

SECTION G: 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

1. 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.

2. 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.

3. 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.

3.1 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.

3.2 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.

4. 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 92: 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

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
	As part of IDP process, identify key development challenges	Council; Exco; MM; HODs
	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

RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
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
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	Proof that Exco managed the development of the	Exco

2. DEVELOPMENT OF A FRAMEWORK FOR THE PMS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
the PMS	municipality's PMS	
	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
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	Ensure performance targets are set in terms of the PMS	Planning; MM; HODs

4. PROCESS FOR SETTING PERFORMANCE TARGETS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
Performance targets	Ensure that Community involvement was sought in setting Performance targets for the municipality	Planning; Depts
	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	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

5. TRACK PERFORMANCE OF STAFF AND SERVICE PROVIDERS		
RESPONSIBILITY	KEY ACTIONS	PARTY(IES) RESP. FOR ACTIONING
providers	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
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

5. ANNUAL PERFORMANCE REPORT FOR THE COUNCIL (2013/2014)

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
National KPA: Basic Service Delivery									
HOD (P)	Review and facilitate the District WSDP	Approved WSDP plan	29/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (TS)	Provide free basic water	Percentage of households with access to basic level of water (as per WSDP) (Reticulation-new household connections)	68.47	3	64.82	65.62	66.52	67.47	68.47
HOD (TS)	Improve access to free water	Percentage of households earning less than R1100 pm with access to free water (Note: Rudimentary)	70.72	4	64.20	66.07	66.48	68.55	70.72
HOD (TS)	Improve water quality	Number of water quality tests as per the approved strategy	1936.00	5	1816.00	1826.00	1836.00	1846.00	1856.00
HOD (TS)	Provide free basic sanitation services	Percentage of households with access to basic level of sanitation (as per WSDP)	69.70	5	66.37	66.97	67.67	68.47	69.37
HOD (TS)	Improve access to free sanitation	Percentage of households earning less than R1100 pm with access to free basic sanitation	69.70	5	66.37	66.97	67.67	68.47	69.37

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
HOD (P)	Ensure that legislated water policies are reviewed and updated	Approved identified water bylaws	02/06/2014	4	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (P)	Ensure that legislated water policies are reviewed and updated	Approved identified water policies	02/06/2014	4	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (P)	Effectively monitor WSP's	Number of WSP Meetings scheduled	12.00	5	2.00	5.00	8.00	10.00	12.00
HOD (TS)	Implement effective Customer Care	Notification of community on planned water supply interruptions	72.00 hr	5	12.00 hr	24.00 hr	48.00 hr	60.00 hr	72.00 hr
HOD (TS)	Effectively utilise MIG allocation	% of MIG grant funds spent on approved projects	100.00 %	5	96.00 %	98.00 %	100.00 %	100.00 %	100.00 %
HOD (CS) HOD (F) HOD (P) HOD (TS)	Maximise the implementation of IDP identified projects	Capital budget actually spent on identified projects	98.25%	5	80.00 %	90.00 %	100.00 %	100.00 %	100.00 %
HOD (Co)	Effective coordination of DM plan implementation	Disaster management forum meeting held by specified date	21/05/2014	3	2 meetings held by this date 30/05/2014	3 meetings held by this date 30/05/2014	all 4 meetings held by this date 30/05/2014	all 4 meetings held by this date 15/05/2014	all 4 meetings held by this date 01/05/2014
HOD (Co)	Create awareness of hazards and disasters	Number of DM awareness campaigns scheduled per quarter	16.00	5	4.00	6.00	10.00	12.00	14.00

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
HOD (Co)	Review and facilitate the district Disaster Management plan	Approved DM Plan	27/03/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (Co)	Review and facilitate the Municipal airport management plan	Airport plan submitted to MM by specified date	23/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (Co)	Review and facilitate the Municipal airport management plan	Implement identified activities from the airport plan	100.00 %	5	80.00 %	90.00 %	100.00 %	100.00 %	100.00 %
National KPA: Municipal Financial viability and management									
HOD (F)	Improve revenue collection	Outstanding service debtors recovery rate to revenue	0.20	5	0.48	0.32	0.25	0.23	0.20
HOD (F)	Improve supply chain application	Number of successful appeals	0.00	5	0.00	0.00	0.00	0.00	0.00
HOD (F)	Process payments in time	Processing time of invoices	15.00 day(s)	4	60.00 day(s)	45.00 day(s)	30.00 day(s)	15.00 day(s)	7.00 day(s)
HOD (F)	Complete and submit accurate annual financial statements	Review and submit Financial Statements	31/08/2013	3	30/10/2013	15/10/2013	31/08/2013	24/08/2013	15/08/2013
HOD (F)	Complete and submit accurate annual financial statements within the specified time period	Unqualified audit opinion	Unqualified	5	Qualified	Qualified	Unqualified	Unqualified	Unqualified

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
HOD (F)	Budget for ZDM annually	Approved final budget	29/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (F)	Have an effective Auditing Function	Audit committee meetings scheduled	20/06/2014	3	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
Municipal Manager	Report timely and accurately	SDBIP reports approved by specified date	31/07/2014	1	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (F)	Have an effective Auditing Function	% of audit queries addressed from the AG report	90.00 %	4	55.00 %	65.00 %	75.00 %	90.00 %	100.00 %
HOD (F)	Develop a Financial Plan (i.e. Budget Process and Time Table)	Approved financial plan	29/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (F)	Increase the cost coverage ratio	Cost Coverage ratio	4.30	5	1.00	2.00	3.00	4.00	5.00
HOD (F)	Increase the dept coverage ratio	Debt Coverage Ratio	5.00	5	1.00	2.00	3.00	4.00	5.00
HOD (F)	Provide sufficient cash resources	% operating budget funded from cash	100.00 %	5	92.00 %	94.00 %	96.00 %	98.00 %	100.00 %
HOD (F)	Report timely and accurately	Approved annual report	30/01/2014	5	30/04/2014	15/04/2014	28/03/2014	15/03/2014	01/03/2014
HOD (F)	Produce accurate statements	% of accounts adjustments effected	3.00 %	3	1.00 %	2.00 %	3.00 %	4.00 %	5.00 %
HOD (F)	Keep a minimum cash balance to cover average monthly expenditure	Number of days with excessive funds in current account in relation to strategy	70.00 day(s)	5	40.00 day(s)	50.00 day(s)	60.00 day(s)	65.00 day(s)	70.00 day(s)
HOD (F)	Align Capital Programme and IDP	% of capital projects budgeted for in accordance with the IDP	100.00 %	5	90.00 %	95.00 %	100.00 %	100.00 %	100.00 %

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
National KPA: Local Economic Development									
HOD (CS)	Co-Ordinated and Integrated Regional Economic Development	Approved LED Strategy	29/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (CS)	Co-Ordinated and Integrated Regional Economic Development	Number of tourism awareness and training workshops held	10.00	4	4.00	6.00	8.00	10.00	12.00
HOD (CS)	Co-Ordinated and Integrated Regional Economic Development	Number of jobs created through LED initiatives and capital projects	3253.00	5	100.00	150.00	200.00	250.00	300.00
HOD (TS)	Co-Ordinated and Integrated Regional Economic Development	Number of jobs created through LED initiatives and capital projects	3253.00	5	100.00	150.00	200.00	250.00	300.00
HOD (CS)	Increase implementation capacity	Number of submitted LED Business plans	1.00	1	1.00	2.00	4.00	6.00	8.00
HOD (CS)	Effectively co-ordinate LED in the District	Number of LED ward projects implemented	590.00	5	100.00	150.00	200.00	230.00	260.00
National KPA: Social Development and Food Security									

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
HOD (CS)	Plan and implement institutional measures that would reduce the impact of HIV/AIDs	Approved HIV/ADS Strategy	21/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (CS)	Create HIV/AIDS awareness and education	Number of HIV/AIDS awareness campaigns held	26.00	5	10.00	14.00	16.00	18.00	20.00
HOD (CS)	Access sufficient resources to implement Youth and Gender Programmes	Number of submitted Youth & Quality of life business plans	8.00	3	5.00	7.00	8.00	10.00	12.00
HOD (CS)	Strategically plan development and empowerment initiatives for youth and gender	Approved youth and strategy	18/03/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (CS)	Strategically plan development and empowerment initiatives for youth and gender	Quality of life strategy submitted to MM	11/03/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (CS)	Enable participation and create awareness of Councils Youth and Gender Programmes	Number of District Youth Council Meetings held	11.00	5	4.00	6.00	8.00	10.00	12.00

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
HOD (CS)	Enable participation and create awareness of Councils Youth and Gender Programmes	Number of quality of life Council Meetings held	11.00	5	4.00	6.00	8.00	10.00	12.00
HOD (CS)	Reduce poverty by implementing Community Development Projects	Number of people participating in ZDM Community Capacity Building Programmes	130.00	4	105.00	115.00	125.00	135.00	145.00
HOD (CS)	Implement food production compliance	Number of food production site inspection reports	50.00	4	20.00	35.00	48.00	52.00	60.00
HOD (CS)	Enhance mortuary compliance	Number of mortuary inspection reports	24.00	5	8.00	10.00	12.00	14.00	16.00
National KPA: Good Governance & Public Participation									
Municipal Manager	Improve community and stakeholder participation	Approved communication strategy	29/05/2013	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (CS); HOD (F); HOD (P); HOD (TS); HOD (CO)	Spend grant funding	Percentage of allocated grant funds spent	100.00 %	5	85.00 %	90.00 %	100.00 %	100.00 %	100.00 %
HOD (F)	Improve governance	Approved fraud prevention strategy	29/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
Municipal Manager	Manage performance effectively	Number of signed Sec 57 performance agreements	6.00	5	2.00	4.00	6.00	6.00	6.00
Municipal Manager	Maintain Institutional Capacity to render Municipal Services	Number of critical posts filled in relation to organogram	100.00 %	5	85.00 %	90.00 %	100.00 %	100.00 %	100.00 %
HOD (F)	Mitigate risks	Approved risk management plan	25/10/2013	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
National KPA: Municipal transformation and institutional development									
HOD (P)	Encourage participation in IDP process, ensure alignment with Local Municipalities	Number of stakeholder alignment meetings	16.00	5	4.00	6.00	8.00	10.00	12.00
HOD (P)	Encourage participation in IDP process, ensure alignment with Local Municipalities	Date of submission of Framework Plan to Council for adoption	28/08/2013	5	30/10/2013	15/10/2013	30/09/2013	15/09/2013	01/09/2013
HOD (P)	Effective spatial development	Date of submission of reviewed Spatial Development Framework to Council	29/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
HOD (P)	Encourage participation in IDP process, ensure alignment with Local Municipalities	Adopted Integrated Development plan	29/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (P)	To ensure documentation and update of PMS processes and procedures	PMS Framework Policy submitted to MM	29/05/2014	5	PMS Framework policy tabled to Council by 30/07/2014	PMS Framework policy tabled to Council by 15/07/2014	PMS Framework policy tabled to Council by 30/06/2014	PMS Framework policy tabled to Council by 15/06/2014	PMS Framework policy tabled to Council by 30/05/2014
HOD (P)	To effectively deal with development and environmental applications in line with legislation	% of environmental applications dealt with within 20 days	90.00 %	4	% of received applications dealt within 20 days: 60.00 %	% of received applications dealt within 20 days: 70.00 %	% of received applications dealt within 20 days: 80.00 %	% of received applications dealt within 20 days: 90.00 %	% of received applications dealt within 20 days: 100.00 %
HOD (Co)	Application of Policies & bylaws	Employee Assistance Programme submitted to MM	22/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (Co)	Application of Policies & bylaws	Corporate service related policies submitted to MM	22/05/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
Municipal Manager	Implement and Manage Employment Equity	Number of people from employment equity target groups employed in three highest levels of Management	94.00 of 3	5	of 3 80.00 of 3	of 3 90.00 of 3	of 3 100.00 of 3	of 3 100.00 of 3	of 3 100.00 of 3

Prog Driver	Objective	Indicator	Actual Progress	Score	1 - Not Acceptable	2 - Partially Achieved	3 - Effective	4 - Performance Significantly above Expectations	5 - Outstanding Performance
HOD (Co)	Maintain Institutional Capacity to render Municipal Services	Workplace skills plan submitted to Local Labour Forum	25/04/2014	5	31/07/2014	15/07/2014	30/06/2014	15/06/2014	01/06/2014
HOD (Co)	Maintain Institutional Capacity to render Municipal Services	Municipal Budget spent on Skills Development Plan	117.00 %	5	85.00 %	95.00 %	100.00 %	100.00 %	100.00 %
HOD (Co)	Maintain Institutional Capacity to render Municipal Services	Implemented budgeted activities in the Workplace skills plan	100.00 %	5	90.00 %	95.00 %	100.00 %	100.00 %	100.00 %

6. ZDM ORGANISATIONAL SCORECARD FOR 2015/2016

To be included in the final IDP Review.