	15%			Total Score			14%	Score 1 to 5	Rescaled Score	
Local Economic Development					KPA Weight			15%			Weighted KPA Score					30%
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Baseline	31-Dec	31-Mar	30-Jun	Indicator custodian	Actual for period	Reasons for performance	Corrective Action	Score 1 to 5	Rescaled Score		
	To increase the relative contribution of the tourism sector to at least 15% by 2010/11	To develop and implement a tourism development plan	To develop infrastructure component of the tourism sector plan	Progress towards implementation of strategic Tourism related infrastructure projects	Unknown	None	Strategic Infrastructure projects identified	Developed business plans for various infrastructure needs of the plan	Technical Services Manager	Not done		Developed business plans for various infrastructure needs of the plan			1	0%
	To increase the relative contribution of the quarry and mining sector to at least 5% by 2010/11	To improve the regulation of the quarrying, sand mining and shell grid harvesting in order to improve their economic value	To ensure that all contractors have appropriate permits & licensing for quarrying	% of contractors with appropriate permits	100%	100%	100%	100%	Technical services manager	100%	Maintain the policies	Maintain the policies	5	167%		
	To increase the relative contribution of the retail sector to at least 15% by 2010/11	To develop a retail sector strategy	None										1			
	To increase the relative contribution of the property and land sector to at least 5% by 2010/11	To resolve land tenure issues in the coastal belt and Peddie Town to promote tradability of land and properties	None										1			
	To explore the potential of the fisheries industry including abalone and sea weed	To work with DEAET to investigate the potential of licensing opportunities	None										1			
Employment levels	To reduce unemployment to 50% by 2010/11	To promote labour intensive projects	All Municipal contracts should have 33% of project costs dedicated to LIC.	% of contracts with 33% of project costs dedicated to LIC.	100%	100%	100%	100%	Technical services manager	100%	Maintain the policies	Maintain the policies	3	100%		
Participation of the youth in the economy	To increase youth participation in the economy to 10% by 2010/11	To review, adopt and implement youth development strategy	To ensure that contractual targets for youth involvement are met in our projects	% of projects which meet set targets.	Unknown	Research underway	Establish baseline	Set targets	Technical services manager	Indicator not measured	Baselines were not set	Establish baseline	1	0%		
Participation of women in the economy	To increase women participation in the economy to 40% by 2010/11	To develop a strategy to increase the participation of women in the economy	To ensure that contractual targets for women participation are met in our projects.	% of projects which meet set targets.	Unknown	Research underway	Establish baseline	Set targets	Technical services manager	Indicator not measured	Baselines were not set	Establish baseline	1	0%		
Participation of the people with disabilities in the economy	To increase the participation of people with disabilities in the economy to 0.5% by 2010/11	To develop a strategy to increase the participation of people with disabilities in the economy	To ensure that contractual targets for participation of people with disabilities are met in our projects.	% of projects which meet set targets.	Unknown	Research underway	Establish baseline	Set targets	Technical services manager	Indicator not measured	Baselines were not set	Establish baseline	1	0%		
Income poverty (income levels)	To ensure that no household earns less than R850 per month by 2010/11	To ensure that all deserving persons in the Municipality access grants	None										1			
SMME's and Co-operatives	To increase the support provided to local SMME's	To develop a database of SMME's and a support strategy	None										1			
	To improve the sustainability of co-operatives	To develop a support strategy for co-operatives	None										1			
Underdeveloped urban areas	To have well planned and viable urban areas	To develop and implement town planning scheme and invest in related infrastructure	None										1			
Infrastructure Development and Service Delivery					KPA Weight			25%			Weighted KPA Score			27%	Score 1 to 5	Rescaled Score
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Baseline	31-Dec	31-Mar	30-Jun	Indicator custodian	Actual for period	Reasons for performance	Corrective Action	Score 1 to 5	Rescaled Score		
Social development - Services poverty (access to basic services)	To ensure that all households have access to a package (water, sanitation and electricity) of basic services by 2010/11	To review the WSP in partnership with ADM and integrate it on the WSPD and monitor its implementation	Identification of areas that require basic water services	Progress in identifying and submission of investment priorities to ADM	Unknown	Research underway	Priority areas identified	Submission made to ADM	TSM	Submission made to ADM	Meetings held with ADM	Continue holding meetings with ADM			4	133%
		To develop an electricity infrastructure investment/development plan and enter into an SLA with Eskom to implement it	To support MM's office in engaging with Eskom	Signed SLA and development plan in place	Unknown	Commitment to joint planning obtained from Eskom	Draft SLA and development plan in place	SLA signed an plan developed	TSM	Meeting was held for prioritising the projects. And arrange the meeting for the SLA and the available date is the 14th August 2008.	Busy schedule on Eskom side	Continue arranging meetings with Eskom	1	0%		

Pounds	Impound animals that are kept in contravention of by-laws	To assign responsibility within the administration	Impound all stray animals and animals kept in contravention of by-laws	No. of animals impounded	more than 200 stray animals have been impounded		Reduce no. of stray animals by 50%	Reduce no. of stray animals by 75%	Technical Services	Stray animals are reduced	Impounding of stray animals. Baseline was not measured and current progress has not been measured to know whether the target has been adequately met	Continue impounding stray animals	1	0%					
	To refurbish the municipal pound and provide the required infrastructure e.g. truck	To relocate the pound	Complete relocation of pound and provision of infrastructure	Progress towards completion of refurbishment and provision of infrastructure	Existing pound to be relocated	Proper site identified	Planning done and funding solicited	construction of new pound started	Technical Services	Not done	We had to identify the site		1	0%					
Public places	To maintain public places including adequate ablution facilities	Continue to care for the facilities and make arrangements for care during public holidays and weekends	Establish proper arrangements for management and maintenance of facilities	Satisfaction of citizens as per a survey	Citizen satisfaction unknown	Survey questions for satisfaction with facilities developed	Survey underway	Survey results available	technical Services	Not done	Give to coporate services department		1	0%					
Street trading	To regulate street trading	To clarify licensing with ADM.	None										1						
		Designate appropriate areas for hawkers	None										1						
		To enforce by-laws	None										1						
Street lighting	To provide adequate street lighting in the urban areas	To identify areas with inadequate street lighting in the urban areas and provide and maintain infrastructure	To develop street lighting maintenance plan	Progress milestones towards implementation of plan	Unknown	Draft Maintenance Plan	Plan complete	implementation of plan	Technical Services	Not done	Limited resources. No budget		1	0%					
		To ensure that the costs of street lighting are adequately covered in the rates income	Undertake a comparative analysis of costs to income and make recommendations	Progress milestones	None	Analysis complete	Recommendations factored in the budget		Technical Services	Not done	No revenue is generated from electricity		1	0%					
Traffic and parking	To provide more parking spaces and loading zones and raise income from public parking spaces	To devise mechanism for ensuring payments for parking and assign responsibilities for managing parking	None										1						
Municipal planning	To improve the standard of IDP and ensure alignment with other spheres of government	Allocate adequate resources and strengthen IGR and feedback from ADM	None										1						
Municipal Transformation and Institutional Development																			
Functional area							KPA Weight			20%		Weighted KPA Score		0%		Score 1 to 5		Rescaled Score	
IDP Objective		IDP Strategy		Departmental Activity		Indicator		Baseline		Targets		Actual for period		Reasons for performance		Corrective Action			
										31-Dec		31-Mar		30-Jun					
Organisational design	To have an organogram that responds to all powers and functions of the municipality	To redesign the organogram	None														1		
	To have a coherent institutional approach that is informed by the available resources	To develop a macro institutional strategy as part of the IDP Review processes	None														1		
Organisational Information	To improve participation	To review the	None														1		
	To improve information	Develop and	None														1		
	To accelerate the implementation of the communication strategy	To allocate adequate resources	None														1		
	To deepen the municipality's understanding of its operational context and challenges	To investigate all unknown measurements in the strategic scorecard and set up ongoing monitoring systems	None														1		
Skills development	To improve management and spread of skills development	To design and implement a plan of developing skills of Councilors	None														1		
		To design and implement a plan of developing skills of non-management staff	None														1		
		To monitor the impact of skills development on staff performance	None														1		
		Have interns constituting 2% of the total staff	None														1		
		To use projects as training opportunities	All Municipal contracts should have a specified % towards training of local people	Average % of project budget actually spent on training local people	unknown	Research underway	Status quo established	set targets	Technical Services	Not done	No new projects	Establish baseline	1	0%					

Template Scorecard for Section 57 Managers : CORE COMPETENCY REQUIREMENTS

	CORE COMPETENCY REQUIREMENTS FOR MANAGE	Indicate Choice: Select Yes or No	Weight
			100%
	<i>Core Managerial Competencies</i>		
CCR1	Strategic Capability and Leadership	Yes	5%
CCR2	Programme and Project Management	Yes	5%
CCR3	Financial Management	Compulsory	5%
CCR4	Change Management	Yes	5%
CCR5	Knowledge Management	Yes	5%
CCR6	Service Delivery Innovation	Yes	10%
CCR7	Problem Solving and Analysis	Yes	5%
CCR8	People Management and Empowerment	Compulsory	5%
CCR9	Client Orientation and Customer Focus	Compulsory	5%
CCR10	Communication	Yes	5%
CCR11	Honesty and Integrity	Yes	5%
	<i>Core Occupational Competencies</i>		
CCR12	Competence in Self Management	Yes	5%
CCR13	Interpretation of and implementation within the legislative and national policy frameworks	Yes	3%
CCR14	Knowledge of developmental local government	Yes	5%
CCR15	Knowledge of Performance Management and Reporting	Yes	5%
CCR16	Knowledge of global and South African specific political, social and economic contexts	Yes	1%
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	2.5%
CCR18	Knowledge of more than one functional municipal field discipline	Yes	5%
CCR19	Skills in Mediation	Yes	1%
CCR20	Skills in Governance	Yes	2.5%
CCR21	Competence as required by other national line sector departments	Yes	5%
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%
Total percentage		-	100%

PERSONAL DEVELOPMENT PLAN

Template Calculator for Annual Performance Assessments of Section 57 Managers

Fixed Weight	Variable
	To be filled in

Components	Weight
KPA	80%
CCR	20%

Key Performance Areas	Weight	Weighted Score/5	Weighted Score
KPA 1: Local Economic Development	15%	0.30	0.04
KPA 2: Infrastructure and Service Delivery	25%	0.27	0.07
KPA 3: Institutional Transformation	20%	0.00	0.00
KPA 4: Financial Management	25%	0.12	0.03
KPA 5: Stakeholder Relations	15%		0.00
TOTAL	100%	1	0.14
Weighted average KPA score/5		14%	

	Indicate Choice: Select Yes/No	Weight	Actual Score/5	Weighted Score
Core Competency Requirements for Managers (CCR)				
<i>Core Managerial Competencies</i>				
CCR1	Strategic Capability and Leadership	Yes	5%	0.00
CCR2	Programme and Project Management	Yes	5%	0.00
CCR3	Financial Management	Compulsory	5%	0.00
CCR4	Change Management	Yes	5%	0.00
CCR5	Knowledge Management	Yes	5%	0.00
CCR6	Service Delivery Innovation	Yes	10%	0.00
CCR7	Problem Solving and Analysis	Yes	5%	0.00
CCR8	People Management and Empowerment	Compulsory	5%	0.00
CCR9	Client Orientation and Customer Focus	Compulsory	5%	0.00
CCR10	Communication	Yes	5%	0.00
CCR11	Honesty and Integrity	Yes	5%	0.00
<i>Core Occupational Competencies</i>				
CCR12	Competence in Self Management	Yes	5%	0.00
CCR13	Interpretation of and implementation within the legislative and national policy	Yes	3%	0.00
CCR14	Knowledge of developmental local government	Yes	5%	0.00
CCR15	Knowledge of Performance Management and Reporting	Yes	5%	0.00
CCR16	Knowledge of global and South African specific political, social and economic	Yes	1%	0.00
CCR17	Competence in policy conceptualisation, analysis and implementation	Yes	3%	0.00
CCR18	Knowledge of more than one functional municipal field discipline	Yes	5%	0.00
CCR19	Skills in Mediation	Yes	1%	0.00
CCR20	Skills in Governance	Yes	3%	0.00
CCR21	Competence as required by other national line sector departments	Yes	5%	0.00
CCR22	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5%	0.00
Total CCR Score			100%	0.00
Weighted Average Score/5				0.00

TOTAL	0.113131313
Percentage Score	3.8%

Bonus	0%
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Bonus System Rules			
Min Performance	Max Performance	Min Bonus	Max bonus
0%	100%	0%	0%
100%	130%	0%	5%
130%	150%	5%	9%
150%	166%	10%	14%
166%			



Year End Performance Review Report 2007/8

Draft Version 1

4 September 2008

Contact Details

PDG

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1 Background

As required in terms of the municipality's Performance Management Policy the Ngqushwa Municipality embarked on its Year End Performance Review for the 2007/8 financial year.

The Municipality utilised the services of PDG, with financial assistance from GTZ, to provide technical support during this process. This report presents the outcomes of the process.

2 The Process

The process was designed to have three main activities. These were the:

- Pre-workshop activities
- Performance review workshop
- Post workshop activities

2.1 Pre-workshop activities

PDG prepared reporting templates for Departments based on the 2007/8 annual plans of the municipality. The Departments were requested to complete these templates in preparation for a performance review working session in which they would report on their performance.

It was advised that the Internal Audit of the municipality be requested to audit these reports. If that was not possible, it was suggested that the workshop serve as an audit of the reports presented.

The departmental performance reports had to be ready for presentation at the workshop. In Departments would have to address and respond to questions of clarity on the actual targets achieved for the year, the reasons for performance or non-performance and the score allocated to the level of performance.

It should be noted that all Departments completed their reports on time, which provided the technical support team with an opportunity to review the reports prior to the workshop. It also enabled an easy flow to the workshop with sufficient time for an in-depth engagement with each Department's report.

2.2 Performance review workshop

A performance review workshop was held on the 11th to the 12th of August 2008. The objectives of the workshop were:

- To assess the ability of Departments to self-assess their performance following the third performance review held in April 2008; and
- To assess the municipality's performance in the Departments for the duration of the 2007/8 financial year ending in June 2008.

The workshop was attended by the Mayor, members of the Executive who are also portfolio heads and the middle and senior management of the municipality. It was facilitated by PDG. At this workshop the Departments presented their performance reports.

2.3 Post workshop and output

PDG was tasked with the responsibility of analysing the reports presented at the workshop and to produce a Year End Performance Review Report (this report). The Report provides an overview of the Departments' performance during the 2007/8 financial year in terms of meeting and achieving the IDP objectives and departmental activities of the Departments for the year. The performance reporting tables of Departments, upon which this Report is based, were sent to the municipality as a separate deliverable.

3 Overview of performance

3.1 Level of performance in terms of planned activities during the period under review

3.1.1 Performance scoring

This performance review categorised levels of performance per indicator into five categories as per the municipality's performance management policy. These are reflected in the following table:

Score	Level of performance	Description
5	Outstanding performance	Individual has performed exceptionally on these indicators and has very significantly surpassed expectations.
4		Individual has performed well and has gone slightly above expectations.
3	Fully effective	Individual has met the expectations associated with these indicators.
2	Performance not fully effective	Performance is below the standard required for the job in key areas.
1	Unacceptable performance	Individual has performed poorly on these indicators – significantly below the standard required

In addition, a system of colour coding was utilised to highlight the level of performance. The scores and related colour coding and the levels of performance are indicated below:

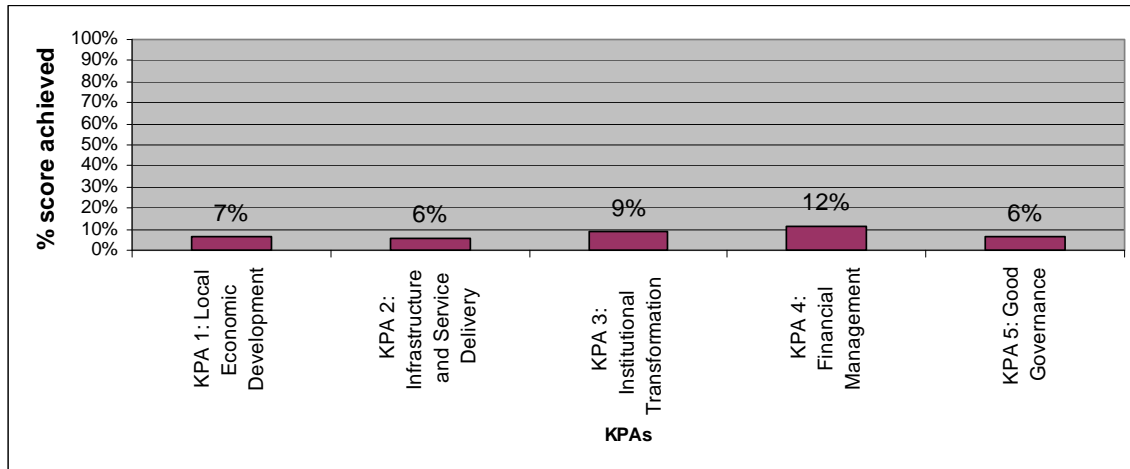
Score	Level of performance	Colour code
1	Unacceptable performance – less than 50% of target	Red
2	Performance not fully effective – more than 50% but less than 100% of target	Yellow
3	Fully effective - Achieved or met target (100% of targets)	Green
4	Exceeded target – exceeded target in terms of either quality, time or quantity	White
5	Outstanding performance - performed exceptionally well and significantly surpassed expectations.	White

As stated earlier, the tables that provide details about the levels of performance per planned activity were submitted as a separate deliverable of this review process.

3.1.2 Overall performance of the municipality in terms of the 5 KPAs of the strategic scorecard

Figure 1 below shows a rather bleak situation where the municipality's highest score, in its KPAs in terms of the targets set for year, is 12%.

Figure 1 Overall municipal performance in terms of the 5 KPAs

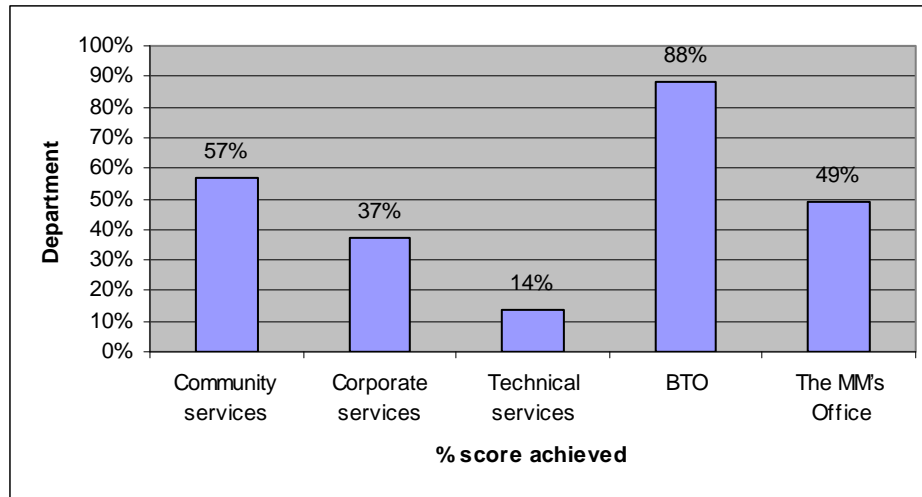


The lowest scoring KPAs are Infrastructure and Service delivery and Good Governance at 6% respectively. This is of serious concern in a municipality that desperately needs to respond decisively to the challenges of underdevelopment, poor access to services as well as establish a status quo of the major development challenges facing the municipality. There appeared to be some improvement across the Departments indicating a better understanding of the challenges and progress made in meeting the targets as per objective in each of the five KPAs. However, the departments differed in their ability to understand the extent of the challenges and adequately establish baselines towards meeting the challenges.

Figure 2 below shows scores achieved by Departments. The Technical Services Department experienced the most serious challenges in terms of reporting its performance. It is the lowest scoring Department with a score of 14%. The second lowest is the Corporate Services Department with an overall score of 37%, which was a significant decline from the Third Quarter Performance Review wherein the Department scored the second highest level of performance of 64%. It is possible that the lower score is attributed to the high turn over experienced by the Department that involved the resignation of the Corporate Services Manager shortly after the Third Quarter Performance Review.

The Municipal Manager's (MM's) score was calculated as the average of score of the four Departments. The MM's score of 49% notably reflects the low scores of the Technical Services and Corporate Services Departments.

Figure 2 Overall scores achieved by Departments

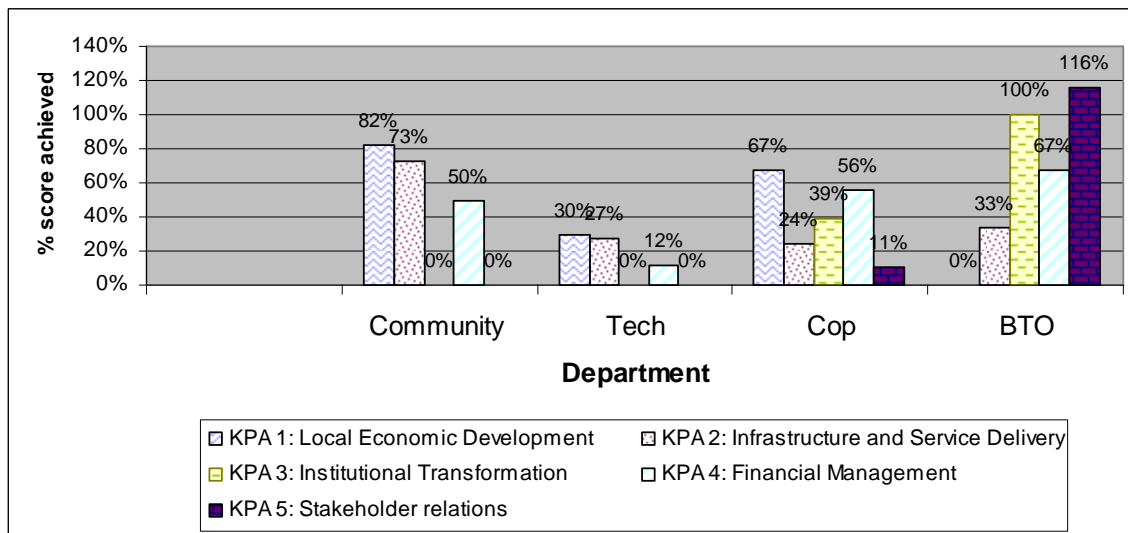


It should be noted that these scores do not assess individual managers' performances.

3.1.3 Performance of the municipal Departments

Figure 3 below provides an overview of the performance of Departments in terms of the five municipal KPAs.

Figure 3 Overview of the performance of Departments



The **Budget and Treasury Office (BTO)** and the **Community Services Department** appear to have the most balanced support to the KPAs.

The BTO scored well with an overall score of 88%. The BTO achieved 100% of its targets in the Institutional Transformation KPA, and 116% of its targets in the Good Governance KPA. In the latter KPA, the BTO has exceeded its targets in its level of

performance. Of note is the Department's progress in its financial viability KPA with a score of 67%, which increased from just above 50% in the Third Performance Review. This shows that the Department has a better understanding in that its role is to provide leadership to ensure that the municipality resolves its current financial viability challenges.

The performance of the **Community Services Department** with regard to contributing towards financial viability scored 50%; an outstanding improvement from a score of 13% in the Third Quarter Performance Review. This is noteworthy since the Department accounts for a significant portion of the municipality's expenditure. The Good Governance KPA remains a cause for concern with a score of 0. This shows no change since the Third Quarter Performance Review (score of 0). The Department is also effectively the face of the municipality in the communities since most of the service delivery functions of the municipality are championed by this Department.

The **Technical Services Department** has been the worst performer. It did not contribute at all towards the Institutional Transformation and only 12% to the Municipal Financial Management KPA. It had no targets in the Good Governance KPA. Low scores were also achieved in the Local Economic Development and Infrastructure and Service Delivery KPAs where contributions should have been made. The Department has improved by a single percentage point (14%) since the Third Quarter Performance Review (13%). The Technical Services Department is underperforming and should seek the assistance of others, especially other technocrats, in the municipality. The Department must ensure that, in future, the targets defined towards achieving objectives are more specific such that they are both attainable and measurable. Furthermore, there is a need for a deeper understanding of the various performance areas within the scorecard, the IDP objectives, the departmental activities and their interconnectivity and relatedness.

To assess the poor performance of the Technical Services Department, the municipality's performance management policy should be adhered to. The policy states that *"poorly performing Departments will be asked to provide an explanation and analysis of the poor performance. If this is insufficient, an investigation will be conducted to deepen the municipality's understanding of the underlying problems, whether they be policy-related, systemic, structural or attributed to the poor performance of individuals"*. This should be applied in this case to fully assess and ascertain where the gaps and failings lie.

Considering the overall performance of the municipality, in terms of its Departments, it becomes obvious that the performance of the **Municipal Manager's Office** with regard to leading, overseeing and supporting Departments in implementing their plans is a cause for concern. The municipality has not appointed a MM, which impacts on the overall level of performance. The position continues to be occupied by an acting manager, who still carried her responsibilities as a CFO. The scores are evident of the ardent need for a dedicated municipal leader who commits 100% of his/her time to the organization and its efficacy. This should receive the utmost priority going into the 2008/9 financial year.

4 Conclusions

The overall performance of Ngqushwa Municipality improved by one percentage point (49%) from the period of the Third Quarter Performance Review (48%). The low level of performance of the municipality calls for an in-depth analysis of the underlying problems resulting in poor performance. There appeared to be a better understanding within Departments of the way in which the performance management system and the scorecard process works. There are gaps in specific Departments, such as Technical Services, and it was noted that support is required for the Department.

Instability within a Department, such as Corporate Services, where there is a high staff turn-over, has a significant impact on the functionality of the Department and its ability to achieve its targets.

As previously noted, the non-appointment of a Municipal Manager has hindered the municipality's ability and capacity to improve, to respond to challenges and to grow. This is evidenced by the poor overall performance of Ngqushwa Municipality.

As a part of the conclusion of the workshop, participants were asked to consider whether they think the performance of Ngqushwa Municipality has improved and if there has been a change in the siloed way in which Departments worked. The discussion reflected on and spoke to ways in which the municipality can enhance its functionality. Some of the responses in the discussion are summarized below:

- The municipality needs to focus and reconsider the way in which inter-departmental project team meetings are convened as well as who should participate in the meetings. These meetings are an opportunity to integrate activities across Departments as well as to learn about the projects and initiatives that are undertaken (or being planned). The meetings are an opportunity for developing a culture of working collaboratively, which, from the experiences of the municipality's scoring, is evidence of the need for a combined, inter-departmental effort. It was noted that it is imperative for the leadership of the municipality to take responsibility in championing this.
- There is a lack of understanding in the scorecards, that is, the IDP objectives, the departmental activities, the indicators, targets and scoring the levels of performance. Often, Department Managers as well as staff do not understand what is expected and what has to be done.
- There were a series of flaws and misalignments that were identified in the scorecards; these should be carefully addressed in the scorecards for the new financial year.
- Human resource capacity is an issue in the municipality and support is needed in a number of areas. These capacity needs must be thoroughly assessed such that they are adequately and appropriately responded to.
- Monitoring activities and the progress made is important, however, capacity constraints lends to this either being neglected or being scantily done. In addition, Departments must know what they should be reporting on, which necessitates an in-depth and clear understanding of the departmental scorecard, the activities to be undertaken and the targets achieved.

- It was noted that the municipality has to shift towards measuring outputs and outcomes, and the scorecards need to be outcomes based.

In the workshop it was also raised that there should be a follow-up on capacitating Councillors on the performance management system framework and the application thereof. This should be done to ensure that the municipality's political leadership are informed about and understand the system. It was further suggested that the acting Municipal Manager and the Mayor must convene a meeting that includes EXCO, management, the Speaker and the Chief Whip to identify the resources that are available in the municipality and to reflect on the challenges that Ngqushwa is encountering as an organization, that is, lack of service delivery and non-performance.

An important extrapolation from the workshop and the Department's interrogation of each others performance was that there is a lack of collectivity in the municipality, and Departments and senior managers do not share a common understanding. The monthly departmental evaluations and meetings are crucial to aiding this and corrective measures can be instituted through these meetings.

In summary, the Year End Performance Review highlighted the gaps and challenges within the municipality as an organization as well as within the individual Departments. The municipality needs to determine whether the underlying difficulties are policy-related, systemic, structural or attributable to the poor performance of some individuals. A process of restructuring and capacity building must be informed by such an analysis.

The Departments displayed some progress wherein the corrective measures determined in the Third Quarter Performance Review were beginning to be addressed and in some instances they were addressed in full; this was achieved by Community Services, in particular. Hence, senior managers as well as middle managers are beginning to reflect a more nuanced understanding of the performance management system and the implementation thereof.