

SECTION G: ANNUAL OPERATIONAL PLAN (DRAFT SDBIP)

The Draft SDBIP to be provided in the Final IDP Review.

SECTION H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The Municipal Systems Act, enacted in November 2000, requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their integrated development plan (IDP)
- Publish an annual report on performance for the councilors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

5. KEY PERFORMANCE AREAS

Based on the issues identified, the key performance areas for the municipality have been defined as:

- Service Delivery
- Economic Development
- Social Development
- Institutional Development
- Financial Management
- Good governance and public participation

In addition to these, a number of key National indicators are prescribed, that must form part of the Municipality's Performance Management System.

6. BASIC PRINCIPLES OF ZULULAND DISTRICT MUNICIPALITY PERFORMANCE MANAGEMENT SYSTEM

- It is Council's responsibility to adopt the PMS.
- The Executive Committee is responsible for the development of the system. However, the Executive Committee may assign responsibilities to the Municipal Manager in this regard, but remains accountable for the development of the PMS.
- The process of developing the system must be inclusive, participatory and transparent.
- The PMS must be simple, realistic, fair and objective, developmental and non-punitive.
- The IDP process and the PMS process should appear to be seamlessly integrated.

7. MUNICIPAL INSTITUTIONAL ARRANGEMENTS

The municipality has established a project team comprising of the Municipal Manager and head of Departments to facilitate the performance management process within the Municipality. This team is responsible for the drafting, implementation and monitoring of the entire performance process within the Municipality

The Team is responsible for:

- Preparing the organization for change with the objective of reaching a common understanding of performance management within the organization;
- Facilitating the development of the PMS framework; and
- Supporting the organization in the implementation of the PMS framework.

The Zululand District Municipality has an Audit and Risk Management Committee set up in accordance with the prescripts of the Municipal Finance Management Act No. 56 of 2003, section 166. The Committee comprises of two independent members, who are not in the employ of the Zululand District Municipality, nor are they political office bearers.

The Chairperson of the Audit Committee is an independent person who is knowledgeable of the status of the position and has the requisite legal, business and leadership skills. The Committee operates in terms of written terms of reference approved by the municipality's Accounting Officer and Council's Executive Committee, which is in accordance with best practice.

7.1 AUDIT AND RISK MANAGEMENT COMMITTEE

The Zululand District Municipality has an Audit and Risk Management Committee set up in accordance with the prescripts of the Municipal Finance Management Act No. 56 of 2003, section 166. The Committee comprises of two independent members, who are not in the employ of the Zululand District Municipality, nor are they political office bearers.

The Chairperson of the Audit Committee is an independent person who is knowledgeable of the status of the position and has the requisite legal, business and leadership skills. The Committee operates in terms of written terms of reference approved by the municipality's Accounting Officer and Council's Executive Committee, which is in accordance with best practice.

The Committee performs its responsibilities as required in terms of the Municipal Finance Management Act (MFMA), as well as the code of Corporate Governance. The Audit Committee meets a minimum of four (4) times during a financial year. The Following issues are deliberated upon:

- The adequacy, reliability and accuracy of financial reporting and information;
- The activities and effectiveness of internal audit function;
- The accounting and auditing concerns identified as a result of the internal or external audits;
- The effectiveness of the internal control systems;
- Risk Management;
- Compliance with the MFMA and other applicable legislation;
- Performance Management; and
- Reports on forensic investigations.

7.2 INTERNAL AUDIT

The Zululand District Municipality has a system of Internal Audit under the control and direction of its Audit and Risk Committee. Based on the results of assurance work carried out by the Internal Audit unit, areas of weakness are identified and addressed. The weaknesses in internal control systems are brought to the attention of management to take corrective measures.

8. THE ZDM PERFORMANCE FRAMEWORK

Each municipality is required by legislation to develop a performance management framework. The framework should describe how the process of performance planning, monitoring, measurement, review and reporting will happen.

The framework also needs to indicate how the process will be organized and managed, by determining the functions of each role-player in the process.

In terms of Local Government Municipal Planning and Performance Regulations, a system must:

- (a) Comply with all requirements set out in the Municipal Systems Act;
- (b) Demonstrate how it is to operate and be managed from the planning stage up to the stages of performance review and reporting;
- (c) Clarify the roles and responsibilities of each role player, including the local community, in the functioning of the system;
- (d) Clarify the processes of implementing the system within the framework of the integrated development planning process;
- (e) Determine the frequency of reporting and the lines for accountability for performance;
- (f) Relates to the Municipality’s employee performance management process

The Zululand District Municipality Performance Management Framework is a tool used by management to gain a better understanding of the ability of the organization to fulfill its mandate and achieve its goals.

The Zululand District Municipality Performance framework has the following steps:

Table 95: Steps in Preparing the ZDM OPMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Amendments identified in the revision process	All previous years' amendments to be taken into consideration in updating the IDP	Council; Exco; MM; HODs
Adoption of a process for drafting the IDP	Process adopted to guide the planning, drafting, adoption & review of the IDP	Council; Exco; MM; HODs
	Constitute ZDM Representative forum as Community Participation structure	Planning; Depts
	Advertise for Community Participation	Depts
	As part of IDP process, identify key development challenges	Council; Exco; MM; HODs

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	Arrange for notices and agendas to be distributed at least 14 days before the meeting	Planning; Depts
	Document meeting comments and representations and include in Performance sheet	Planning; Depts
	Confirm key development priorities	Exco; Depts
Drafting of the IDP	Exco to delegate responsibility of drafting the IDP, whilst continuously monitoring it	Planning
Adoption of the developed IDP	Submit draft IDP to Council for adoption	Planning
	Community given 21 days to comment on draft prior to plan being submitted to Council for adoption	Planning; Depts
Implementation of the developed IDP	Convene regular meetings with Community to monitor IDP implementation	Planning; Depts
	Community forum members given 14 days before meetings to allow consultation with their constituencies regarding matters to be discussed at the meeting	Planning; Depts
	Municipality formally adopted the IDP	Council; Exco; MM; HODs
Disclose requirements of the IDP	MM to submit copy of IDP to the MEC for local Govt within 10 days of its adoption by Council	MM
	Copy of IDP to MEC must contain : Summary of process adopted; Statement confirming that IDP development process has been complied with and a copy of the adopted framework	MM
	Municipality to give notice to Public, within 14 days of IDP adoption and makes copies available for Public inspection	Planning; Depts
	Municipality to publicize, within 14 days of IDP adoption, a summary of the Plan	Depts
Proposals on the IDP received from the MEC	If proposals received from MEC, proof must be obtained that : 1) IDP has been adjusted if proposals agreed to 2) Reasons have been provided to MEC where proposals not agreed to	Council; Exco; MM; HODs

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Proposals for amending the IDP	If IDP amended, proof to be held that proposals were introduced by a member or committee of the Council	Council; Exco; MM; HODs
Amending the IDP	Proof must be obtained that notice was given by Municipality to all Council members before amendment adopted	Planning
	Proof must be obtained that prior to IDP amendment being adopted, public notice was issued for public comment allowing at least 21 days to comment on the proposed amendment	Planning; Depts
	Confirmation required that local Municipalities were consulted and that their comments were considered	Planning; Depts
	Proof must be held that the MM submitted copy of subsequent amendment to the MEC for local Govt within 10 days of the amendment of the Plan	MM

2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Review of framework for PMS together with PMS for year under review	Municipality review its framework for the PMS together with PMS for year under review	Dev Planning
Development of a framework for the PMS	Municipality has a documented framework for its PMS	Dev Planning
	Keep minutes of meetings that were convened with Community Forum to consult regarding the development of the framework for the PMS	Planning; Depts
	Community must be given at least 14 days before each meeting to consult their constituencies regarding the matters to be discussed at the meeting	Corporate Serv; Depts
Development of the PMS	Proof that Exco managed the development of the municipality's PMS	Exco
	Convene meetings with community forum to consult	Planning; Depts
	Delegation of responsibilities assigned to the MM by Exco with regard to the development of the PMS in place	Planning

2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Adoption of the PMS	Proof required that Exco submitted the proposed PMS to Council for adoption	MM; Planning
	Proof required that Council adopted the PMS before or at the same time as setting up of KPIs and targets as per IDP	Exco; Council; MM; HODs
Implementation of the PMS	Proof that the municipality did implement the PMS	Dev Planning
	Proof that the community forum was consulted through regular meetings regarding the implementation of the PMS	Planning; Depts
Monitoring and review of the PMS	Proof that the municipality did establish mechanisms to monitor and review its PMS	Planning; Depts
	Proof that the municipality does monitor and review its PMS	Dev Planning
	Confirm that the community forum was given enough time to consult their constituencies regarding matters to be discussed at meetings	Dev Planning
	Proof that the municipality made know internally and to the public, the KPIs and performance targets set by it for the purposes of its PMS	Planning; Depts
Evaluating the framework for the PMS	Proof that the PMS framework describes how the municipality's cycle and processes of Performance Planning, Monitoring, Measurement, Review, Reporting and Improvement will be conducted, organized and managed	Dev Planning
Evaluating the PMS	Proof that the municipality's PMS shows how it is to operate, clarifies roles and responsibilities of role-players, clarifies system implementation, frequency of reporting and accountabilities, relates to the municipality's employee performance management process, provide a procedure to link PMS to IDP planning process and is devised to serve as an early warning of under-performance	Planning; Depts

3. PROCESS FOR SETTING & REVIEWING KPIS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Prescribed process for setting Key Performance Indicators	Confirmation required that the PMS prescribes a process of setting KPI's	Planning; HODs
Prescribed process for the Review of the Key Performance Indicators	Confirmation that the PMS prescribes an annual performance review process for the review of KPIS	Planning; HODs
Developing KPIS	Proof required that the municipality's PMS sets KPIS which are used as a yardstick for measuring performance, including outcomes and impact	Planning; HODs
	Proof required that the community through a forum was allowed to participate in the setting of appropriate KPIS for the municipality	Planning; HODs
Reviewing the KPIS	Proof that the municipality does review its KPIS on an annual basis in accordance with the PMS's review process	Planning; HODs
Evaluating the Key Performance Indicators	Proof required that the KPIS are reflected in the IDP of the municipality	Planning; HODs
	Ensure that KPIS set include the general national KPIS prescribed according to Regulation 10	Dev Planning
	Include KPIS for all municipal entities and Service Providers with whom the municipality has entered into a service delivery agreement	Planning; HODs

4. PROCESS FOR SETTING PERFORMANCE TARGETS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Prescribed process for setting Performance targets	Confirmation that the municipality's PMS prescribes process for setting performance targets	Planning; MM; HODs
Setting Performance targets	Ensure performance targets are set in terms of the PMS	Planning; MM; HODs
	Ensure that Community involvement was sought in setting Performance targets for the municipality	Planning; Depts

4. PROCESS FOR SETTING PERFORMANCE TARGETS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	If the IDP and subsequently the KPIs were amended, confirm that performance targets were also amended in accordance with the amendments of the KPIs	Planning; Depts
Evaluating the Performance targets	Proof that targets were set for each of the KPIS	Planning; Depts
	Ensure that the performance targets are practical and realistic and measure the efficiency, effectiveness, quality and impact of the performance of the municipality and its constituencies	Planning; Depts

5. TRACK PERFORMANCE OF STAFF AND SERVICE PROVIDERS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Framework to track the performance of staff and Service Providers of the Municipality	Confirmation that the municipality has a framework in terms of its PMS to track performance of staff and Service Providers	Planning; Depts
Service delivery process	Ensure that all municipal staff reported in accordance with their lines of accountability and at the required intervals	MM; HOD's
	Proof that each service provider has reported to the municipality in accordance with their responsibilities and at the required reporting intervals	HOD's
	Ensure that resource allocation to service providers is in accordance with the municipality's development priorities and objectives	HOD's
Evaluating the framework for the tracking of the performance of the municipality's staff and service providers	Proof required that the framework has clarified breakdown of performance targets at all levels of the organization	HOD's
	Ensure that the framework clarifies the lines of accountability within the municipality and the intervals for reporting thereto (Staff & SPs)	MM; HOD's
	Ensure that framework clarifies methods for tracking performance of municipality's staff and that of Service Providers	HOD's

6. DEVELOPMENT OF A MONITORING FRAMEWORK		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Monitoring framework	Ensure that the municipality has, as part of its PMS, a monitoring framework	Exco; Council; MM; HODs
Development of a monitoring framework	Proof that the municipality developed its monitoring framework after consultation with some form of Community forum	Planning; Depts
	Where Forum was used, proof required that notice was given at least 14 days prior to each meeting, giving them a chance to consult with their constituencies	Planning; Depts
Performance Monitoring	Proof that the monitoring of municipality's and service providers' performance are monitored in accordance with the monitoring framework	Planning; Depts
	Proof required that performance of staff and that of service providers is monitored on an ongoing basis throughout the financial year	MM; Exco; Council; HODs
	Where under-performance detected, proof that corrective measures were taken	MM; Exco; Council; HODs
Evaluating the monitoring framework	Confirm that the monitoring framework identifies roles of role-players in monitoring, collecting and analysing data; allocating tasks and gathering data; determines what data to be collected, how data is to be collected, stored, verified and analysed; gives timeframes for the data collection, times for report submissions and how they are to be submitted	Depts
	Confirmation that the framework provides for corrective measures where under-performance has been identified	MM; HODs
	There must be reporting to Council at least twice a year	MM

7. INTERNAL CONTROLS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Internal control	Ensure that the municipality has, as part of its internal control, an Internal Audit Activity	CFO
	Ensure that a Performance Audit Committee has been set	Depts

7. INTERNAL CONTROLS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Internal control exercised	Proof that the Audit Committee performs continuous audits assessing : 1) Functionality of the PMS 2) Compliance of the PMS with Systems Act 3) The extent to which measurements are reliable measures of the municipality's performance against KPIs	Depts
	Ensure that Performance Audit Committee has at least 3 members	Depts
	Ensure majority of Committee members are not involved as councilor or employee of the municipality, with at least 1 member being a PMS expert	Depts
	Performance Audit committee to submit at least 2 Audit reports to Council during the financial year	Planning
Characteristics of the Performance Audit Committee	The Committee must have unrestricted access to records deemed necessary for it to perform its duties; it may also request any relevant person to attend its meetings to provide information considered important/relevant; it may liaise directly with Council/MM or internal and external auditors; it may also investigate any matter it deems necessary for the performance of its audits	Depts

9. ANNUAL PERFORMANCE REPORT FOR THE COUNCIL (2010/2011)

This sub-section to be updated in the Final IDP Review.

The Annual Performance Report for the Council for the 2010/2011 financial year is as follows

Table 96: Annual Performance Report for Council (2010/2011)

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
Water and Sanitation	1	Sec 43 (Reg 10 (a)) : Percentage of households with access to basic level of water	Quarterly	63.7% of households had access to basic level of water	64.7% of households had access to basic level of water	65.7% of households had access to basic level of water
	2	Sec 43(Reg 10 (b)): Percentage of households earning less than R1100 pm with access to free water (Note: Rudimentary LOS included)	Quarterly	63.7% of households had access to basic level of water	64.7% of households had access to basic level of water	65.7% of households had access to basic level of water
	3.1	Number of required tests conducted (samples) as per approved strategy	monthly	1000 equired tests conducted (samples) as per approved strategy	1228 required tests conducted (samples) as per approved strategy	1228 equired tests were conducted (samples) as per approved strategy
	4	Cumulative water supply interruption time per plant less than specified target	Quarterly	15	<_15	9
	5	Draft WSDP submitted for consideration by council by target date	Quarterly	WSDP approved by council by 28/05/2010	WSDP approved by council by 30/06/2011	WSDP approved by council by 29/05/2011
	6	Sec 43(Reg 10 (a)): Percentage of households with access to basic level of sanitation	Quarterly	55.2% of households with access to basic level of sanitation	60.4% of households with access to basic level of sanitation	59.7% of households with access to basic level of sanitation

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
	6.2	Sec 43(Reg 10 (b)): Percentage of households earning less than R1100 pm with access to free sanitation	Quarterly	55.2% of households with access to basic level of sanitation	60.4% of households with access to basic level of sanitation	59.7% of households with access to basic level of sanitation
	7	Draft 2011/2012 Water policies and bylaws revisions submitted for consideration by council by target date	annually		Draft 2011/2012 Water policies and bylaws revisions submitted for consideration by 30 June 2011	Draft 2011/2012 Water policies and bylaws revisions submitted for consideration by 29 May 2011
	8	Number of reports considered by WSA	quarterly		24 certified WSP reports submitted	24 WSP reports considered
	9	Average time of notification to community prior to planned interruptions	Quarterly	4 hrs notification to community prior to planned interruptions	24 hrs notification to community prior to planned interruptions	48 hrs notification to community prior to planned interruptions
	10	MIG grant funds spent on approved projects by the prescribed date	Quarterly	100% MIG grant funds spent on approved projects by 30 June 2010	100% MIG grant funds spent on approved projects by 30 June 2011	100% MIG grant funds spent on approved projects by 30 June 2011
	11	Sec 43 (Reg 10 (c)): Percentage of capital budget actually spent on projects identified in IDP	Quarterly	100% of capital budget spent on projects identified in IDP	100% of capital budget spent on projects identified in IDP	100% of capital budget spent on projects identified in IDP
Disaster Management	12	Number of planned awareness campaigns held	Quarterly	13 planned awareness campaigns held	12 planned awareness campaigns held	16 planned awareness campaigns held
	12.1	Updated plan that complies with sections 52,53 of the Disaster Management act 57 of 2002, submitted to council by the specified date	Quarterly	Disaster Management Plan approved by 25 March 2010	Disaster Management Plan approved by 31 June 2011	Disaster Management Plan approved by 30 April 2011

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
Municipal Airport	12.2	% progress with implementation of airport plan	Quarterly	75% progress with implementation of airport plan	50% progress with implementation of airport plan	70% progress with implementation of airport plan
Sound Financial Management	13	Sec 43 (Reg 10 (g(ii))): Outstanding Service Debtors to Revenue	Quarterly	0.5 Outstanding Service Debtors to Revenue	0.25 Outstanding Service Debtors to Revenue	
	14	Number of adjustments effected in relation to the number of accounts issued	Quarterly	50% adjustments effected in relation to the number of accounts issued	50% adjustments effected in relation to the number of accounts issued	
	15	Average processing time for invoices of approved work/services	Quarterly	7 days processing time	30 days processing time	
	16	Date Financial Statements submitted to office of AG	annually	Financial Statements submitted to office of AG by 30 August 2010	Financial Statements signed off by 31 August 2011	
	16.1	Nature of Audit Opinion	annually	Unqualified	Unqualified	
	16.2	Number of matters of concern reported	annually		Less than 8 matters of concern reported	
	17	Date of approval of Tabled Budget	annually	Budget tabled by 25 March 2010	Budget tabled by 15 March 2011	
	17.1	Date of approval of Final Budget	annually	Final Budget approved by 27 May 2010	Final Budget approved by 30 June 2011	
	18	Percentage of Planned Audit Meetings held	Quarterly	5 Planned Audit Meetings held	5 Planned Audit Meetings to be held	

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
	18.1	Percentage of Audit queries cleared within the next financial year	annually	40% of Audit queries cleared	75% of Audit queries cleared	
	19	Date for approval of Financial Plan	annually	Financial Plan approved by 27 May 2010	Financial Plan approved by 30 June 2011	
	20	Sec 43 (Reg 10 (g(iii))): Cost Coverage	Quarterly	Cost Coverage of 6	Cost Coverage of 6	
	20.1	Sec 43 (Reg 10 (g(i))): Debt Coverage Ratio	Quarterly	Debt coverage ratio of 4	Debt coverage ratio of 4	
	21	DTLGA: % operating budget funded from cash	Quarterly	100 % of operating budget funded from cash	96 % of operating budget to be funded from cash	
	22	Number of days with excessive funds in current account in relation to the strategy	Quarterly	15 days	60 days	
	23	Date of approval of Annual Report	annually	Annual report approved by 28 Jan 2010	Annual report approved by 31 Mar 2011	
	23.1	Date of receipt of SDBIP by Mayor	Quarterly	SDBIP signed by MM by 08 June 2010	SDBIP signed by MM by 14 July 2011	
	23.2	Number of SDBIP reports considered	Quarterly		16 reports submitted to CFO by 30 June 2011	
	24	To submit SDBIP reports to CFO	Quarterly		16 reports 2 weeks after financial yr end	13 reports 2 weeks after financial yr end
	25	% of capital projects budgeted for in accordance with the IDP	annually	100% of capital projects budgeted for in accordance with the IDP	100% of capital projects budgeted for in accordance with the IDP	

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
	25.1	Sec 43 (Reg 10[g]): Financial viability as expressed by the ratios in Gazette.	annually			
District Tourism	26	Number of tourism packages created for prioritised areas by specified date	quarterly	5 packages approved by Tourism portfolio committee	3 packages approved by Tourism portfolio committee	5 packages approved by Tourism portfolio committee
	27	Compilation of Tourism statistics by specified date	quarterly	Tourism statistics compiled and approved by 30 April 2010	Tourism statistics compiled and approved by 01 June 2011	Tourism statistics compiled and approved by 28 May 2011
	27.1	% of planned tourism liason meetings held	quarterly	4 planned tourism liason meetings held	8 planned tourism liason meetings held	12 planned tourism liason meetings held
Economic Development	29	Number of LED awareness events held	quarterly	12 LED awareness events held	8 LED awareness events held	14 LED awareness events held
	30	Number of LED business plans that are submitted by specified date	quarterly	17 LED business plans business plans submitted to funders	10 LED business plans business plans submitted to funders	17 LED business plans submitted to funders
	31	LED Plan reviewed and approved (Including Tourism, Business & Agricultural Plans) by target date	quarterly	LED plan reviewed and approved at 28 May 2010	LED plan reviewed and approved at 30 March 2011	LED plan reviewed and approved at 28 March 2011
	31.1	Number of LED Forums/Sub-Forums meetings held	quarterly	15 LED forums/subforums were held	9 LED forums/subforums were held	15 LED forums/subforums were held
HIV/AIDS	32	Number of planned awareness campaigns held	quarterly	13 planned awareness campaigns held	10 planned awareness campaigns held	26 planned awareness campaigns held

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
	33	HIV/AIDS Strategy reviewed and submitted to MM by planned date	quarterly	HIV/AIDS strategy reviewed and submitted to MM by 30 April 2010	HIV/AIDS strategy reviewed and submitted to MM by 30 June 2011	HIV/AIDS strategy reviewed and submitted to MM by 29 May 2011
Youth and Gender	34	Number of approved programmes held	quarterly	8 approved programmes were held	5 approved programmes were held	8 approved programmes were held
	35	Number of Youth & Gender related Business Plans submitted for funding	quarterly	2 youth and gender business plans were submitted for funding	2 youth and gender business plans were submitted for funding	4 youth and gender business plans were submitted for funding
	36	Youth & Gender Strategy reviewed and submitted to MM by specified date	quarterly	Youth and gender strategy was reviewed and submitted to the MM by 31 January 2010	Youth and gender strategy was reviewed and submitted to the MM by 30 June 2011	Youth and gender strategy was reviewed and submitted to the MM by 29 May 2011
	37	Number of District Youth & Gender Councils Meetings held	quarterly	8 district youth and gender councils meetings were held	4 district youth and gender councils meetings held	6 district youth and gender councils meetings were held
Community Development	38	Number of people participating in ZDM Capacity Building Programmes	quarterly	700 people participated in councils capacity building programmes	500 people participating in councils capacity building programmes	700 people participated in councils capacity building programmes
	39	Number of Capacity Building related Business Plans submitted	quarterly	8 capacity building related business plans submitted	6 capacity building related business plans submitted	8 capacity building related business plans submitted
Compliance, clean and sound administration	40	Revision of policies and bylaws by specified date	annual	Policies and bylaws reviewed by 27 May 2010	Revision of policies and bylaws by 30 June 2011	Revision of policies and bylaws by 28 March 2011
	40.1	Date of submission of bylaws for promulgation	annual	Bylaws submitted for promulgation 60 days after adoption	Bylaws submitted for promulgation 60 days after adoption	Bylaws submitted for promulgation 15 days after adoption

Focus Area	KPI No	Indicator	Indicator/KPI measurement Frequency	Baseline	Annual target	Actual Achieved
	40.2	Date of submission of reviewed employee assistance Program	Quarterly	EAP submitted by 30 April 2010	EAP submitted by 30 April 2010	EAP submitted by 29 May 2011
	41	Communication Plan reviewed for the year	Quarterly	Communication Plan reviewed by 31 May 2011	Communication Plan reviewed by 30 June 2011	Communication Plan reviewed by 28 March 2011
	42	Percentage of department allocated grant funds received (prior to approval of adjustment budget) spent	Quarterly	100% of allocated grant funds received (prior to approval of adjustment budget) spent	100% of allocated grant funds received (prior to approval of adjustment budget) spent	74.25% of allocated grant funds received (prior to approval of adjustment budget) spent (97+100+100/4)
	43	Sec 43(reg 10)(f): % of Municipal budget actually spent on skills Development Plan	Quarterly	100 % of Municipal budget spent on skills Development Plan	100 % of Municipal budget spent on skills Development Plan	100 % of Municipal budget spent on skills Development Plan
Integrated & co-ordinated development	44	Number of Alignment meetings held	Quarterly	20 alignment meetings held	20 alignment meetings held	18 alignment meetings held
	45	Date of adoption of 2011/2012 Process Plan	Quarterly	Process Plan adopted by 30 July 2010	Process Plan adopted by 30 Sept 2011	Process Plan adopted by 29 May 2011
	45.1	Date of adoption of 2011/2012 Framework Plan	Quarterly	Framework Plan adopted by 30 July 2010	Framework Plan adopted by 30 Sept 2011	Framework Plan adopted by 29 May 2011
	47	Sec 43 (Reg 10 (e)): Number of EE target groups employed in three highest levels of management	Annually		1 target group employed in three highest levels of management	3 target groups employed in three highest levels of management

10. ORGANISATIONAL SCORECARD (2013/2014)(INCLUDING KEY PERFORMANCE INDICATORS AND TARGETS)

KPA: Basic Service Delivery

Critical Success Factor: Water & Sanitation

Key Objective: To progressively provide a cost effective, reliable water service at a good quality to all potential consumers in the district

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2013/14 projections				2014/15	2015/16	Ward	
							Q1	Q2	Q3	Q4	Annual target	Annual target		
Review and facilitate the District WSDP	Date	Approved WSDP plan	1	-	HOD:Planning	31-May	Identify and agree on areas for review by 30 Sept 2013	Briefing with Service Provider by 30 Nov 2013	Draft WSDP submitted to Council for approval by 30 Mar 2014	Approved plan by 30 Jun 2014	30-Jun	30-Jun	-	
Provide free basic water	%	Percentage of households with access to basic level of water (as per WSDP)	2	-	HOD:Technical Services	64.51%	0.35%	0.14%	0.21%	0.20%	0.90%	0.90%	All	
							64.86%	65.00%	65.21%	65.41%	65.45%	65.45%		
	Number						91952	500	200	300	286	1286	1286	All
							92452	92652	92952	93238	93238	93238		
Improve access to free water	%	Percentage of households earning less than R1100 pm with access to free water (Note: Rudimentary LOS included)	3	-	HOD:Technical Services	64.51%	0.73%	0.42%	0.49%	0.33%	1.97%	1.97%	All	
							65.24%	65.66%	66.15%	66.48%	66.48%	66.48%		
	Number						91952	550	400	400	186	1536	1536	All
							92502	92902	93302	93488	93488	93488		

ZULULAND IDP REVIEW 2013/2014

Improve water quality	Number	Number of water quality tests as per the approved strategy	4	No. of water quality as per SANS 241	HOD:Technical Services	1735	459	459	459	459	1836	1836	All	
Provide free basic sanitation services	%	Percentage of households with access to basic level of sanitation (as per WSDP)	5	-	HOD:Technical Services	63.07%	0.70%	1.6%	1.6%	0.7%	4.6%	4.6%	All	
							63.77%	65.37%	66.97%	67.67%	67.7%	67.7%		
	Number						89902	1000	2300	2300	1000	6600	6600	All
								90902	93202	95502	96502	96502	96502	
Improve access to free sanitation	%	Percentage of households earning less than R1100 pm with access to free basic sanitation	6	-	HOD:Technical Services	63.07%	0.70%	1.6%	1.6%	0.7%	4.6%	4.6%	All	
							63.77%	65.37%	66.97%	67.67%	67.7%	67.7%		
	Number						89902	1000	2300	2300	1000	6600	6600	All
								90902	93202	95502	96502	96502	96502	

Key Objective: To deliver and regulate water services in a structured manner

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Ensure that legislated water policies are reviewed and updated	Number	Approved identified policies and bylaws	7	-	HOD:Planning	31-May	Identify policies and bylaws for review by 30 Sept 2013	Briefing with Service provider by 30 Nov 2013	Draft policies and bylaws circulated to HOD's for comment by 30 Mar 2014	Reviewed policies and bylaws submitted by MM to 30 Jun 2014	30-Jun	30-Jun	-
Effectively monitor WSP's	Number	Number of WSP reports submitted	8	-	HOD:Planning	24	Review Skills Audit Form	4	6	8	8	8	-

Key Objective: To progressively provide a cost effective, reliable water services at a good quality to all potential consumers in the district

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Implement effective Customer Care	Hours	Notification of community on planned water supply interruptions	9	-	HOD:Technical Services	41 hr	48hr	48hr	48hr	48hr	48hr	48hr	All
Effectively utilise MIG allocation	%	% MIG grant funds spent on approved projects	10	-		100%	6% by 30 Sept	26% by 28 Dec	66% by 28 Mar	100% by 30 June	100%	100%	All
Maximise the implementation of IDP identified projects	%	% capital budget actually spent on IDP projects identified	11	-	HOD:Planning, Technical Services and Corporate Services	100%	20% by 30 Sept	40% by 28 Dec	70% by 30 Mar	100% by 30 June	100%	100%	All

Critical Success Factor: Disaster Management

Key objective: To deal with Disasters efficiently & effectively in the district

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Effective co-ordination of DM plan implementation	Number	Disaster management forum meetings	12	-	HOD:Corporate Services	-	1 by 30 Sept 2013	1 by 30 Dec 2013	1 by 30 Mar 2014	1 by 30 Jun 2014	4	4	-
Create awareness of hazards and disasters	Number	Disaster Management awareness campaigns	13	-	HOD:Corporate Services	57 awareness campaigns	3 by 30 Sept 2013	3 by 30 Dec 2013	3 by 30 Mar 2014	3 by 30 Jun 2014	12	12	-

ZULULAND IDP REVIEW 2013/2014

Review and facilitate the district Disaster Management plan	Date	Approved Disaster management Plan	14	30-Jun	HOD:Corporate Services	31-May	Identify areas of review by 30 Sep 2013	Discuss collected data on identified areas for review by 28 Dec 2013	Submit draft DM plan to MM by 31 March 2014	Submit final DM plan to MM by 30 Jun 2014	30-Jun	30-Jun	-
---	------	-----------------------------------	----	--------	------------------------	--------	---	--	---	---	--------	--------	---

Critical Success Factor: Municipal Airport

Key Objective: To viably establish, operate and maintain a Regional Airport that contributes to the growth and development of the district

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Review and facilitate airport services	Date	Approved airport plan	15	-	HOD:Corporate Services	-	Identify areas of review by 28 Sep 2013	Discuss collected data on identified areas for review by 31 Dec 2013	Submit draft airport plan to MM by 31 March 2014	Submit final airport plan to MM by 30 Jun 2014	30-Jun	30-Jun	-
Review and facilitate airport services	Date	Implement identified activities from the Airport plan	16	-	HOD:Corporate Services	120%	Implement 25% of identified activities from the plan by 30 Sep	Implement 50% of identified activities from the plan by 31 Dec	Implement 75% of identified activities from the plan by 31 Mar	Implement 100% of identified activities from the plan by 30 Jun	100%	100%	-

KPA: Municipal Financial viability and management

Critical success factor: Sound Financial Management

Key objective: To promote good financial practices

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	

ZULULAND IDP REVIEW 2013/2014

Improve revenue collection	Ratio	Outstanding service debtors recovery rate to revenue	17	-	CFO	0.9	0.25	0.25	0.25	0.25	0.25	0.25	-
Improve supply chain application	Number	Successful appeals	18	-	CFO	-	0	0	0	0	0	0	-
Process payments in time	Days	Processing time of invoices	19	30 days	CFO	1	30	30	30	30	30	30	-
Complete and submit accurate annual financial statements	Date	Review and submit Financial Statements	20	31-Aug	CFO	31-Aug	Submit financial statements by 31 Aug	Prepare and submit Financial Statements 30 days after quarter end	Prepare and submit financial statements 30 days after quarter end	Prepare and submit financial statements 30 days after quarter end	31-Aug	31-Aug	-
Complete and submit accurate annual financial statements within the specified time period	-ture of audit opinion	Unqualified (u.q) audit opinion	21	-	CFO	U.Q	-	U.Q	-	U.Q	U.Q	U.Q	-
Budget for ZDM annually	Date	Approved final budget	22	-	CFO	31-May	-	-	Budget tabled by 31 Mar	Submit approved budget to Treasury by 30 May	30-May	30-May	-
Have an effective Auditing Function	Number	Performance audit committee meetings scheduled	23	-	CFO	4	1	1	1	1	4	4	-
Have an effective Auditing Function	%	% audit queries addressed from the AG report	24	-	CFO	-	75%	75%	75%	75%	75%	75%	-
Develop a Financial Plan (i.e. Budget Process and Time Table)	Date	Approved financial plan	25	-	CFO	-	-	-	Table draft financial plan by 31 Mar	Submit financial plan for approval by 30 Jun	30-Jun	30-Jun	-

ZULULAND IDP REVIEW 2013/2014

Increase the cost coverage ratio	Ratio	Cost Coverage ratio	26	-	CFO	25.24	3	3	3	3	3	3	-
Increase the dept coverage ration	Ratio	Debt Coverage Ratio	27	-	CFO	10	3	3	3	3	3	3	-

Key Objective: To be a financially viable municipality

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Provide sufficient cash resources	%	Operating budget funded from cash	28	-	CFO	100%	96%	96%	96%	96%	96%	96%	-
Report timely and accurately	Date	Approved annual report	29	-	CFO	29-Mar	-	-	Table annual report with Council by 25 Mar	Council oversight report by 31 Mar	31-Mar	31-Mar	-
Produce accurate statements	%	% of account adjustments effected	30	-	CFO	-	3%	3%	3%	3%	3%	3%	-
Keep a minimum cash balance to cover average monthly expenditure	Days	Number of days with excessive funds in current account in relation to strategy	31	-	CFO	60 days	60	60	60	60	60	60	-
Align Capital Programme and IDP	%	% of capital projects budgeted for in accordance with the IDP	32	-	CFO	100%	95% by 30 Sept	95% by 31 Dec	95% by 30 Mar	95% by 30 Jun	95%	95%	-

Local Economic Development
Critical Success Factor: District Tourism
Key objective: To promote Tourism in the District

ZULULAND IDP REVIEW 2013/2014

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Co-Ordinated and Integrated Regional Economic Development	Date	Approved LED Strategy	33	30-Jun	HOD:Community Services	-	Draft tender by 28 Sept	Advertise tender by 31 Dec	Appoint service provider by 31 Mar	Submit LED strategy for approval by 30 Jun	30-Jun	30-Jun	-
Co-Ordinated and Integrated Regional Economic Development	Number	Number of tourism awareness and training workshops held	34	-	HOD:Community Services	-	2	2	2	2	8	8	No

Key objective: To improve the economy of the district, through the creation of job opportunities and additional economic activities

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Co-Ordinated and Integrated Regional Economic Development	Number	Number of jobs created through LED initiatives and capital projects	35	-	HOD:Community Services	419	50	100	150	200	200	200	-
Increase implementation capacity	Number	Number of approved LED Business plans	36	-	HOD:Community Services	11	2	2	2	2	8	8	-
Effectively co-ordinate LED in the District	Number	Number of LED Forums/Sub-Forum meetings held	37	-	HOD:Community Services	8	2	2	2	2	8	8	-
Effectively co-ordinate LED in the District	Number	Number of LED projects implemented	38	-	HOD:Community Services	-	1	1	1	1	4	4	All

Critical success factor: HIV/AIDS

Key objective: To reduce the impact of HIV/AIDS

Objective	Unit of measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Plan and implement institutional measures that would reduce the impact of HIV/AIDS	Date	Approved HIV/AIDS Strategy	39	-	HOD:Community Services	28-Jun	Evaluate and assess the implemented strategy by 30 Sep	Identify areas to be reviewed by 31 Dec	Update draft strategy by 31 Mar	Submit revised LED strategy by 30 Jun	30-Jun	30-Jun	-
Create HIV/AIDS awareness and education	Number	Number of awareness campaigns held	40	-	HOD:Community Services	11	3	3	3	3	12	12	No

Critical success factor: Youth & Gender

Key objective: To develop and empower Youth & Gender

Objective	Unit Measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Access sufficient resources to implement Youth and Gender Programmes	Number	Number of approved Youth & Gender related Business Plans submitted for funding	41	-	HOD:CS	6	1	1	1	1	4	4	-

ZULULAND IDP REVIEW 2013/2014

Strategically plan development and empowerment initiatives for youth and gender	Date	Approved youth and gender strategy	42	-	HOD:CS	28-Jun	Evaluate and assess the implementd strategy by 28 Sep	Identify areas to be reviewed by 31 Dec	Update draft strategy by 31 Mar	Submit revised strategy by 30 Jun	30-Jun	30-Jun	-
Enable participation and create awareness of Councils Youth and Gender Programmes	Number	Number of District Youth & Gender Councils Meetings held	43	-	HOD:CS	1	1	1	1	1	4	4	-

Critical success factor: Community Development

Key objective: The social upliftment of the communities in ZDM

Objective	Unit of Measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Reduce poverty by implementing Community Development Projects	Number	Number of people participating in ZDM Community Capacity Building Programmes	44	-	HOD:CS	510	125	125	125	125	500	500	-
Implement food production compliance	Number	Number of food production site inspection reports	45	-	HOD:CS	-	3	3	3	3	12	12	No
Enhance mortuary compliance	Number	Number of mortuary inspections reports	46	-	HOD:CS	-	3	3	3	3	12	12	No

ZULULAND IDP REVIEW 2013/2014

Reduce poverty by implementing Community Development Projects	Number	Number of Capacity Building related Business Plans submitted	47	-	HOD:CS	-	1	1	1	1	4	4	-
---	--------	--	----	---	--------	---	---	---	---	---	---	---	---

Good Governance & Public Participation

Critical success factor: Compliance, Clean and Sound Administration

Key objective: To promote good governance, accountability & transparency

Objective	Unit of Measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Improve community and stakeholder participation	Date	Approved communication strategy	48	-	MM	-	-	-	-	30-Jun	30-Jun	30-Jun	-
Spend grant funding	%	Percentage of allocated grant funds spent	49	-	HOD: P, CFO	100%	20% by 30 Sept	40% by 28 Dec	70% by 30 Mar	100% by 30 Jun	100%	100%	-
Improve governance	Date	Approved fraud prevention strategy	50	-	CFO	-	Evaluate and assess the implemented strategy by 30 Sep	Identify areas for review by 31 Dec	Draft strategy submitted to MM by 31 March	Submit revised strategy to MM by 30 Jun	30-Jun	30-Jun	-
Manage performance effectively	Number	Number of signed Sec 57 performance agreements	51	-	MM	-	100%	-	-	-	100%	100%	-
Maintain Institutional Capacity to render Municipal Services	Number	Number of critical posts filled in relation to organogram	52	-	MM	-	60% by 30 Sept	70% by 28 Dec	80% by 30 Mar	100% by 30 Jun	100%	100%	-
Mitigate risks	Date	Approved risk management plan	53	-	CFO	-	-	-	Draft revised plan by 31 Mar	Submit plan for approval by 30 Jun	30-Jun	30-Jun	-

KPA: Municipal transformation and institutional development

Critical Success factor: Integrated & Co-ordinated Development

Key Objective: To promote integrated & co-ordinated development within the District

Objective	Unit of Measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Encourage participation in IDP process, ensure alignment with Local Municipalities	Number	Number of stakeholder alignment meetings	54	-	HOD:P	25	3	3	3	3	12	12	-
Encourage participation in IDP process, ensure alignment with Local Municipalities	Date	Date of submission of IDP Framework Plan to Council for adoption	55	-	HOD:P	30-Sep	30-Sep	-	-	-	30-Sep	30-Sep	-
Effective spatial development	Date	Date of submission of reviewed Spatial Development Framework to Council	56	-	HOD:P	-	Appointment of Service Provider by 30 Sept 2013	Establish Project Steering Committee by 30 Nov 2013	Submission of draft to Council by 30 Mar 2014	Submission of final to Council by 30 Jun 2014	30-Jun	30-Jun	-

Critical Success factor: Integrated & Co-ordinated Development

Key Objective: Promote planning and performance management

Objective	Unit of Measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	

ZULULAND IDP REVIEW 2013/2014

Encourage participation in IDP process, ensure alignment with Local Municipalities	Date	Adopted Integrated Development plan	57	-	HOD:P	31-May	Service Provider submits TOR by 30 Sep 2013	(Phase 1) Situational Analysis discussed with Planning and Development forum by 30 Dec 2013	Draft Submitted to Council by 30 Mar 2014	Final Submitted to Council by 30 Jun 2014	30-Jun	30-Jun	-
Report timely and accurately	Number	Number of approved SDBIP reports	58	-	MM	-	1	1	1	1	4	4	-
Application of Policies & bylaws	Date	Approved Employee Assistance Programme	59	-	HOD:Cor	-	Collect data on programme by 30 Sept	Identify areas to be reviewed on programme by 31 Dec	Draft revised programme by 31 Mar	Submit EAP proposal for approval by 30 Jun	30-Jun	30-Jun	-
Application of Policies & bylaws	Number	Approved corporate service policies (Records, HR and Fleet)	60	-	HOD:Cor	-	Collect data on policies by 30 Sept	Identify areas to be reviewed by 31 Dec	Present draft policies to MM by 31 Mar	Submit final policies for approval by 30 Jun	30-Jun	30-Jun	-

Critical Success factor: Integrated & Co-ordinated Development

Key Objective: Promote planning and performance management

Objective	Unit of Measure	Indicator	KPI No	Standard	Program driver	Baseline	2012/13 projections				2014/15	2015/16	Ward
							Q1	Q2	Q3	Q4	Annual target	Annual target	
Implement and Manage Employment Equity	Number	Number of people from employment equity target groups employed in three highest levels of Management	61	-	MM	3	40% by 30 Sept	50% by 28 Dec	70% by 30 Mar	100% by 30 Jun	100%	100%	-

ZULULAND IDP REVIEW 2013/2014

Maintain Institutional Capacity to render Municipal Services	Date	Submit workplace skills plan	62	-	HOD:Cor	-	Review Skills Audit Form 30 Sept 2012	Collect data on training needs by 31 Dec	Discuss data collected on areas for review by 31 March 2012	Draft revised programme submitted to MM by 30 Jun 2012	30-Jun	30-Jun	-
30-Jun	Budget	% Municipal Budget spent on Skills Development Plan	63	-	HOD:Cor	100%	20% by 30 Sept	40% by 28 Dec	70% by 30 Mar	95% by 30 Jun	95%	95%	-
Maintain Institutional Capacity to render Municipal Services	%	% Workplace skills plan implemented	64	-	HOD:Cor	-	20% by 30 Sept	40% by 28 Dec	70% by 30 Mar	100% by 30 Jun	95%	95%	-