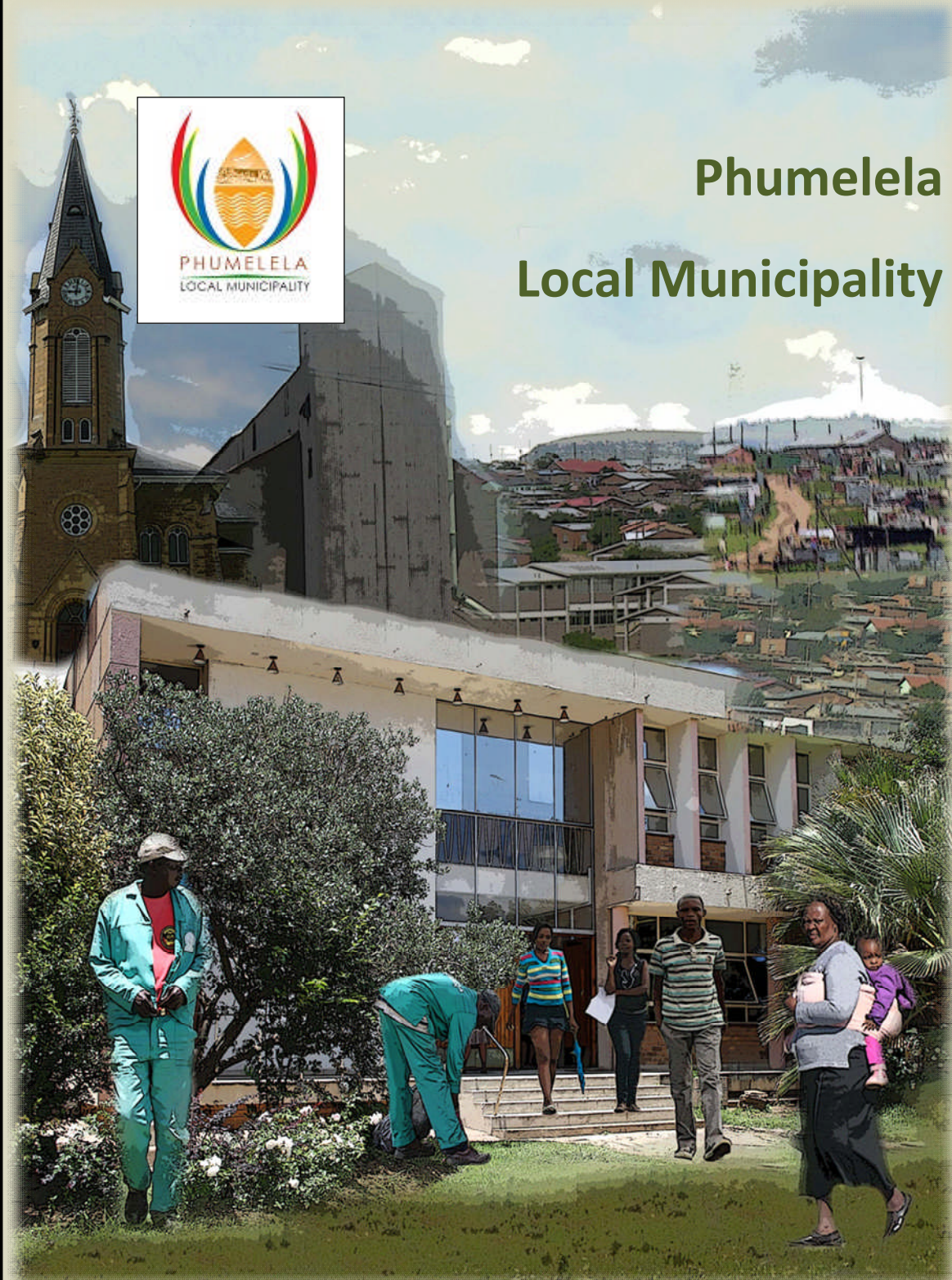


# Mid-Year Budget and Performance Report 2010 – 2011 Financial Year



**Phumelela  
Local Municipality**



# Index

1.	Legislative Requirement	Page	3
2.	Service Delivery 1 <sup>st</sup> Semester Performance Report	Page	4
3.	Budget 1 <sup>st</sup> Semester Performance Report	Page	73
	3.1 Debtor's Age Analysis	Page	73
	3.2 Cash Flows	Page	76
	3.3 Revenue & Expenditure: Capital	Page	79
	3.4 Revenue & Expenditure: Operating	Page	82

# 1. Legislative Requirement

The mid-year budget and performance assessment report (section 72 report) is compiled in terms of section 72 of the Municipal Finance Management Act, 2003; which stipulates as follows:

*72. (1) The accounting officer of a municipality must by 25 January of each year-*

- (a) assess the performance of the municipality during the first half of the financial year, taking into account-*
  - (i) the monthly statements referred to in section 71 for the first half of the financial year.*
  - (ii) the municipality's service delivery performance during the first half of the financial year, and the service deliver targets and performance indicators set in the service delivery and budget implementation plan.*
  - (iii) the past year's annual report, and progress on resolving problems identified in the annual report; and*
- (b) submit a report on such assessment to-*
  - (i) the mayor of the municipality;*
  - (ii) the National Treasury; and*
  - (iii) the relevant provincial treasury.*

*(2) The statement referred to in section 71(1) for the sixth month of a financial year*

*(3) The accounting officer must, as part of the review:*

- (a) make recommendations as to whether an adjustments budget is necessary; and*
- (b) recommend revised projections for revenue and expenditure to the extent that this may be necessary.*

In response to the indicated requirements, this Report will incorporate the following main elements:

- (1) An analysis of the performance of the Municipality in terms of the key performance indicators and targets from its Service Delivery and Budget Implementation Plan for the 2009/10 financial year;
- (2) An analysis of the budget performance of the Municipality, as reflected in its section 71 budget reports for the first six months of the 2009/10 financial year; and
- (3) An interpretation and assessment of the indicated analyses by the Accounting Officer; including subsequent recommendations and actions envisaged to improve the Municipality's planned service delivery and budget performance.

## 2. Service Delivery 1<sup>st</sup> Semester Performance Report

### Priority 1: Water

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
Basic Service Delivery	National Goal (Vision 2014) Strategic Objective 1.1 All households to have basic level of water by 2014	Indicator _ Number of households receiving basic level of water supply. Definition _ Higher level of service includes piped water inside dwelling. _ Basic level of service includes piped water inside yard and piped water within 200m. Indicator _ Number of households below basic level of water supply. Definition _ Below basic level constitutes backlogs and includes, piped water further than 200m, springs, rain water tanks, dam/pool/stagnant water and water vendors.	Number of households receiving basic level of water supply  Number of households below basic level of water supply	100% - formal residential areas	100% (1)	100% (1)	100%

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:		Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
	National Goal (Vision 2014) Strategic Objective 1.2 All indigent households to have access to Free Basic Water by 2014.	Indicator <input type="checkbox"/> Number of indigent households receiving Free Basic Water. Definition <input type="checkbox"/> An amount of water determined by government that should be provided free to poor households to meet basic needs, currently set at 6kl per month per household.	All members of the communities that qualify must have access to free basic water according to Government's policies and targets	100% (1)	100% (1)	100% (1)	100%
	Strategic Objective 1.3: To review and approve the Water Services Development Plan according to legislative requirements	Regulatory and statutory requirements for the compilation of a WSDP	Finalisation of Water Masterplan	0			Infrastructure Master Plan: Water Master Plan was finalised and approved by Council. Submitted to COGTA for funding. COGTA is lacking considering the budget implications
	Strategic Objective 1.4: To ensure that acceptable water quality (DWAF standards) is maintained at all times	Requirements for blue drop accreditation	Launch continuous training and awareness campaigns within the community relating to water management and conservation: 1 per quarter (4 per year)	0	1	1	1 on 11 December – Memel and Thembaihle
		Results of monthly tests meet the quality standards set by DWAF	Daily quality tests	365	91	92	Daily tests were consulted

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Strategic Objective 1.5: To reduce and limit unaccounted for water losses	Reduce water losses to below 20% (100% reading according to schedule)	Awareness campaigns about leakages	0	1	1	Awareness has been done. A process funded by Depart of Water Affairs to fix leakages has since commenced. Audit about water leakages has been done.
	Strategic Objective 1.6: To ensure uninterrupted water supply to all formal settlements	<input type="checkbox"/> Adequate water source <input type="checkbox"/> Possible extension of water reticulation works	Get conclusion from Water Affairs about the Warden Dam Project (Conclusion obtained and a decision taken = 1)	Process has started	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	R36 million has been approved. New dam will be constructed in new financial year: 24 bore holes and new dam.

## TURNAROUND STRATEGY

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
Basic Service Delivery and Infrastructure	Turnaround strategy <b>Access to water</b>	Registration of business plan to MIG, upgrade water treatment works in Warden & Memel	WSMP to be in place	11 372 stands	Install 4000 water meters in unmetered stands		On-going: 184 in Thembalihle, 472 in Warden, 74 in Zamani
				Feasibility study for the new dam in Warden	Feasibility study for the new dam in Warden		Feasibility study completed
		Water license as Service Provider		All registered stands has water stand pipe.	Boreholes		100%
			Blue & Green drop requirements	Not yet in place 60%	Implementation stage		Requirements known  Qualified controllers: Process to obtain required staff has commenced with advertisements that have been placed.
				505 connection by December 2010	Service Provider appointed	Water connection in Ezenzeleni 505 stands	

## **PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT**

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Objective 1.1: To finalize the strategic planning framework for water management in the Municipality.	(1) Formulate and implement a local Water Services Development Plan	1 Water Services Development Plan (WSDP) approved				1	National DWA appointed a service provider to review the SWDP on behalf of the municipality  WSDP has been approved and is currently in the implementation phase
Objective 1.2: To ensure that acceptable water quality (DWA standards) is maintained at all times	(1) Launch continuous training and awareness campaigns within the community relating to water management and conservation	4 Training and awareness campaigns (1 per quarter)	1	1	1	1	Training was conducted and one awareness campaign was conducted
	(2) Results of monthly tests meet the quality standards set by DWA	Continuous monitoring of water quality against DWA standards	Monthly tests = 12	Monthly tests = 12	Monthly tests = 12	Monthly tests = 12	Weekly tests are conducted and sent a laboratory and the Municipality is conducting their own daily quality tests and DWA
Objective 1.3: To ensure uninterrupted supply of good quality water	(1) To ensure effective management and maintenance of water services and infrastructure	Finalisation of water tariff structure (1 structure finalised)				1	Water tariffs structure finalized and approved by Council



Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
	(2) Provide individual connections through the implementation of an approved water tariffs structure on formal sites	Limit water losses (targets to be finalized)	Determined by backlogs	Determined by backlogs	Determined by backlogs	Determined by backlogs	An audit of the meters was conducted and faulty ones were replaced  Meters are installed to minimise water losses.  All new houses have meters
	(3) Reduce unaccounted for water through effective metering and maintenance	Continuous metering and maintenance to limit water losses (100% reading according to schedule)	100%	100%	100%	100%	Managed as an ongoing programme with monthly monitoring intervals.  A private company has been appointed to take meter readings on a monthly basis for billing purposes.
Objective 1.4: To work towards the National Government's target of ensuring basic services to all households	(1) Expand access to water according to RDP standard (within 200 meters walking distance) to all households.	Rural water supply project (R1,5 million)				Backlog fully addressed	Backlog fully addressed in respect of formal residential areas.  The farming community remains a challenge. (Rural areas are served the 5000liter water tanks)

## Priority 2: Sanitation

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
Basic Service Delivery and Infrastructure	National Goal Strategic Objective 2.1: All households to have basic level of sanitation by 2014.	Indicator _ Number of households having access to basic level of sanitation. Definition _ Higher level of service includes, flush toilet connected to sewerage system _ Basic level of service includes flush toilet with septic tank and PIT latrine with ventilation. Indicator _ Number of households that have access to sanitation. Definition _ Below basic level constitutes a backlog and includes chemical toilets, pit latrine without ventilation, bucket latrine and no sanitation facility.	300 households to be provided during 2010/11. (Total: 1,200 stands): Number of Households	300	300	300	300 houses. Water, sewerage and roads to Thembalihle extension 4.
	National Goal Strategic Objective 2.2: _ All indigent households to have access to FBS by 2014.	Indicator _ Total indigent households benefiting from free basic sanitation services.	Maintain access according to registered indigents on Indigent Register: Percentage of registered indigents served	100%	100%	100%	100%

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Strategic Objective 2.3: Develop a Water Treatment Masterplan	Water Treatment Master plan required to inform strategic management and control of waste water management	Water Treatment Masterplan finalised	0			Infrastructure Master Plan: Water Master Plan was finalised and approved by Council. Submitted to COGTA for funding. COGTA is lacking considering the budget implications
	Strategic Objective 2.4: To provide full waterborne sanitation to all households on formally developed sites in urban areas	Provision of water for full waterborne systems. DWAF has done a status quo analysis. Warden, Vrede, Thembalihle, Memel achieved. Problem in Zamani – current financial year – 144 households to be connect.	Percentage of population in formal residential areas with access to full waterborne sanitation systems	100%	100%	100%	100%
			Number of additional households in Zamani to be connected	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	144 was connected and the project completed by November 2010 (funded by district). 102 under construction to be finalised by end of March 2011 (funded by COGTA)
		Construct public toilets facilities (one in each town)	Number of public facilities constructed (1 per town for 2010/11)	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Renovated existing one.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Strategic Objective 2.5: To ensure that schools and households in the rural areas has access to sanitation that at least comply to minimum RDP standards	Ensure that all schools in rural areas have access to sanitation	Percentage backlog remaining (of schools and households in rural areas)	40%	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Provided VIP toilets to all schools in Phumelela and boreholes.
	Strategic Objective 2.6: To ensure internal capacity to effectively maintain sanitation services	Development of an asset register	Number of GRAP compliant asset registers developed	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	
	Objective 2.7: To ensure maintenance of sanitation infrastructure and services	Phase III of Memel purification works: Complete the works and commission it. Full waterborne systems in Memel	Phase III of Memel purification works finished	Phase II	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Phase III: Under construction – to be completed by end of March 2011

## TURNAROUND STRATEGY

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
Basic Service Delivery and Infrastructure	Turnaround strategy Access to sanitation	Business Plans are submitted to MIG for approval	Business Plans submitted for approval	550 in Warden consist of French drains		Waterborne sewerage in all registered stands in Phumelela	Waterborne sewerage in all stands – 550 in Warden septic tank – Business Plan to translate into waterborne systems were submitted to COGTA
		550 stands in Warden and 1892 in Memel	Stands in Warden and 1892 in Memel	1892 stands in Memel has pit latrine toilets & 8930 stands has waterborne for 143 stands by Local			144 was connected and the project completed by November 2010 (funded by district). 102 under construction to be finalised by end of March 2011 (funded by COGTA Next financial year: 800 stands full waterborne
				Installation of water & sewer for 250 stands in Warden by CoGTA			250 completed
				Warden T W is under Construction			Warden sewerage treatment works under construction (currently: Phase II)

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
		Thembalihle ext 4:Sewer network	Thembalihle ext 4:Sewer network			Thembalihle ext 4:Sewer network	Done
		Warden: Upgrading of Bulk sewer	Warden: Upgrading of Bulk sewer			Warden: Upgrading of Bulk sewer	Warden sewerage treatment works under construction (currently: Phase II)
		Memel outfall sewer & pumps	Memel outfall sewer & pumps			Memel outfall sewer & pumps	84% completed

## **PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT**

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Objective 2.1: To ensure adequate waste water treatment capacity	(1) Develop a Water Treatment Masterplan	Water Treatment Master plan completed				1	Completed and submitted to DWA for comments
Objective 2.3: To ensure that schools and households in the rural areas has access to sanitation that at least comply to minimum RDP standards	(1) Ensure that all schools in rural areas have access to sanitation	Backlog reduced to 35% of schools and households				35%	Ongoing process  Lack of funds are a problem.  Approximately 35% were completed
	(2) Ensure that the backlog in terms of sanitation in rural areas are reduced by 15% per year	15% reduction				15% reduction	All houses in formal residential areas have access to sanitation.  A lack of funds remains a problem in respect of rural areas  40% reduction.  A sanitation project was implemented and 43 houses were connected with full water born systems
Objective 2.4: To ensure internal capacity to effectively maintain sanitation services	(1) Development of an asset register	Asset register developed and implemented				1	Asset registers in progress.  A service provider has been appointed to capture infrastructure assets on the register

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
	(2) Development of a Refurbishment and Maintenance Plan	Refurbishment and Maintenance Plan developed and approved				1	Could not be completed due to a lack of funds.  COGTA has been approached for assistance  The draft has been finalized and must still be approved by Council
Objective 2.5: To ensure maintenance of sanitation infrastructure and services	(1) Sewerage purification and reticulation	Sewerage network upgrading and maintenance (Budgeted Projects)				1	Progress monitored on monthly basis and evaluated according to project planning schedules  Lack of funds remains a problem

### Priority 3: Streets and Stormwater

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Basic Services and Infrastructure	<b>Strategic Objective 3.1:</b> To finalize the municipal strategic management framework for streets and stormwater.	To develop an Integrated Roads and Stormwater Master Plan (must also address O&M issues)	Integrated Roads and Stormwater Masterplan	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Infrastructure Masterplan



Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	<b>Strategic Objective 3.2:</b> To promote safe, affordable and accessible public transport services in all urban areas	Maintenance of road signs	Number of road signs constructed	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	All the stops signs in all three towns have been repaired.
	<b>Goal 3.3:</b> To maintain and upgrade streets and stormwater infrastructure.	Maintenance and upgrading of municipal streets and stormwater infrastructure	Number of streets projects undertaken	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Ongoing process. Roads fixing materials continuously purchased.

## ***TURNAROUND STRATEGY***

Key Performance Area	IDP Goal	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Basic Services and Infrastructure	Turnaround Strategy Access to municipal roads	Improved paved roads	All have access to roads		Improved paved roads	In all 3 towns there are running projects of paved road. In Ezenzeleni 4km (COGTA), 2,1 Zamani (MIG), 3km (Thembalihle (MIG))
		To advertise for next financial yr 3 km paved road in Thembalihle-Vrede.	Construction of 1 km paved road in Thembalihle & Zamani		Pave 1.5. km in Thembalihle & access roads to in new developed areas	Completed
		3.7 km in Ezenzeleni by CoGTA	Business plans submitted to MIG		Zamani Construction of internal road	Completed (2,1 km is phase II (under construction))

## ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Goal 3.1: To finalize the municipal strategic management framework for streets and stormwater.	To develop an Integrated Roads and Stormwater Master Plan (must also address O&M issues)	Integrated Roads and Stormwater Master Plan approved (1 Plan)				1	Not yet finalized.  A request for assistance has been submitted to COCTA  A draft document is in process
	To develop a proper Roads and Pavement Maintenance plan for all areas in Phumelela (must also address O&M issues)	Roads and Pavement Maintenance plan approved (1 Plan)				1	Finalized and approved
	A pavement management strategy developed and implemented	pavement management strategy approved (1 Strategy)				1	Strategy approved  Lack of funds for implementation are a serious problem
Goal 3.3: To promote safe, affordable and accessible public transport services in all urban areas	Measures to promote safe, affordable and accessible public transport services in all urban areas	Law Enforcement	Continuous law enforcement	Continuous law enforcement	Continuous law enforcement	Continuous law enforcement	A law enforcement officer has been appointed and the function is performed continuously
Goal 3.4: To maintain road signs	Maintenance of road signs	Depending on budget capacity	Maintenance according to available funds	Maintenance according to available funds	Maintenance according to available funds	Maintenance according to available funds	Maintenance continuously done

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Goal 3.5: To maintain and upgrade streets and stormwater infrastructure.	Maintenance and upgrading of municipal streets and stormwater infrastructure.	Maintenance and upgrading as budgeted (Projects)				Budgeted projects finalized	Done according to approved project list and budget allocations

## Priority 4: Waste Management

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Basic Services and Infrastructure	<b>Objective 4.1:</b> To ensure that disposal sites to all areas and according to legal requirements and environmental health standards	Development of legislatively compliant and environmentally friendly waste disposal sites	Number of landfill sites registered and approved	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Business Plan has been approved. Budget for one landfill site in 2011/12 under MIG in Warden / Zanzeleni Landfill site. For Vrede and Memel a request for funding has been submitted to Department responsible for Environmental Affairs
		Promote environmental health by the way in which the waste disposal function is managed	Awareness campaigns	0	1	1	Awareness campaign in process of launching.

## ***TURNAROUND STRATEGY***

<b>Key Performance Area</b>	<b>IDP Goal</b>	<b>Key Performance Indicator</b>	<b>Unit of Measurement</b>	<b>Base line</b>	<b>Targets: July- Sept 2010</b>	<b>Targets: Oct-Dec 2010</b>	<b>Comments / Explanation of performance deviations and corrective actions</b>
Basic Service Delivery and Infrastructure	Turnaround Strategy  Refuse removal and solid waste disposal	WMDP not in place	Applied to DTEEA & MIG  Budget for refuse removal trucks	Collected weekly in all units		Provide registered landfills sites	100%

## ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Objective 4.1: To ensure that disposal sites to all areas and according to legal requirements and environmental health standards	(1) Development of legislatively compliant and environmentally friendly waste disposal sites: Integrated Waste Management Plan	Finalization of logistics; including budget for R500,000				1	A service provider has been appointed to assist the municipality to maintain landfill sites in Vrede.  In Warden and Memel the municipality is maintaining the waste disposal sites.

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Finalization of an Integrated Waste Management Plan	(2) Finalize legal issues related to the re-allocation of the Warden waste disposal site					1	A service provider has been appointed to conduct an audit of existing landfill sites and recommend venues for new sites.  This research will include an environmental and environmental impact assessment studies
Objective 4.2: To promote waste recycling	(1) Develop waste recycling capacity in the Phumelela area	Development of recycling capacity				Initial proposal for recycling	Not completed. To be done as part of the LED strategy.  One legal recycling facility

## Priority 5: Electricity & Lights

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Basic Services and Infrastructure	<b>Objective 5.1:</b> To compile an electricity maintenance manual to ensure proper maintenance of networks under control of the municipality	Electricity maintenance in terms of the Electricity Maintenance Manual compiled	Electricity Maintenance Manual compiled	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Manual has been finalised. Contractor appointed for one year to maintain electricity in Warden and Zanzeleni.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	<b>Objective 5.2:</b> To refurbish the electricity network to reduce costs accumulating due to leakages and losses in Warden	To maintain electricity network in Warden	Refurbishment of the electricity network in Warden according to available funds	0	Ongoing maintenance in Warden	Ongoing maintenance in Warden	On-going process, according to budget.
	<b>Objective 5.3:</b> To perform an electricity audit	Results of audit dealt with: Development of appropriate strategies	Electricity audit conducted and strategies developed (appropriate strategies = 1)	1 (audit)	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Done – audit finalized
	<b>Objective 5.4:</b> To maintain and expand access to electricity	Address defaulting accounts continuously	Number of defaulting accounts decreased	0	No Target on SDBIP for 1 <sup>st</sup> semester	5	Audits done. Monthly 20 new meters installed.
		Consumers in Warden have access to electricity purchases over weekends	Percentage of electricity users that have access to electricity over weekends (100% = 1)	1	1	1	100%

## ***TURNAROUND STRATEGY***

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
Basic Service Delivery and Infrastructure	Turnaround Strategy Access to electricity	Audit report is in place for Ezenzeleni electricity	ESKOM was informed with this area which is without electricity also new developments of ext 4.	3540 stands in Ezenzeleni		Install electricity in single Durant Vrede	ESKOM letter received: To be installed as from June 2011
			Application to DME for 200 houses in Ezenzeleni	7831 is Eskom area, Vrede & Memel		12 stands ESKOM & connect 50 house in Ezenzelani  DME	ESKOM letter received: To be installed as from June 2011

## ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Objective 5.1: To compile an electricity maintenance manual to ensure proper maintenance of networks under control of the municipality	(1) Electricity Maintenance Manual compiled	Electricity Maintenance Manual compiled				1	Service providers were appointed to work on marinating electricity network.  Motla developed a maintenance manual, but financial resources remains a stumbling block
Objective 5.2: To refurbish the electricity network to reduce costs accumulating due to leakages and losses in Warden	(2) Refurbishment of the electricity network in Warden	Completed				1	No yet finished but several stakeholders has been approached for financial assistance  A services has been appointed to monitor electricity losses
Objective 5.3: To perform an electricity audit	(3) Electricity audit done and findings dealt with	Results of audit dealt with: Development of appropriate strategies				1	An electricity audit has been conducted and the response programmes are monitored.  Sealed electricity meters will be provides on an ongoing basis
Objective 5.4: To maintain and expand access to electricity	(1) Number of defaulting accounts decreased	20% defaulters				20 decrease	After the implementation of the programme, that deals with the tempering and bypassing of electricity there was a reduction of 40% in the number of tempering cases identified



Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Ensure access to all households (national target = by 2012)	(2) Consumers in Warden have access to electricity purchases over weekends	Uninterrupted access to electricity to all users	100%	100%	100%	100%	100% achieved
Objective 5.5: To research and implement strategies for renewable energy	(1) Identification and implementation of renewable energy options	No funds to pursue in short term				Initial recommendations	Part of the Council's long term agenda, but no funds for implementation currently

## Priority 6: Cemeteries

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	<b>Objective 6.1:</b> To provide and maintain sufficient cemeteries and facilities in all urban areas within the next year	An improved cemetery maintenance system developed and implemented	Improvement of the cemetery maintenance system, considering budget constraints = 1	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Electronic system too expensive to buy at this stage. Manual system still maintained.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
		Develop new sites for cemeteries in 2 areas	Develop new sites for cemeteries in 2 areas: Warden and Vrede (2010/11)	0	No Target on SDBIP for 1 <sup>st</sup> semester	No Target on SDBIP for 1 <sup>st</sup> semester	Waiting for Amedo report before construction could start. Funded by COGTA.

### ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

Strategic Objective IDP	Objective	Key Performance Indicator	Targets:	Targets:	Targets:	Targets:	Feedback
			July- Sept 2009	Oct-Dec 2009	Jan-March 2010	April-June 2010	
Objective 6.1: To provide and maintain sufficient cemeteries and facilities in all urban areas within the next year	(1) An improved cemetery maintenance system developed and implemented	Improved maintenance plan finalized and approved	No target	No target	No target	1	Maintenance done according to municipal schedules

## Priority 7: Local Economic Development (LED)

A Local Economic Development Strategy for the Phumelela Local Municipality has been finalized and approved by Council in December 2010. Measurement of LED targets will henceforth commence.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Local Economic Development	To annually review the LED Strategy and align the LED Implementation Plan with the revisions	Annual review of the LED Strategy	Compilation of LED Strategy	0		1	The LED Strategy has been finalised and approved in December 2010.
		Annual alignment of the LED Implementation Plan with the reviewed Strategy	Alignment of LED Implementation Plan with Strategy	0		1	To commences in second semester
	To communicate LED strategies in the LED Annual Implementation Plan through the LED Forum, IGR Forum and the IDP / Budget engagement processes	Annual discussions and deliberations regarding LED strategies and projects through the LED Forum, IGR Forum and the IDP / Budget engagement processes	Quarterly meetings of LED forums	0	1	1	LED Strategy has been finalised in December 2010. Sessions of the LED forums will henceforth commence.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
	To establish and effectively utilize a local LED Forum	Co-ordinate and facilitate efforts for the establishment of a local LED Forum.  Formulate a clear mandate for the LED Forum	Establishment of Local LED Forum	0			
	To finalise a Poverty Alleviation Programme for the Phumelela Municipality	Review of a comprehensive Poverty Alleviation Programme	Reviewed Poverty Alleviation Programme finalised	0		1	Not yet finalised.
	To incorporate targets set by national government for SMME and BBEE involvement in the purchasing business of municipalities into the municipal monitoring and evaluation system	Utilisation of municipal procurement systems and processes to promote BBEEs and SMMEs	Finalisation of targets to promote BBEEs and SMMEs in municipal SCM planning documents	0		1	Not yet fully achieved

## **PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT**

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Objective 7.1: To develop an LED strategy	(1) Local economic development strategy developed and implemented	Finalisation and approval of the LED Strategy (1 Strategy)				1	Community consultation will be finished by the end of September.
	(2) Integration of the LED Strategy with the DGDS	LED Strategy to reflect district-wide development priorities				1	The LED strategy will be linked to all programmes highlighted in the strategy, the IDP and the Tourism Sector Plan
Objective 7.2: To develop an integrated poverty reduction programme	(1) An integrated poverty reduction programme developed	Integrated Poverty Reduction Programme Developed (1 Policy)				1	Not yet done
Objective 7.3: To implement the EPWP	(1) The EPWP implemented	EPWP implemented				100%	20% implemented
Implementation of EPWP	Job creation	Creation of Jobs in line with available budget	Creation of Jobs in line with available budget	Creation of Jobs in line with available budget	Creation of Jobs in line with available budget	Creation of Jobs in line with available budget	Job creation enjoys continuous attention taking into consideration limited funds.

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Objective 7.4: To finalize a plan for the enhancement of light industries	(1) Plan for the enhancement of light industries developed and implemented	Plan to be finalized in conjunction with the LED Strategy. Targets will be dependent on the assessment and affordability guides of the LED Strategy. (To be finalized).				1	Not yet completed
Objective 7.5: To create a tourist-conducive environment in the Phumelela area	Initiatives aimed at creating a conducive environment for tourism	Performance to be measured in terms of – Establishment of a Tourism Forum Local festivals held Township Tourism Promotion (targets to be finalized in LED Strategy) Grading of guesthouses (100%) Municipal web-site developed CSIR to assist local crafters Local crafters to participate in Macufe				1 1 1 LED Strategy All guesthouses 1 1	Not yet completed

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Objective 7.6: To improve the intergovernmental framework for LED and spatial development	(1) Improved dialogue and co-operation between the District Municipality and the Phumelela LM regarding LED matters	Incorporation the district's LED Strategy into the Municipality's LED Strategy and IDP				1	Completed
Objective 8.1: To promote sustainable land development	(1) Employee appointed to manage commonage	One (1) Employee appointed				1	Not yet completed
Objective 8.2: To support the national and provincial government in realizing the objective of transferring 30% of agriculture land to HDIs by 2014	(1) Identification of suitable land for redistribution	Identification of land for redistribution, according to operational requirements				1	Not yet completed

## Priority 8: Land Development and Land Reform

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Basic Service Delivery and Infrastructure	Turnaround Strategy	250 Zamani	Servicing the Greenfield areas for new RDP houses & medium income houses	New township development	No 1 <sup>st</sup> semester targets	No 1 <sup>st</sup> semester targets	6 communal taps
	Formalisation of informal settlements	350 Zamani					
			Business plans submitted to MIG for registration				Sewer & water by CoGTA
		250 stands in Warden 250 stands in Vrede 250 stands in Memel?		Installing infrastructure in new developments		Sewer by Municipality 250 stands in Warden 250 stands in Vrede 250 stands in Memel	250 in Warden 250 in Vrede under construction 250 in Memel – communal taps



Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Objective 8.3: To provide support in to the Provincial Department of Local Government and Housing in delivering houses to the community of the Phumelela area	Support the Provincial Department to identify land for housing	Support as and when required = 1	1	1	1	Achieved
	Objective 8.4: To ensure sustainable land development, transport and housing planning in line with the Spatial Development Framework	Review of the SDF	Approval of reviewed SDF	0	1		SDF is currently in the process of review.

## **PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT**

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Objective 8.3: To provide support in to the Provincial Department of Local Government and Housing in delivering houses to the community of the Phumelela area	(1) Provision of erven and beneficiary administration	Provision of erven and beneficiary administration according to requirements and targets of the Provincial Department	100% (according to demands / requirements)	100% (according to demands / requirements)	100% (according to demands / requirements)	100% (according to demands / requirements)	40% achieved (selling of stands in Memel)
	(2) Conduct a housing needs analysis in collaboration with ESKOM	Needs analysis conducted and prioritized in collaboration with sector partners				1	Fully achieved
Objective 8.4: To ensure sustainable land development, transport and housing planning in line with the Spatial Development Framework	(1) Integration of spatial and land planning systems and strategies					1	Fully achieved

## Priority 9: Disaster & Environmental Management

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Basic Service Delivery and Infrastructure	<b>Objective 9.1:</b> To provide local assistance with the alleviation of disasters	Local assistance provided for the alleviation of disasters	Updating / review of the Disaster Management Strategy	0	No SDBIP target for 1 <sup>st</sup> semester	No SDBIP target for 1 <sup>st</sup> semester	No target for the 1 <sup>st</sup> semester

### PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Objective 9.1: To provide local assistance with the alleviation of disasters	(1) Local assistance provided for the alleviation of disasters	Proactive preventative measures taken to deal with fire issues	Firefighting equipment	Firefighting equipment	Firefighting equipment	Firefighting equipment	<p>The Department of Agriculture donated firefighting tanks which enabled the Municipality to have a firefighting capacity and to assist with fire breaks.</p> <p>An agreement was entered into with Phumelela Fire Rescue Services to assist the Municipality with firefighting issues.</p> <p>The municipality has acquired firefighters for each unit which will be mounted on municipal vans.</p> <p>Through the assistance of the chief protection officer the municipality is performing firefighting services independently.</p>

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
		Emergency measures taken in cases of local disasters	As required	As required	As required	As required	COCTA is leading the re-establishment of the disaster committee. Funding has been allocated for the purpose.  The municipality has acquired two big halls where people could be housed in instances of disasters
Objective 9.2: To promote a safe and secure environment	(2) Promote environmental awareness	Community education about environmental protection (4 awareness campaigns)	1	1	1	1	Addressed in the review of the development of the Water Services Sector Plan

## Priority 10: Institutional Development

### *INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT*

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
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Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July-Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Municipal Transformation and Organisational Development	<b>Objective 10.1:</b> To review and populize the organizational structure of the Municipality based on the	Review of the organizational structure  Revised staff establishment (June 2009)	Annual review of the organisational structure	1	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	No target for semester.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July-Sept 2010	Oct-Dec 2010	
	requirements of the IDP and institutional affordability	Filling of key vacancies, based on the requirements of the Employment Equity Plan	<p>The following posts are identified as key vacancies that needs to be filled subject to availability of funds</p> <p>100% of identified posts filled = 1</p> <p>CFO (2010/11)</p> <p>Payroll / Salaries Clerk (filled according to availability of funds)</p> <p>Registry Clerk (filled according to availability of funds)</p> <p>HR Officer (filled according to availability of funds)</p> <p>Technical Officer: Memel (filled according to availability of funds)</p> <p>Admin Officersecretary to the Mayor (filled according to availability of funds)</p> <p>Electrician (filled according to availability of funds)</p>	0		1	<p>CFO interviews were held. To commences work on 17 Jan 2011.</p> <p>Payroll / Salaries Clerk: Appointed intern on 2 year contract (appointed July 2010)</p> <p>HR Officer post was filled (July 2010)</p> <p>The municipality is facing financial constraints and will not be able to fill all critical vacancies identified in the current financial year.</p> <p>Registry Clerk is a critical vacancy and will be filled during the current financial year.</p> <p>Technical Officer: Memel (Technical Officer in Vrede will also perform functions in Memel because Memel is very small and there is not enough work to justify an additional post. One person is adequate to do both towns)</p> <p>Admin Officer to Mayor not yet filled (inadequate funds – not priority vacancy)</p> <p>Electrician – appointed a service provider on contractual basis</p>

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July-Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
		Review of the Employment Equity Plan	Annual review of the Employment Equity Plan	1	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester 2009/10 EQR submitted 2010/11 Report to be submitted on the 15 <sup>th</sup> of January
	<b>Objective 10.2:</b> To review and implement the Workplace Skills Plan	Review of the Workplace Skills Plan	Workplace Skills Plan submitted on Review of Skills Plan (2010/11)	1	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> quarter
	<b>Objective 10.3:</b> To compile and implement an HR Strategy	Review of the HR Strategy	Annual review of the HR Strategy	Compiled and approved	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> quarter
	<b>Turnaround Strategy</b>  <b>Administration</b>	Vacancies (Top 4-MM, CFO, Planner, Engineer)	Review Organogram & adopt by end June 2010  Ensure that skills transfer and strategic financial information take plans	No CFO, Community Services & Engineer		Appoint CFO & Town Planner	CFO appointed  Building Inspector used as Town Planner  Engineer – not affordability (financial constraints)

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions	
					July-Sept 2010	Oct-Dec 2010		
		Vacancies other S57	Create an IDP position			Establish PMU	On the organogram there is a post for an LED/IDP Officer. Post is filled.	
			Review Organogram by June 2010		No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	Organogram in 2010 was maintained – posts on new staff establishment must first be filled	
	<b>Turnaround Strategy</b>  Top 4 appointed with signed Performance Agreements	Municipality will provide an assessment report of the 1 <sup>st</sup> & 2 <sup>nd</sup> of 09/10 financial year quarter by 17.03.10		Performance contract signed		Appoint CFO & sign Performance contract	Performance contracts were signed	
		Appoint CFO, Community Services Director				Present an assessment report for 09/10 by end of June 2010	Community Services Director not appointed (lack of funds). Combined with Corporate Services.	
	<b>Turnaround Strategy</b>  Vacancies other S57	Appoint an IDP person			WSP in place		Implement training identified	Combined with LED function: Municipality cannot afford to have an IDP and LED officer separately
		Create PMS coordinator in the Organogram				No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	No PMS officer. The Municipality is considering integrating this function with the functions of the HR Officer



Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July-Sept 2010	Oct-Dec 2010	
	Turnaround strategy  Skills development plan for employees	Follow up with LGSETA once the declaration of intent is submitted		WSP in place		Implement training identified	<p>LGSETA takes long before training for new financial year is approved. All training identified for 2010/11 will only commence in January.</p> <p style="text-align: center;"><b>Training:</b></p> <ol style="list-style-type: none"> <li>1. Municipal Finance Management = 4 people</li> <li>2. IDP = 1</li> <li>3. Local Government Accounting Certificate (cashiers) = 8</li> <li>4. CPMD = 3</li> <li>5. LED Officer = 1</li> <li>6. Artisan Programme = 1</li> <li>7. ODETP = 3</li> <li>8. Process Controllers = 10 (Learnership)</li> <li>9. Councilor Computer Training = 13</li> </ol>

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July-Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
							<p><b>Still Awaiting Approval:</b></p> <ol style="list-style-type: none"> <li>1. Road Traffic Management = 4</li> <li>2. Environmental Practice = 8</li> <li>3. Internal Auditor = 1</li> <li>4. Local Government = 5</li> <li>5. Motor Mechanic = 8</li> <li>6. Grader Operator = 2</li> <li>7. Fire Fighter = 10</li> <li>8. Building Inspector = 2</li> <li>9. Plumbing = 4</li> <li>10. Road Construction = 10</li> <li>11. General Maintenance = 10</li> <li>12. Parks and Horticulture = 10</li> <li>13. Waste Management = 10</li> <li>14. Cleaning Services = 10</li> </ol> <p>Assessor Training (mentoring and coaching) = 3</p>

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July-Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	<b>Turnaround Strategy</b> <b>Labour Relations</b>	LLF meetings convened as planned	Functionality is maintained		LLF functional		Functional: Monthly meetings required in terms of agreement. Due to commitments, not all monthly meetings materialised.
			Finalization of job evaluation		No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	Job Evaluation Team has still not finalised their deliberations. Follow-ups are done at SALGA meetings.
			Wage and HR Policies		No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	
	Generic Goal  Ensure proper record keeping	All documentation properly filed and administered	Availability of records as and when required	Continuously	Continuously	Continuously	Adequate
	Generic Goal  To fill funded key vacancies on the municipal staff establishment	Ensure that all funded critical vacancies are filled timely to ensure optimal municipal performance; within the guidelines of affordability	Filling of posts	As required	As required	As required	See comments above

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July-Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Generic Goal  To ensure implementation of the Employment Equity Plan	Ensure that the personnel component of the Department is in line with the targets in the municipal Employment Equity Plan	% Representivity	0	% representivity in line with targets in EEP	% representivity in line with targets in EEP	In line
	Generic Goal  To undertake capacity building in terms of the Skills Development Plan	Ensure training and development according to the municipal Skills Development Plan	Training and development needs for respective department provided	New	According to targets in the SDP	According to targets in the SDP	Training provided and planned exposed above

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July-Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Generic Goal  To ensure annual review of the municipal structure and reduction of the vacancy rate to improve the municipality's capacity to give practical effect to its mandate	To ensure annual review of the department's structure and reduction of the vacancy rate to improve the department's capacity to give practical effect to its mandate	Availability of an appropriate and well populated organizational structure		As required	As required	Addressed above
Good Governance and Public Participation	<b>Objective 10.4:</b> To facilitate intergovernmental dialogue and co-operation with relevant Local, national and provincial institutions	Utilization of Intergovernmental Engagement Structures and Forums	Engage with relevant IG Forums and structures to streamline their functioning Municipal Managers' Forum	0	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	Currently in process to form a Corporate Managers' Forum in the district. To be operational in January 2011.
	<b>Objective 10.5:</b> Implementation and annual review of the Performance Management System (PMS)	Finalizing the implementation of the organizational and individual PMS  Finalised. To be reviewed	PMS Review finalised	0	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	Target for 2 <sup>nd</sup> quarter review to be done in 3 <sup>rd</sup> quarter

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July-Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
			Review of the Performance Plans and Performance Contracts of section 57 managers	1	1		Has been done
			Evaluation of the performance of section 57 managers	1		1	Target in 3 <sup>rd</sup> quarter. To be done.
			Compilation of the Municipal and Departmental SDBIPs	1	1		Has been done
			Quarterly performance report to Council	4	1	1	To be finalised in 3 <sup>rd</sup> quarter
			Mid-year organizational performance evaluation		No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	To be finalised in 3 <sup>rd</sup> quarter
		Annual performance evaluation and reporting	Annual Performance Report, Annual Report and Oversight Report	3	No target for 1 <sup>st</sup> semester	No target for 1 <sup>st</sup> semester	To be finalised in 3 <sup>rd</sup> quarter for 2009/10 financial year
				Standard Rules & Orders		Adopted by Council	Adopted

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Baseline	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July-Sept 2010	Oct-Dec 2010	
	<b>Turnaround Strategy</b>  Delegation of functions between political and administration	Revised delegation of functions by June 2010	Revised delegation of functions by June 2010	Delegation adopted by Council on 30 January 2009		Will be reviewed annually	Reviewed July 2010.
	<b>Turnaround Strategy</b>  <b>Administration</b>	Recruitment and selection policies and procedures developed		Policy in place		Align HR issues to GRAP standards & to prepare relevant policies	Done (completed)
						Review policies in line with IDP	Review of policies done in December 2010
		IDP / PMS / Budget road shows	Number of IDP/PMS/Budget road shows	1	0	0	Attend all relevant community engagement sessions

## ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Objective 10.1: To review and populize the organizational structure of the Municipality based on the requirements of the IDP and institutional affordability	(1) Review of the organizational structure	Annual review				1	Not yet achieved
	(2) Filling of key vacancies, based on the requirements of the Employment Equity Plan	Filling of key vacancies, based on an analysis of affordability				1	Fully achieved  The following posts were filled: Chief protection officer Technical officer for Vrede Librarian post in Ezenzeleni and Warden
	(3) Review of the Employment Equity Plan	Annual review of the Employment Equity Plan				1	Annual employment equity plan not yet revised  Employment equity committee existing of Labour and officials was established
Objective 10.2: To review and implement the Workplace Skills Plan	(1) Review of the Workplace Skills Plan	Annual Review, informed by the scarce skills requirements and capacity challenges of the Municipality				1	Fully achieved  Compiled and submitted on 30 June 2010.
Objective 10.3: To compile and implement an HR Strategy	(1) Compilation of an HR Strategy	Approval of the HR Strategy				1	Fully achieved  Finalized



Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
	(2) Implementation / utilization of the HR Strategy					1	Fully achieved  Ongoing process
Objective 10.4: To facilitate intergovernmental dialogue and co-operation with relevant district, national and provincial institutions	(1) Utilization of Intergovernmental Engagement Structures and Forums	Engage with relevant IG Forums and structures to streamline their functioning				1	Fully achieved
Objective 10.5: Implementation and annual review of the Performance Management System (PMS)	(1) Finalizing the implementation of the organizational and individual PMS	Finalise implementation of the PMS		1		1	50% achieved
	(2) Review of the Performance Plans and Performance Contracts of section 57 managers	Review of Performance Agreements and Performance Plans of section 57 managers	1				Done.  Each Section 57 manager has signed a performance agreement and performance plan in July 2009 and the agreements were sent to the province
	(3) Evaluation of the performance of section 57 managers	Mid-year and annual evaluations		1		1	Fully achieved  Mid-year and annual evaluations were done
	(4) Finalisation and utilization of the Organisational Performance Management System	Compilation of the Municipal and Departmental SDBIPs	1				Fully achieved according to the PMS policy of the Municipality
	(5) Quarterly evaluation of organizational performance	Quarterly performance report to Council	1	1	1	1	Fully achieved

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
	(6) Mid-year organizational performance evaluation	Section 72 report submitted to Council			1		Fully achieved
	(7) Annual performance evaluation and reporting	Annual Performance Report, Annual Report and Oversight Report	1		2		Fully achieved Annual report for 2008-09 was tabled before council on 14 December 2009 and adopted with corrections
Objective 10.6: To ensure that the Municipality's regulatory framework is finalized to facilitate legislative compliance in the manner in which the Municipality is governed and managed	(1) Batho Pele implementation programme developed and implemented	Batho Pele implementation programme developed				1	The staff was work shopped on Batho Pele principles in the third quarter
	(2) Employment equity plan developed and implemented	Employment equity plan reviewed and implemented				1	Employment equity committee consisting of officials and representatives of labour unions was established as part of the local labour forum to review the employment equity plan.  This was completed in the second quarter

## **MUNICIPAL FINANCIAL FIABILITY AND MANAGEMENT**

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
Financial Viability and Management	<b>Objective 10.7:</b> To improve the financial viability of the Municipality	Increase the operational cash flows of the Municipality by 15%	Sustained improvement in cash flow situation of the Municipality = 1	0	1	1	Council decided to implement an amnesty policy. Details: 50% discount will be given on the payment of all arrears provided that current account is paid in full. Period of amnesty 1 December 2010 - 31 December 2010. Additional income collected R450 361.
	<b>Objective 10.8:</b> To improve the financial management of the Municipality	Financial record-keeping, compliance and management improved	Updating of financial record-keeping system	0			G/L updated up to 30 November 2010.
			Accounting system upgraded	0			Abakus has been upgraded to include asset register.
			Policy Register regularly update	0			Policies must be reviewed.
		Upgrade / improve the debt control / debt collection capacity of the Municipality	Effective writing-off of debts, in accordance with the guiding policy (Identified irrecoverable debts written off = 1)	0		1 (R20 million)	Income accountant monitors payment of arrears. Letters of final demand were sent to bigger debtors in Vrede. No follow-up was done due to amnesty arrangements. Bad debts for 2010/11 still to be identified.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:		Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
		Purification of indigent records	Complete purification of indigent records = 1	0			Not all indigents are identified. Records were not complete – refer AG Report.
	<b>Objective 10.9:</b> To undertake a comprehensive financial turnaround strategy	A comprehensive financial turn-around strategy developed and implemented	Financial Turnaround Strategy part of Municipality Turnaround Strategy (Targets in Turnaround Strategy related to Finance = 1)	0		1	Strategy ended 30/11/10.
		Implementation of Credit control policy approved by Council	Credit control policy approved. Implmenetation to commenced in 2009/10. Revised in 2010/11 and a by-law is currntly prepared to empower the municipality act to the outside. (Reviwed credit control policy)	1	1		Credit Control policy must be reviewed. Currently waiting for COGTA togazette necessary by laws.
	<b>Objective 10.10:</b> To formalize audit and risk systems and procedures in the Municipality	Annual Financial Statements completed and submitted as legislatively prescribed	Submission of Annual Financial Statements as required in terms of the MFMA	1	1		AFS submitted 31/08/10.
		Risks are identified, evaluated and managed	Risk Management Plan reviewed	1			Internal Audit Unit not functional – refer Audit Report.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:		Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
		Conduct the legislatively prescribed functions of the audit committee	Shared function with Local  Advertise for audit committee members	0			Applicants for Audit Committee were interviewed in October 2010. Council decided to share function with District Municipality.
	<b>Objective 10.11:</b> To implement an asset management system	Asset maintenance and management plan developed and implemented	Asset acquisition and disposal policy approved	0		1	Assets were identified and partly captured. Policy must still be developed.
	<b>Objective 10.12:</b> To implement and execute the Property rates Act	Property Rates Act implemented	Property Rates Act implemented according to legislative requirements = 1	0		1	Following actions still to be taken: 1. ±350 farms in re-demarcated area to be valued. 2. Addresses of all farmers to be obtained. 3. Appeal Board to finalise objections.
	Turnaround Strategy  Revenue enhancement programme developed	Identify and Training of personnel for meter reading		Meter reading are not correct		Own personnel to be appointed & trained to read meters	External meter readers are currently utilised.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
		Meter readers must be included in the Organogram		Collection rate is at 51%		Own personnel to be appointed & trained to read meters	Collection rate is ± 66%.
		Liaising with farmers & organizations & master's office for addresses		All consumers not billed (new extensions)		Ensure that all addresses & consumers captured on system	
		Capture info on system		Addresses of Farmers not available		Ensure that all addresses & consumers captured on system	Addresses of a number of farmers still to be obtained and captured on the system.
	Turnaround Strategy  Debt management programme developed	Awareness with the involvement of Councilors		R42m outstanding debtors		10% collection of areas by December 2010	Less than a R 1 million of arrears collected. Current outstanding debtors amounts to R 46 550 024.16.
		Will provide a list of all outstanding debts by state institutions					List of departments still not available. Arrears are ± R 480 000.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
		Provide each household with respective title deeds					Title deeds still not available. Identification still to be done.
		Municipality must identify households without title deeds					Identification still to be done.
		Constant management follow up of arrangements Legal Action				An 80% collection of monthly billing	Collection rate currently 66%.
	Turnaround Strategy	Revenue & Debt management		R3.5m overdraft		To have no overdraft	The balance of current bank account as at 31 December 2010: R 793 596.65. Not operating on any overdraft facilities currently.
	Cash flow management model developed	Budget control					Budgetary control not effective. Overspending still occurs.
		Municipality must present leave policy, disclose how much they are paying Senior Officials, Contract Management issues					Collective Leave Policy effective from 1 January 2006.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
		To collect 4.2m					Target not reached. Less than R 1 million of R 4.2 million were collected.
		Prevention of over expenditure					Controls to prevent overspending not in place.
	Turnaround Strategy Funding Plan shows capital expenditure	Secure funds		Crucial equipment needed in order to deliver services i.e. (4) tractors, (4) waste collection trailers, (2) Tractor/loader/back hoe		Procure needed equipment	One second hand vehicle and one trailer were bought for utilisation in the Refuse Department.
	Turnaround Strategy Clean Audit plan developed	Register of various properties will be compiled		Disclaimer		Qualified	All council properties were identified. Register must still be compiled.
		Municipality to submit an Audit Plan		No Audit Plan		To develop an Audit Plan	An audit plan is not yet developed.



Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
	Submission of Annual Financial Statements	09/10submitted to AG		Will be submitted by August 2010		08/09 submitted	AFS were submitted on 31 August 2010.
	Repairs & maintenance provision	Auction old & obsolete equipment		R5 905m for 09/10			Old and obsolete equipment not yet disposed off.
		Utilise funds for equipment		Exp R3 432m to date			Expenditure at 31 December 2010 = R 2 871 423.17. Budget for 6 months = R 4 795 000.
		Manage maintenance more efficiently		Spend the remaining budget efficiently			Remaining funds will be spent by 30 June 2011.
				Sufficient funds for 10/11			Maintenance budget for 2010/11 = R 9 590 000.
				Replace equipment in order to save on maintenance			Photo copiers were replaced in December 2010.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Turnaround Strategy  % MIG expenditure by end of financial year	Monitor expenditure		Expenditure in line with the budget except for expenditure from own source		Meet MIG requirements	R 10 .521 m (60%) of the total MIG budget of R 17 .548 m were spent at 31 December 2010.
	Turnaround Strategy  Asset management register developed	Fencing of existing sites		Not properly safeguarded i.e. machinery, equipment, vehicles etc		Proper sites (fenced) to safeguard assets	All sites are not yet fenced, e.g. main building.
		Appointment of supervisors & security guards		No proper logbooks & records of maintenance of individual items		Logbooks & better records	Movable assets were identified and numbered. Log books still to be implemented.
	Turnaround Strategy  Supply Chain	Procurement Office must be capacitated		Tender process transparent		Tender process transparent	Tender processes were not always followed – refers AG Report.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions	
					July- Sept 2010	Oct-Dec 2010		
	Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established)	Review the entire process		Procurement process not functioning optimal		Procurement process efficient	The procurement process is not effective – refer s AG Report.	
		Review the Committees		Committees are in place			Committees not always functional.	
				Policy in place			The procurement policy must be reviewed.	
	Generic Goal  To compile a consolidated annual Budget	To ensure that the department's budget is reviewed annually and that budget inputs are provided to the CFO according to budget schedule requirements	Review of the department's budget		1			The budget of the procurement unit is part of the budget of the Finance Department and will be reviewed during January 2011.
			Provide inputs on the department's budget		1			Inputs awaited.

## ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Objective 10.7: To improve the financial viability of the Municipality	(1) Increase the operational cash flows of the Municipality by 15%	15% improvement in cash flow situation of the Municipality				15% improvement	Not achieved
Objective 10.8: To improve the financial management of the Municipality	(1) Financial record-keeping, compliance and management improved	Key initiatives: Updating of financial record-keeping system Accounting system upgraded Policy Register regularly updated				1 1	Fully achieved
	(2) Upgrade / improve the debt control / debt collection capacity of the Municipality	Approval of a policy dealing with the writing off of debts				1	Fully achieved  Identify debtors who can pay their accounts and issue summons
	(3) Purification of indigent records	Purification (100%)				100%	50% achieved
Objective 10.9: To undertake a comprehensive financial turnaround strategy	(1) A comprehensive financial turn-around strategy developed and implemented	Phased implementation of the turnaround strategy				According to annual targets	Fully achieved
	(2) Credit control policy updated, approved by council and implemented	Credit control policy approved by Council				1	Fully achieved

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Objective 10.10: To formalize audit and risk systems and procedures in the Municipality	(1) A qualified audit report obtained by 2011	Annual Financial Statements completed and submitted as legislatively prescribed				1	Not yet achieved  The municipality is compiling annual financial statements and is working towards a clean audit by 2014
	(2) Risks are identified, evaluated and managed	Risk Management Plan reviewed				1	Not yet achieved  Risks were identified during the 2009 -10 reporting period and a risk register will be implemented
	(3) Conduct the legislatively prescribed functions of the audit committee	Finalize arrangements for the functions of the audit committee to be performed				1	Not yet achieved  Applications for people to serve on the Audit committee were advertised on 27 November 2009 in the Vrede Nuus. No applications were received. To be re-advertised.
Objective 10.11: To implement an asset management system	(1) Asset management system developed and implemented	Asset maintenance and management plan developed and implemented				1	Not yet achieved

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Objective 10.12: To implement and execute the Property rates Act	(1) Property Rates Act implemented	Implementation				Complete implementation	80% completed  Advertised on 13 march 2009  Implemented since 1 July 2009  In process of handling objections  The following draft by-laws were advertised in the Vrede Nuus on 28 August 2009: <ul style="list-style-type: none"> <li>• Credit Control and Debt</li> <li>• Refuse Removal</li> <li>• Tariff</li> <li>• Water Supply, Sanitation Services and Industrial Effluent</li> <li>• Indigent Support</li> <li>• Outdoor Advertising</li> <li>• Control of Street Vendors, peddlers and hawkers</li> <li>• Commonage</li> <li>• Control of Public Nuisance</li> <li>• Dumping and Littering</li> <li>• Impoundment of Animal</li> <li>• Taxi Ranks</li> </ul> No feedback were received
An unqualified audit report obtained by 2011	Qualified Auditor General opinion					Unqualified	Not yet achieved. Working towards a clean audit
Budget and Expenditure control	Percentage (%) of operational and capital budget spent					<5% under / over-expenditure	Fully achieved

## ***GOOD GOVERNANCE AND PUBLIC PARTICIPATION***

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Generic Goal	Participate in SDBIP workshop	Number of workshops	0	0	0	Achieved
	Organizational PM system	Evaluation of section 57 Employees	Evidence files	0	1	0	Not done
		Quarterly, mid year and annual performance reports submitted	Number of reports	4	1	1	Achieved
		Provide inputs for Section 72/ Mid year Budget and Performance Report	Inputs provided	1	0	0	Achieved
		Participate in IDP Review processes Meetings	Number of IDP Meetings	1	0	0	Achieved
		IDP / PMS / Budget road shows	Number of IDP/PMS/Budget road shows	1	0	0	Achieved
		Comment on Draft IDP	Written Comments	0	0	0	Achieved
		Individual performance agreements developed and signed	Number of agreements per Department	All Section 57 Managers	0	0	Achieved

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
		Participation by the Department in the Risk Committee	Number meetings	1	0	0	Risk assessment is still to be done.
		Develop and review policies according to the Departments functions	Number of policies	As required	No targets for 1st semester	No targets for 1st semester	In process
		Develop and review policies according to the Departments functions	Number of policies	As required	0	0	COGTA has issued standard by-laws for the Province. It has been promulgated. As soon as it is approved, the Municipalities can use it
		Ensure regulatory management and activities in the business of the Department, to enable the Municipality to improve the audit opinion about its affairs	Quality and quantity of audit queries generated	Disclaimer	Improvement on base-line	Improvement on base-line	The quality of management in the municipality has improved substantially. Past deficiencies still result in a disclaimer opinion.
		To keep record of, and inputs required for the timely compilation of the annual and mid-year performance assessment reports	Information provided	New	According to legislative and institutional requirements and deadlines	According to legislative and institutional requirements and deadlines	Done



Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
				Councillors have attended the following trainings  Project Management (1), CPMD (1), EMDP (1)		All councillors have undergone computer training  Certificate on Governance	Computer training to Councillors scheduled. To be done before closing of current FY
				Submitted application for DBSA with computer training for Councillors	Follow up with DBSA on the application		
		To prepare a submission for an Executive Type to MEC COGTA & HS Support staff for committees must be reconsidered	14 Councillors	Municipality is a plenary type (Sec) Speaker called a Mayor		Submit application for the municipality to change from being a Plenary to an Executive type	Done. Submitted in May 2010.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
				Section 79 Committees (HR, LED & IDP, Housing & Infrastructure Finance & Technical) & 2 section 57 Managers		Committees must sit regularly & adhere to schedules	Committees were re-structured, but do not sit as expected.
		Legislatively compliant municipal governance and administration	Batho Pele implementation programme developed	0	No target for 1st semester	No target for 1st semester	No target for current semester
				Schedule of meetings in place and adhered to (12 p/a)		Adopted by Council	Schedules for full Council meetings are available and it is adhered to. The Municipality is currently in a process of re-engineering its Council systems and procedures.

## ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Goal 10.5: To promote good governance and public participation	Develop and implement communication strategy	Communication strategy approved				1	Not yet achieved
	Effective Municipal Planning and Budgeting	Annual Review of the IDP, Budget and SDBIPs	1			2	Fully achieved
	Annual Municipal and Employee Performance Evaluation and Reporting	Annual performance evaluations Performance and budget performance according to the Systems Act and the MFMA				100%	Fully achieved

## Priority 11: Sport & Recreation

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Basic Service Delivery and Infrastructure	<b>Objective 11.1:</b> To develop and implement a Municipal Sports Development Programme	<p>Sports Development Programme developed and implemented</p> <p>Sports Development Programme developed and implemented</p> <p>Organizing of sports in the area</p> <p>Vandalized sport facilities to be upgraded.</p> <p>Priority: Soccer sport fields; upgrading and fenced in</p> <p>Establishment of sport association. Better organizing of such associations. All areas to be covered. Engage all participants to take ownership of sport facilities.</p> <p>Place caretakers at the sport facilities that were repaired and/or upgraded</p> <p>Functionality of the Sport Council</p> <p>Group 5 has been requested to refurbish the sport facilities in Thembahihle. Proposal already submitted.</p> <p>Look for funding through sector departments or other donors.</p>	Functionality of Sports Council	0	No SDBIP targets for the 1 <sup>st</sup> semester	No SDBIP targets for the 1 <sup>st</sup> semester	<p>Sport Council is functional; sport associations in each town established. Integration of sport facilities and codes in the Municipality. Funding could then be sought through the structures.</p> <p>Sport Council established (1) + Sport associations in all town established (1) + sport facilities and codes integrated (1) = 3)</p>

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
	Objective 11.3: To effectively manage library services	Management of libraries  5 Libraries: Vrede, Warden (on in Ezenzeleni, Thembahihle, Memel). One in Memel needs to be upgraded.	Uninterrupted and effective management and operations of libraries in the municipal area = 1	1	1	1	Library services functional throughout the municipal area
	Objective 11.4: To maintain parks and other recreational facilities	Maintenance / upgrading of all parks and other recreational facilities within the capacity of the funds allocated through the operating budget	Effective maintenance of all existing parks and recreational facilities in the municipal area = 1	1			Maintained continuously, according

## ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Goal 11.1: To develop and implement a Municipal Sports Development Programme	Sports Development Programme developed and implemented				1		Not yet achieved
Goal 11.2: Utilization of the local Sports Council. (Sectoral Initiative – Sports, Art and Culture)	Co-ordinate and promote local sports development and maintenance of facilities				Operational Sports Council		Organized sport events are arranged for communities

## Priority 12: Safety & Security

The general crime rate is lower than other urban nodes in the province, due to the area being rural. However, certain crimes are more prevalent and on the increase. Within urban areas these particularly include crime associated with alcohol abuse, such as vandalism, assault etc. Within the rural areas stock theft is constantly increasing and personal attacks on farms are also emerging.

Within particular areas such as Memel and Warden, housebreaking is also increasing at an alarming rate. Within Warden an increase in rape cases and truck hi-jacking is also evident and these are directly associated with the high transport industry activities in the area.

The ability to combat crime is hampered through a lack of proper communication equipment on farms, a lack of information from community members and under resourced police stations. It is believed that a greater community involvement through existing structures should address most of these problems.

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets: July- Sept 2010	Targets: Oct-Dec 2010	Comments / Explanation of performance deviations and corrective actions
Basic Service Delivery and Infrastructure	<b>Goal 12.1:</b> To develop a Business Plan to resource and implement a Community Safety Plan	Business Plan to resource and implement a Community Safety Plan formulated	Business Plan finalised = 1 Community Safety Plan formulated = 1	0		1	Business Plan not yet finalised
	<b>Goal 12.2:</b> To support law-enforcement agencies to combat crime in the Phumelela local area	Safety and security related services provided in order to enhance law enforcement	Grass cutting/herbicide spraying in all public areas = 1	0		1	Done

Key Performance Area	IDP Goal	Key Performance Indicator	Unit of Measurement	Base line	Targets:	Targets:	Comments / Explanation of performance deviations and corrective actions
					July- Sept 2010	Oct-Dec 2010	
			Street and area lighting maintained = 1		1	1	Done
			Public trees pruning plan developed and implemented = 1				Not yet finalised
	<b>Goal 12.3:</b> To establish a municipal law enforcement function	Municipal law enforcement established	Filling of budgeted vacancies for Law Enforcement function				Done

### ***PERFORMANCE ACCORDING TO THE 2009/10 ANNUAL REPORT***

Strategic Objective IDP	Objective	Key Performance Indicator	Targets: July- Sept 2009	Targets: Oct-Dec 2009	Targets: Jan-March 2010	Targets: April-June 2010	Feedback
Goal 12.1: To develop a Business Plan to resource and implement a Community Safety Plan	Business Plan to resource and implement a Community Safety Plan formulated	Formulation of a Business Plan to resource and implement a Community Safety Plan				1	Not done due to lack of capacity and financial resources.  Will be finalized by the end of September 2010

<b>Strategic Objective IDP</b>	<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Targets: July- Sept 2009</b>	<b>Targets: Oct-Dec 2009</b>	<b>Targets: Jan-March 2010</b>	<b>Targets: April-June 2010</b>	<b>Feedback</b>
Goal 12.2: To support law-enforcement agencies to combat crime in the Phumelela local area	Safety and security related services provided in order to enhance law enforcement	Grass cutting/herbicide spraying in all public areas Street and area lighting maintained Public trees pruning plan developed and implemented	100%	100%	100%	100%	Trees has been pruned in all three towns in the second quarter.  Herbicide has been sprayed since the beginning of January 2010.  Street lights have been maintained and new globes have been fitted
Goal 12.3: To establish a municipal law enforcement function	Municipal law enforcement established	Municipal law enforcement	100%	100%	100%	100%	A chief protection officer has been appointed in July 2009. This officer is also a traffic officer and is dealing with law enforcement.  A second law enforcement officer will be appointed before the end of September 2010



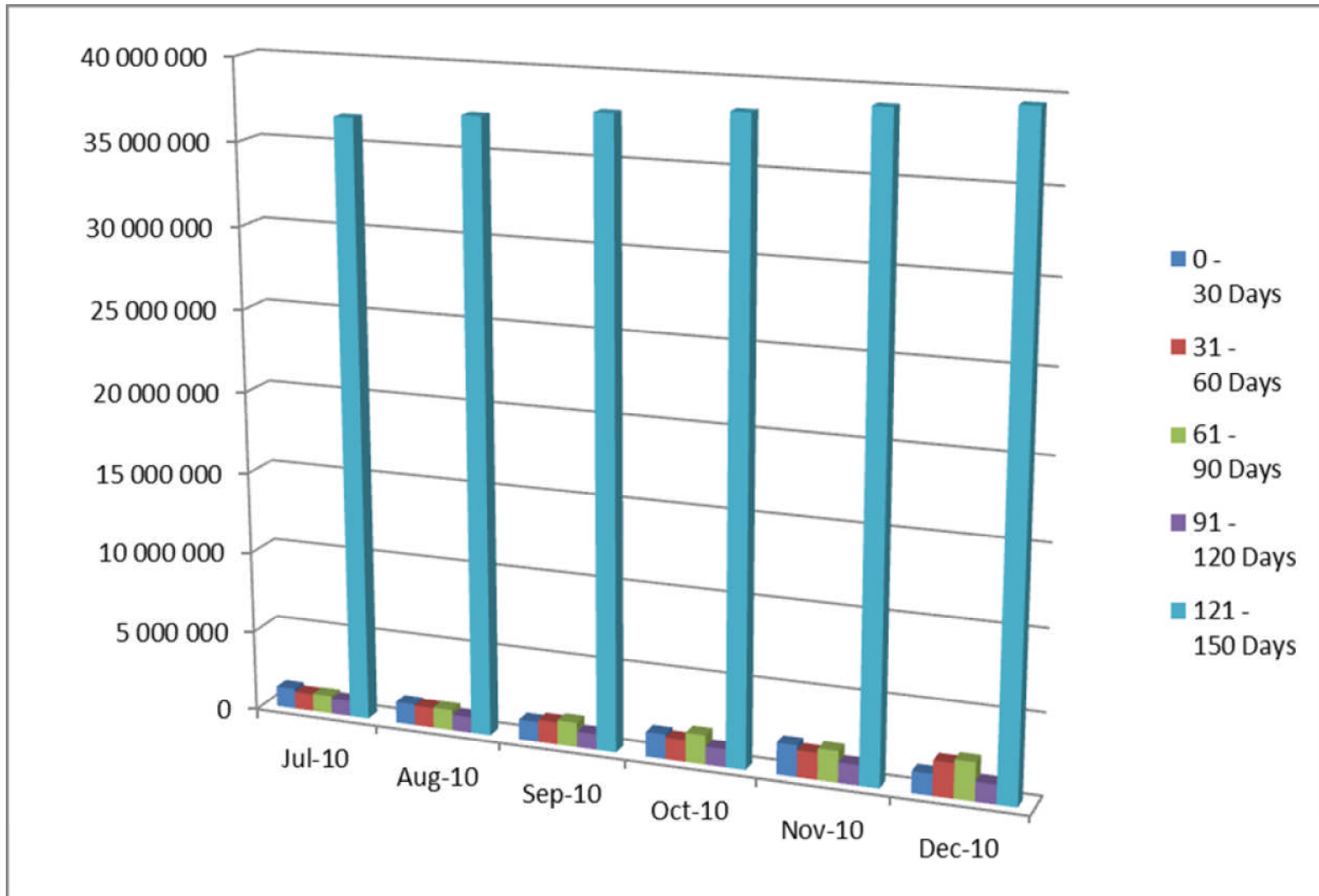
## 3. Budget 1<sup>st</sup> Semester Performance Report<sup>1</sup>

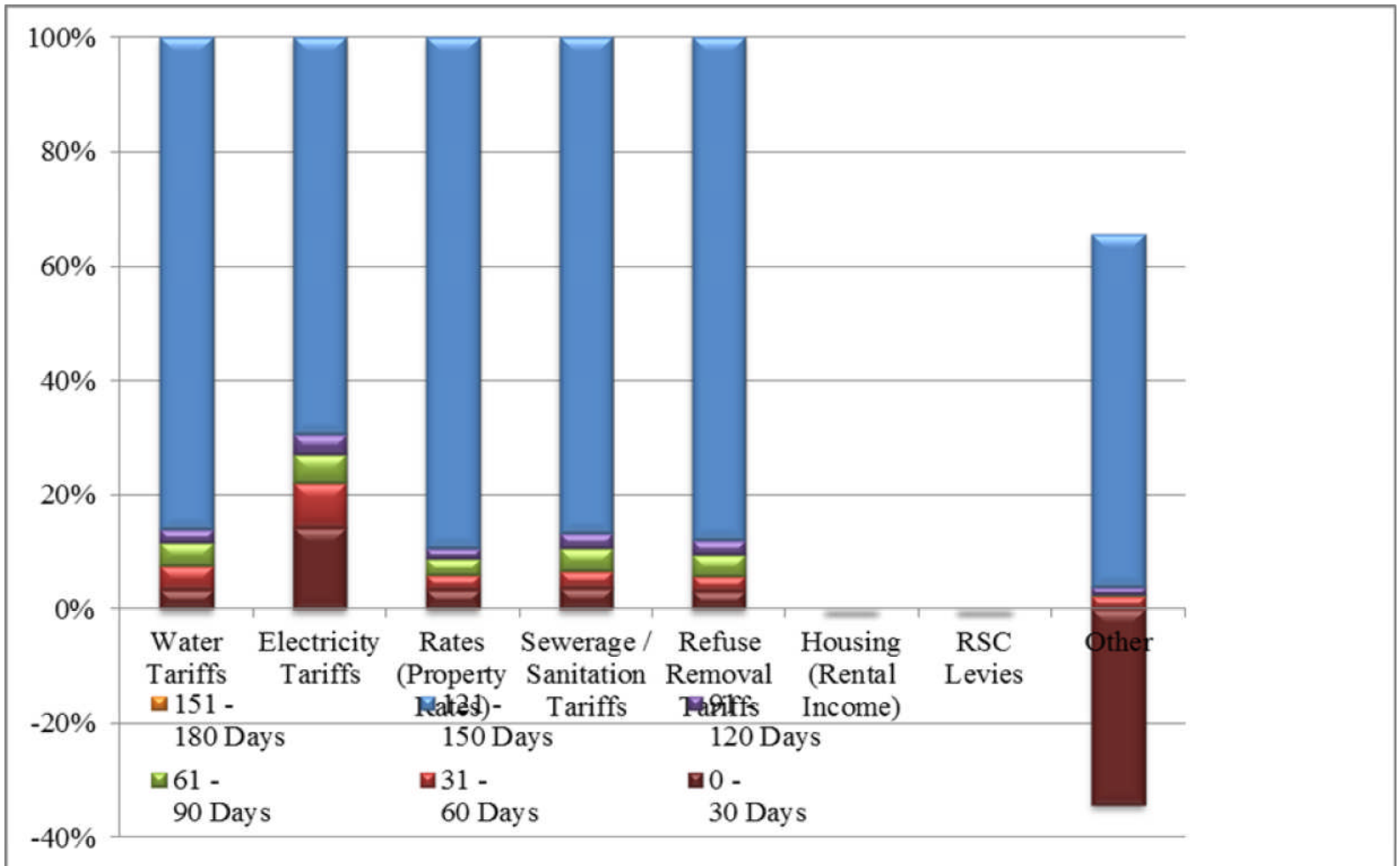
### 3.1 Debtor's Age Analysis

Debtors Age Analysis By Income Source	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total -	Bad Debts
Water Tariffs	1 774 425	2 248 610	2 218 733	1 241 919	45 889 506	0	0	0	53 373 193	36 790
Electricity Tariffs	1 609 181	866 666	566 943	393 124	7 796 420	0	0	0	11 232 334	5 201
Rates (Property Rates)	1 356 955	1 102 566	1 240 331	742 212	37 061 413	0	0	0	41 503 477	20 738
Sewerage / Sanitation Tariffs	2 755 646	2 289 326	2 905 228	2 012 344	64 859 724	0	0	0	74 822 268	21 848
Refuse Removal Tariffs	2 456 488	2 233 268	3 043 943	1 998 796	70 717 354	0	0	0	80 449 849	15 329
Housing (Rental Income)	0	0	0	0	0	0	0	0	0	0
RSC Levies	0	0	0	0	0	0	0	0	0	0
Other	-1 334 980	88 981	1 492	56 986	2 405 574	0	0	0	1 218 053	0
<b>Total for the 1st semester</b>	<b>8 617 715</b>	<b>8 829 417</b>	<b>9 976 670</b>	<b>6 445 381</b>	<b>228 729 991</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>262 599 174</b>	<b>99 906</b>

Month	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total -	Bad Debts
Jul-10	1 278 061	1 075 267	1 105 422	946 729	36 701 976	0	0	0	41 107 455	0
Aug-10	1 303 813	1 228 869	1 254 507	963 858	37 240 292	0	0	0	41 991 339	0
Sep-10	1 231 565	1 386 832	1 518 991	969 664	37 837 834	0	0	0	42 944 886	0
Oct-10	1 539 158	1 358 176	1 819 039	1 117 091	38 326 522	0	0	0	44 159 986	0
Nov-10	1 959 463	1 650 219	1 934 124	1 240 816	39 060 863	0	0	0	45 845 485	0
Dec-10	1 305 655	2 130 054	2 344 587	1 207 223	39 562 504	0	0	0	46 550 023	99 906

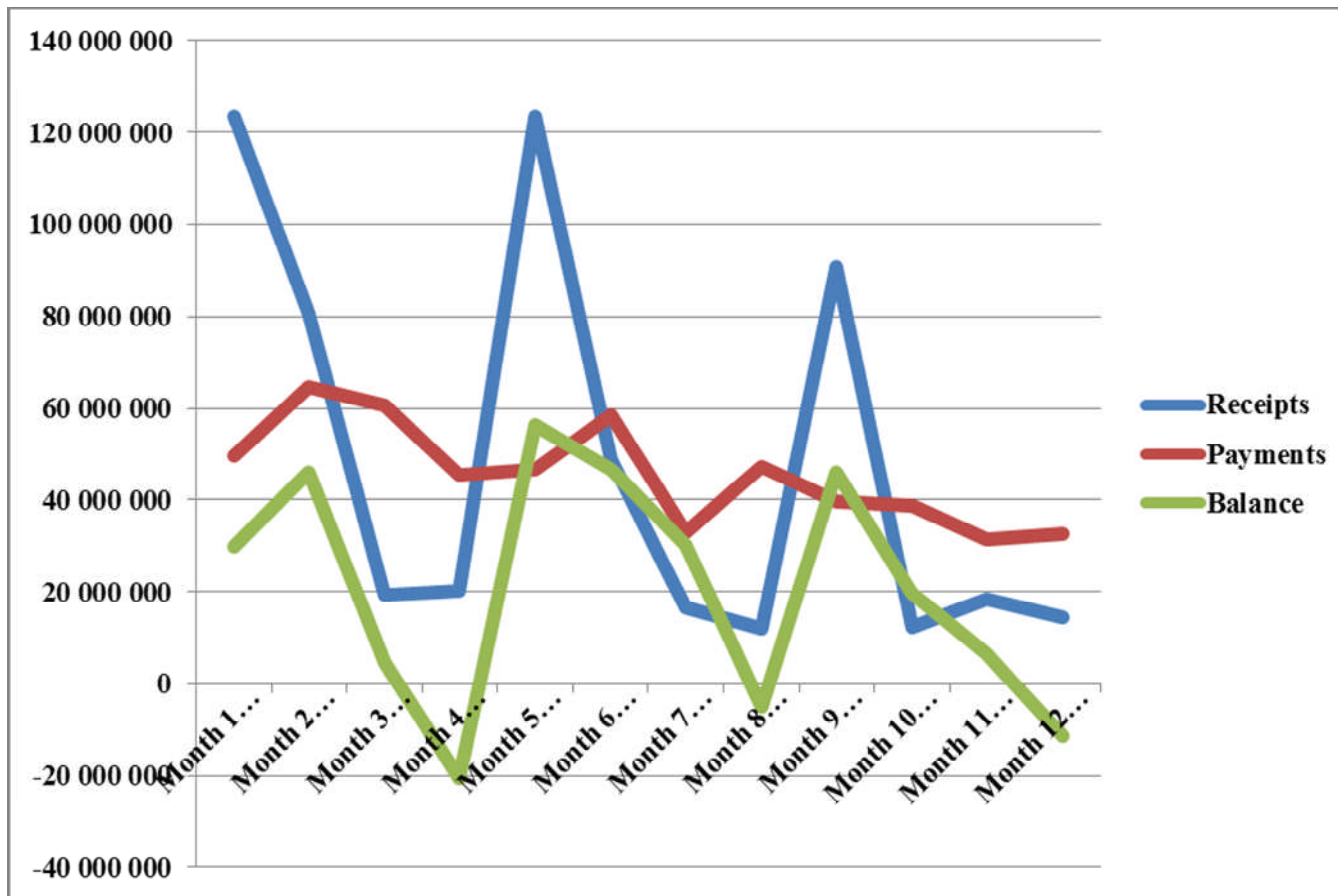
<sup>1</sup> Information for the compilation of this section has been obtained from the monthly budget (section 71) reports

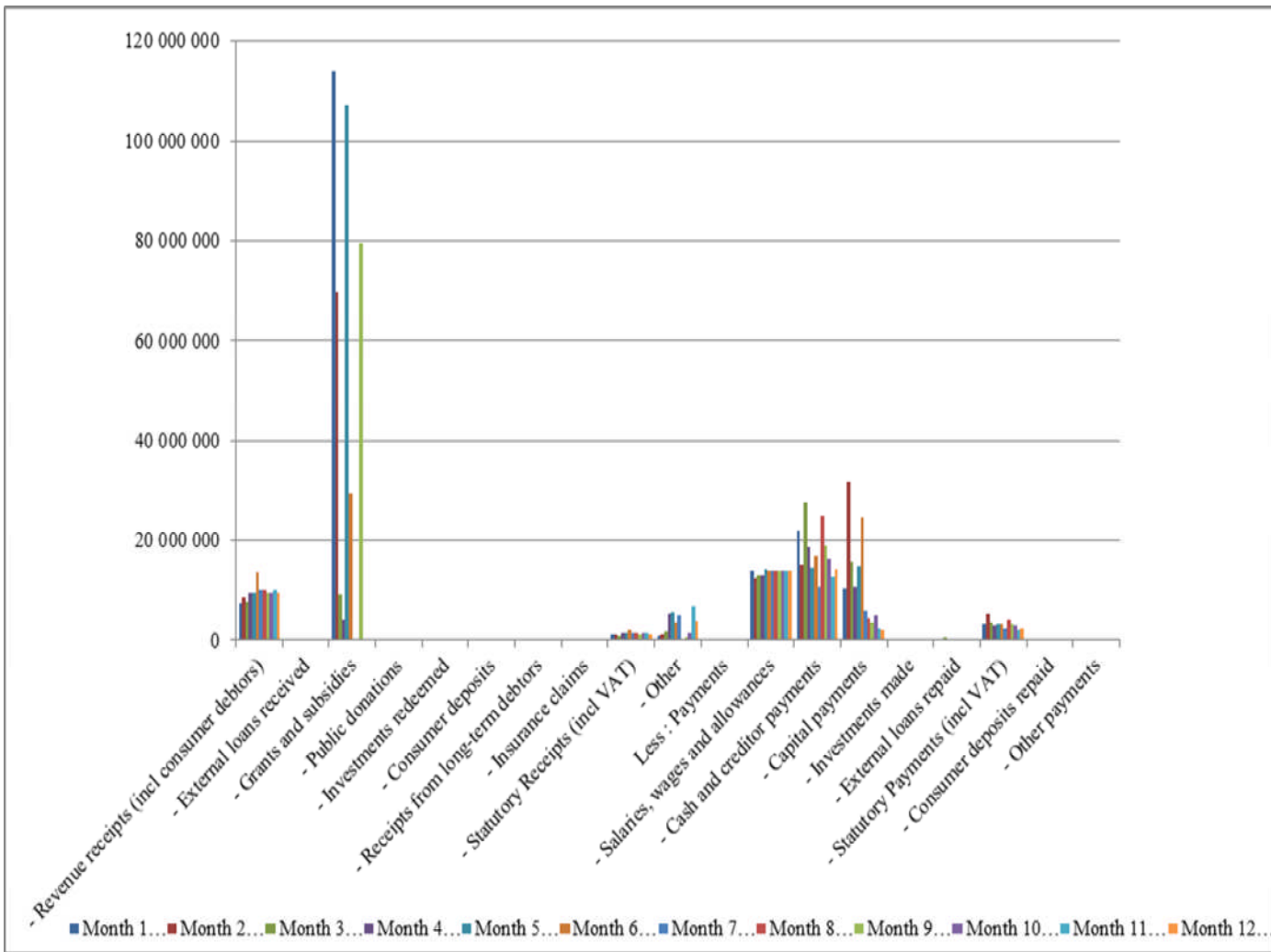




## 3.2 Cash Flows

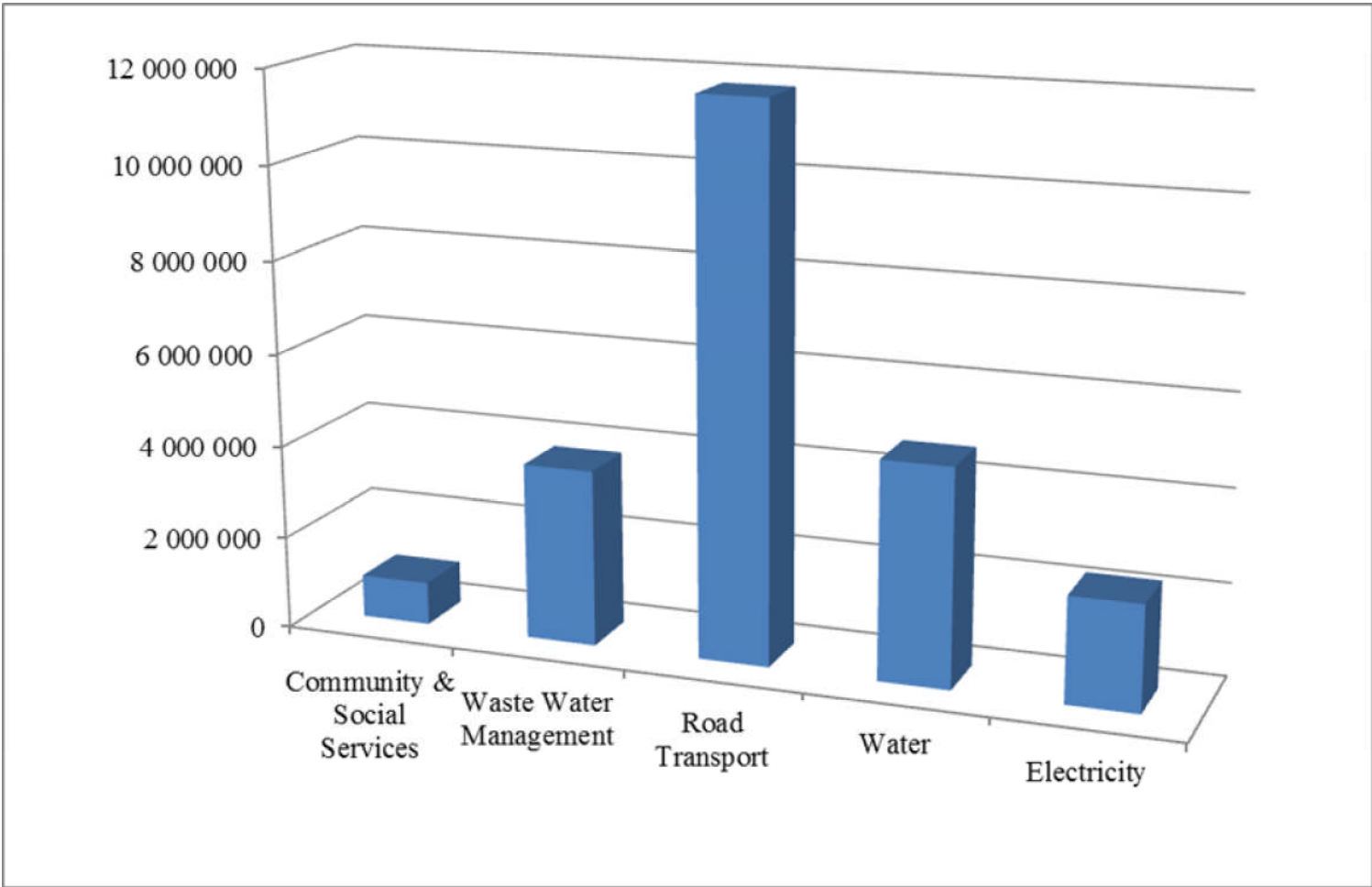
Detail	Month 1 July	Month 2 Aug	Month 3 Sept	Month 4 Oct	Month 5 Nov	Month 6 Dec	Month 7 Jan	Month 8 Feb	Month 9 Mar	Month 10 Apr	Month 11 May	Month 12 June
- Revenue receipts (incl consumer debtors)	7 292 172	8 578 979	7 594 609	9 520 332	9 551 893	13 737 026	10 193 884	10 193 884	9 379 885	9 379 885	10 193 884	9 379 885
- External loans received	0	0	0	0	0	0	0	0	0	0	0	0
- Grants and subsidies	113 929 200	69 729 875	9 135 068	4 026 846	107 167 348	29 490 000	0	0	79 500 000	0	0	0
- Public donations	0	0	0	0	0	0	0	0	0	0	0	0
- Investments redeemed	0	0	0	0	0	0	0	0	0	0	0	0
- Consumer deposits	0	0	0	0	0	0	0	0	0	0	0	0
- Receipts from long-term debtors	0	0	0	0	0	0	0	0	0	0	0	0
- Insurance claims	0	0	0	0	0	0	0	0	0	0	0	0
- Statutory Receipts (incl VAT)	1 163 706	1 135 734	947 699	1 401 453	1 347 390	2 014 707	1 391 256	1 413 504	1 321 794	1 388 538	1 391 256	1 277 295
- Other	1 020 018	1 161 869	1 655 127	5 250 846	5 568 568	3 562 931	5 085 432	317 838	635 676	1 589 196	6 674 622	3 814 074
<b>Sub-Total (Receipts)</b>	<b>123 405 096</b>	<b>80 606 457</b>	<b>19 332 503</b>	<b>20 199 477</b>	<b>123 635 199</b>	<b>48 804 664</b>	<b>16 670 572</b>	<b>11 925 226</b>	<b>90 837 355</b>	<b>12 357 619</b>	<b>18 259 762</b>	<b>14 471 254</b>
Less : Payments	0	0	0	0	0	0	0	0	0	0	0	0
- Salaries, wages and allowances	14 081 562	12 469 057	12 969 407	13 136 811	14 108 260	14 010 234	14 081 562	14 081 562	14 081 562	14 081 562	14 081 562	14 081 562
- Cash and creditor payments	21 890 418	15 062 113	27 611 880	18 665 518	14 686 876	16 770 600	10 652 634	24 856 152	18 856 152	16 407 030	12 856 152	14 203 512
- Capital payments	10 506 150	31 644 945	15 814 420	10 780 449	14 767 788	24 630 142	5 912 100	4 335 540	3 679 200	5 124 600	2 233 800	2 102 400
- Investments made	0	0	0	0	0	0	0	0	0	0	0	0
- External loans repaid	0	0	514 845	0	0	0	0	0	0	0	0	0
- Statutory Payments (incl VAT)	3 205 938	5 415 774	3 634 499	2 841 060	3 109 740	3 221 963	2 319 060	4 086 834	3 154 950	3 014 430	2 112 594	2 282 826
- Consumer deposits repaid	0	0	0	33 357	12 044	0	0	0	0	0	0	0
- Other payments	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sub-Total (Payments)</b>	<b>49 684 068</b>	<b>64 591 889</b>	<b>60 545 051</b>	<b>45 457 195</b>	<b>46 684 708</b>	<b>58 632 939</b>	<b>32 965 356</b>	<b>47 360 088</b>	<b>39 771 864</b>	<b>38 627 622</b>	<b>31 284 108</b>	<b>32 670 300</b>
<b>Closing Balance</b>	<b>29 903 454</b>	<b>45 918 022</b>	<b>4 705 474</b>	<b>-20 552 244</b>	<b>56 398 247</b>	<b>46 569 972</b>	<b>30 275 188</b>	<b>-5 159 674</b>	<b>45 905 817</b>	<b>19 635 814</b>	<b>6 611 468</b>	<b>-11 587 578</b>





### 3.3 Revenue & Expenditure: Capital

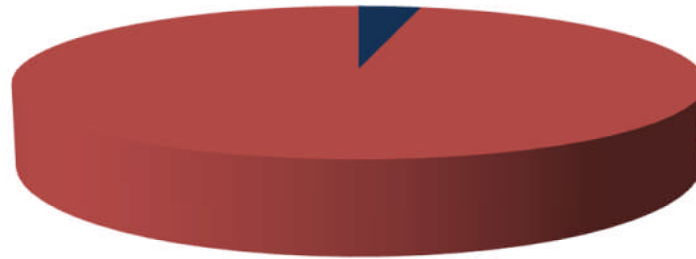
Category	Community & Social Services	Subtotal	Waste Water Management	Road Transport	Water	Electricity	Subtotal	TOTAL
<b>INFRASTRUCTURE</b>								
Roads, Pavements, Bridges & Storm Water	0	0	0	11 779 690	0	0	11 779 690	11 779 690
Water Reservoirs & Reticulation	0	0	0	0	4 676 939	0	4 676 939	4 676 939
Car Parks, Bus Terminals and Taxi Ranks	0	0	0	0	0	0	0	0
Electricity Reticulation	0	0	0	0	0	817 392	817 392	817 392
Sewerage Purification & Reticulation	0	0	3 794 920	0	0	0	3 794 920	3 794 920
Housing	0	0	0	0	0	0	0	0
Street Lighting	0	0	0	0	0	1 466 955	1 466 955	1 466 955
<b>Sub-total Infrastructure</b>	<b>0</b>	<b>0</b>	<b>3 794 920</b>	<b>11 779 690</b>	<b>4 676 939</b>	<b>2 284 347</b>	<b>22 535 896</b>	<b>22 535 896</b>
<b>COMMUNITY</b>								
Community Halls	921 053	921 053	0	0	0	0	0	921 053
<b>Sub-total Community</b>	<b>921 053</b>	<b>921 053</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>921 053</b>
<b>SOURCE OF FINANCE</b>								
Surplus Cash	0	0	0	0	0	817 392	817 392	817 392
Government Grants and Subsidies	921 053	921 053	3 794 920	11 779 690	4 676 939	1 466 955	21 718 504	22 639 557
<b>TOTAL FINANCING</b>	<b>921 053</b>	<b>921 053</b>	<b>3 794 920</b>	<b>11 779 690</b>	<b>4 676 939</b>	<b>2 284 347</b>	<b>22 535 896</b>	<b>23 456 949</b>

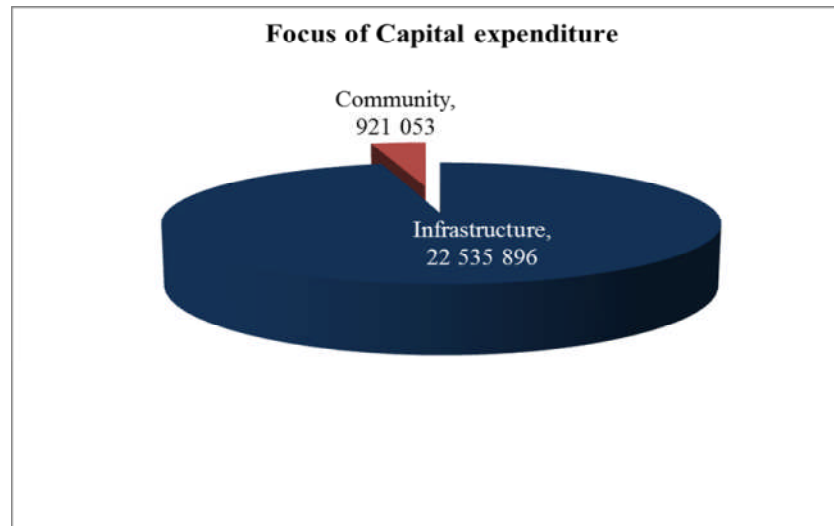




**Funding Sources for Capital expenditure**

Surplus Cash,  
817 392

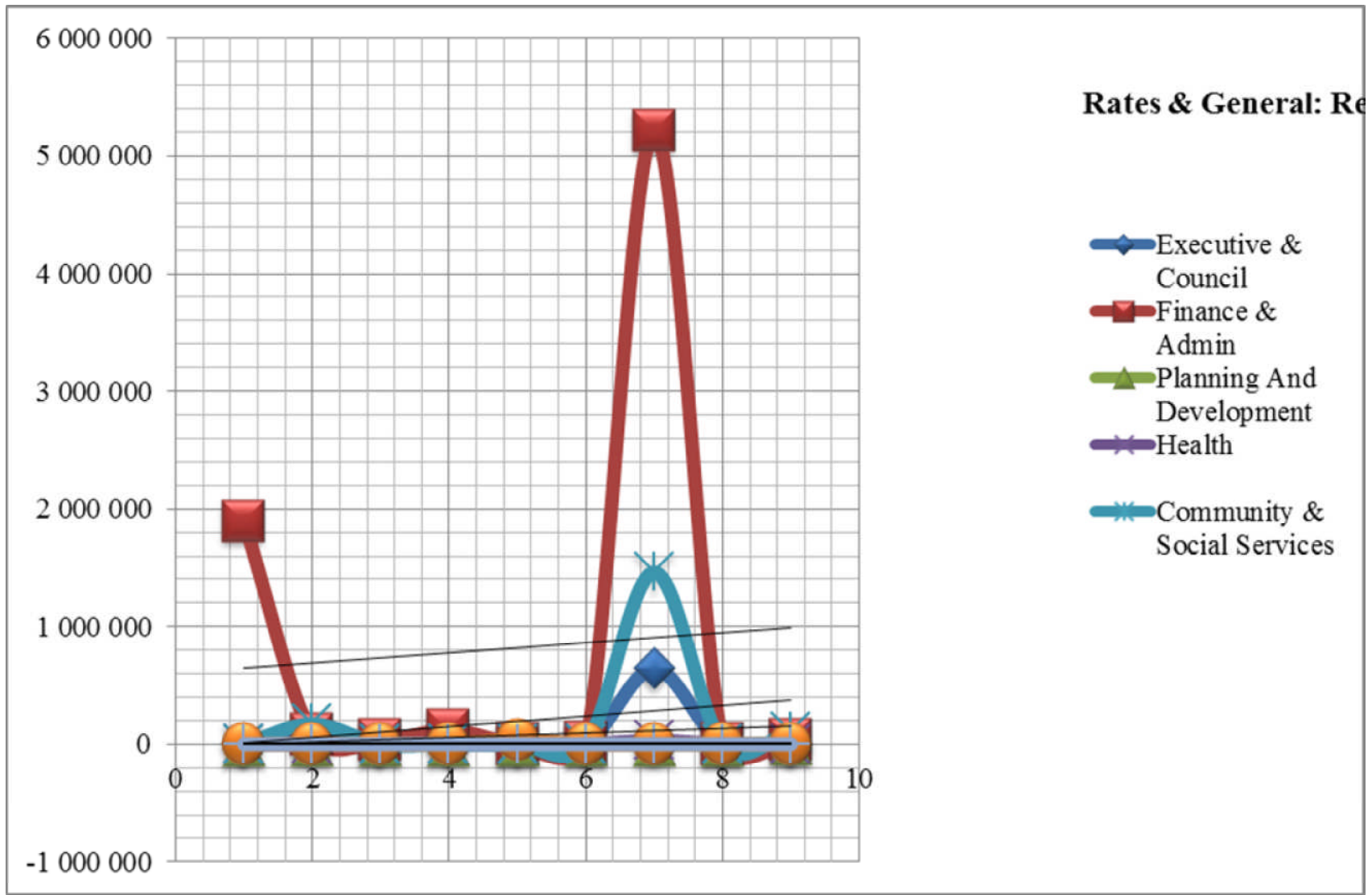


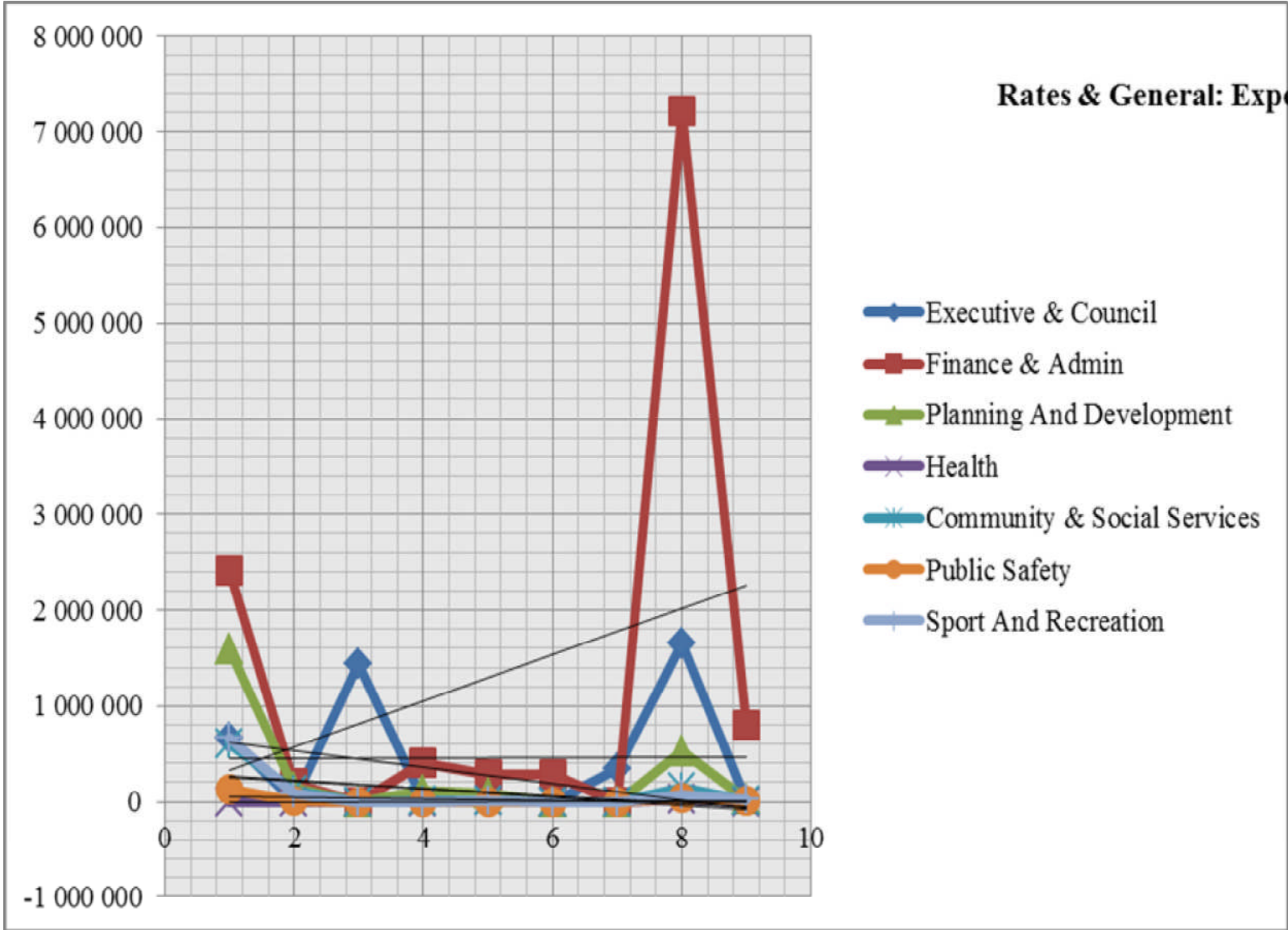


### 3.4 Revenue & Expenditure: Operating

Rates & General								
Operating Revenue	Executive & Council	Finance & Admin	Planning And Development	Health	Community & Social Services	Public Safety	Sport And Recreation	Subtotal
Property Rates	0	1 888 350	0	0	0	0	0	1 888 350
Rent Of Facilities And Equipment	25 404	81 887	0	0	170 403	0	0	277 694
Interest Earned - External Investments	0	28 067	0	0	0	0	0	28 067
Interest Earned - Outstanding Debtors	0	117 203	0	0	0	0	0	117 203
Fines	0	0	0	0	486	37 640	0	38 126
Licenses & Permits	0	6 819	0	0	0	0	0	6 819
Grants & Subsidies Received - Operating	644 200	5 207 935	0	30 994	1 461 032	0	0	7 344 161
Grants & Subsidies Received - Capital	0	0	0	0	0	0	0	0

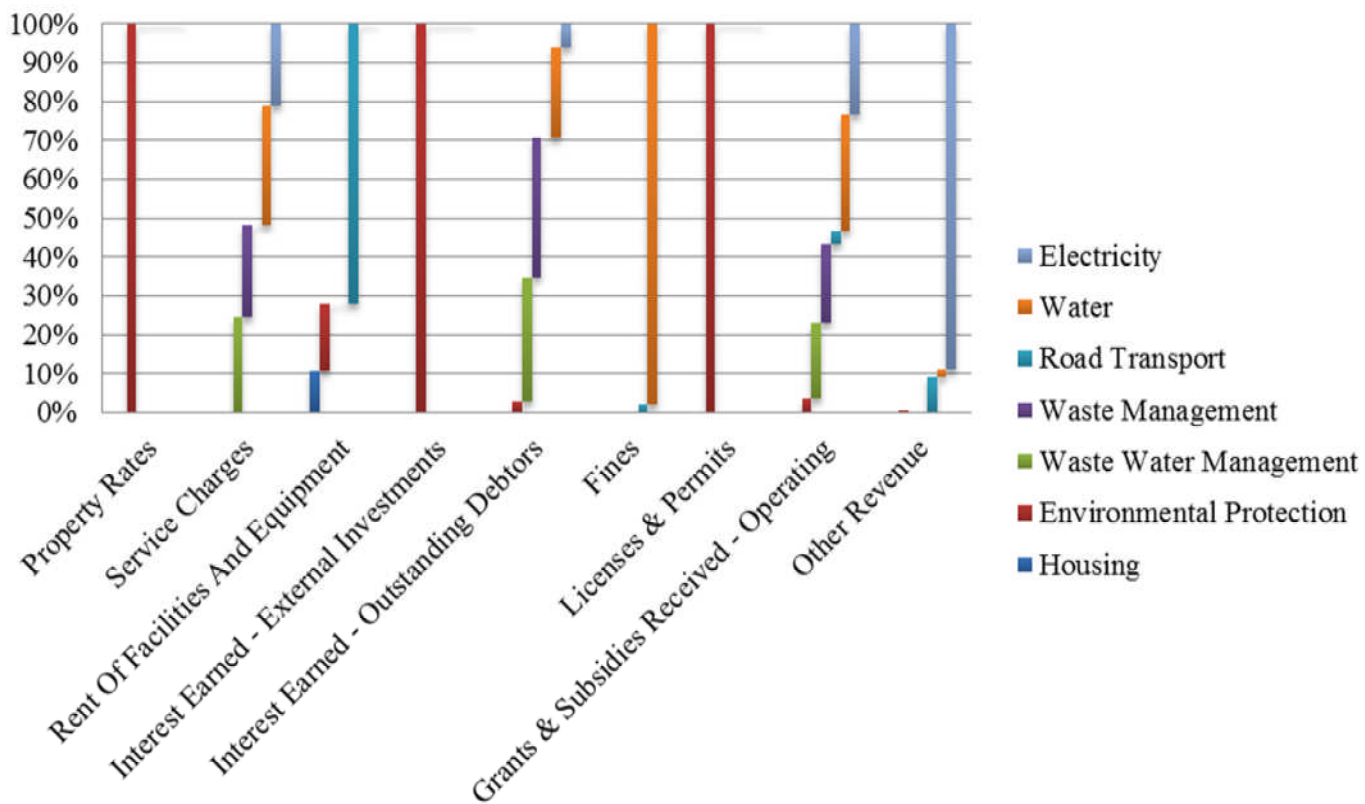
Other Revenue	0	29 589	9 293	0	99 554	0	0	<b>138 436</b>
<b>Total Operating Revenue Generated</b>	<b>669 604</b>	<b>7 359 850</b>	<b>9 293</b>	<b>30 994</b>	<b>1 731 475</b>	<b>37 640</b>	<b>0</b>	<b>9 838 856</b>
Less Revenue Foregone	0	0	0	0	0	0	0	<b>0</b>
<b>Total Direct Operating Revenue</b>	<b>341 130</b>	<b>6 236 463</b>	<b>5 358</b>	<b>13 894</b>	<b>905 829</b>	<b>32 640</b>	<b>0</b>	<b>7 535 314</b>
<b>OPERATING EXPENDITURE</b>	<b>Executive &amp; Council</b>	<b>Finance &amp; Admin</b>	<b>Planning And Development</b>	<b>Health</b>	<b>Community &amp; Social Services</b>	<b>Public Safety</b>	<b>Sport And Recreation</b>	<b>Subtotal</b>
Employee Related Costs - Wages & Salaries	658 915	2 416 035	1 585 386	0	595 207	137 411	660 618	<b>6 053 572</b>
Employee Related Costs - Social Contributions	14 541	191 714	144 179	0	109 975	16 195	91 792	<b>568 396</b>
Remuneration Of Councillors	1 443 597	0	0	0	0	0	0	<b>1 443 597</b>
Repairs And Maintenance - Municipal Assets	29 168	402 573	110 775	0	15 807	0	1 258	<b>559 581</b>
Bulk Purchases	0	282 550	86 729	13 446	4 161	0	5 853	<b>392 739</b>
Contracted Services	0	275 570	0	0	0	0	0	<b>275 570</b>
Grants & Subsidies Paid (F4.2)	345 714	0	0	0	0	0	0	<b>345 714</b>
General Expenses - Other	1 651 725	7 213 723	527 389	31 046	139 573	32 577	64 393	<b>9 660 426</b>
Contributions To/(From) Provisions	10 200	802 669	29 400	0	16 460	2 400	22 200	<b>883 329</b>
<b>Total Direct Operating Expenditure</b>	<b>4 153 860</b>	<b>11 584 834</b>	<b>2 483 858</b>	<b>44 492</b>	<b>881 183</b>	<b>188 583</b>	<b>846 114</b>	<b>20 182 924</b>





<b>Trading</b>								
<b>Operating Revenue</b>	<b>Housing</b>	<b>Environmental Protection</b>	<b>Waste Water Management</b>	<b>Waste Management</b>	<b>Road Transport</b>	<b>Water</b>	<b>Electricity</b>	<b>Total</b>
Property Rates	0	353 387	0	0	0	0	0	<b>353 387</b>
Service Charges	0	0	2 241 770	2 126 908	0	2 788 103	1 931 504	<b>9 088 285</b>
Rent Of Facilities And Equipment	3 986	6 494	0	0	26 937	0	0	<b>37 417</b>
Interest Earned - External Investments	0	3 491	0	0	0	0	0	<b>3 491</b>
Interest Earned - Outstanding Debtors	0	21 348	231 641	262 678	0	169 511	44 755	<b>729 933</b>
Fines	0	0	0	0	120	5 630	0	<b>5 750</b>
Licenses & Permits	0	640	0	0	0	0	0	<b>640</b>
Grants & Subsidies Received - Operating	0	654 335	3 418 700	3 607 294	655 732	5 340 272	4 130 272	<b>17 806 605</b>
Other Revenue	0	333	0	0	11 102	2 399	110 817	<b>124 651</b>
<b>Total Operating Revenue Generated</b>	<b>3 986</b>	<b>1 040 028</b>	<b>5 892 111</b>	<b>5 996 880</b>	<b>693 891</b>	<b>8 305 915</b>	<b>6 217 348</b>	<b>28 150 159</b>
Less Revenue Foregone	0	0	0	0	0	623 536	0	623 536
<b>Total Direct Operating Revenue</b>	<b>3 986</b>	<b>1 040 028</b>	<b>5 892 111</b>	<b>5 996 880</b>	<b>693 891</b>	<b>7 682 379</b>	<b>6 217 348</b>	<b>27 526 623</b>
<b>OPERATING EXPENDITURE</b>	<b>Housing</b>	<b>Environmental Protection</b>	<b>Waste Water Management</b>	<b>Waste Management</b>	<b>Road Transport</b>	<b>Water</b>	<b>Electricity</b>	<b>Total</b>
Employee Related Costs - Wages & Salaries	0	0	1 715 249	1 522 826	0	1 001 081	0	<b>4 239 156</b>
Employee Related Costs - Social Contributions	0	0	225 249	175 632	0	102 241	0	<b>503 122</b>
Repairs And Maintenance - Municipal Assets	0	0	125 503	99 612	624 211	631 821	840 170	<b>2 321 317</b>
Bulk Purchases	0	0	94 798	0	0	78 727	4 575 724	<b>4 749 249</b>
Grants & Subsidies Paid (F4.2)	0	0	212 760	156 800	0	0	0	<b>369 560</b>
General Expenses - Other	0	0	152 184	204 647	0	400 931	529 938	<b>1 287 700</b>
Contributions To/(From) Provisions	0	0	1 043 400	1 140 800	0	1 020 000	250 200	<b>3 454 400</b>
<b>Total Direct Operating Expenditure</b>	<b>0</b>	<b>0</b>	<b>3 569 143</b>	<b>3 300 317</b>	<b>624 211</b>	<b>3 234 801</b>	<b>6 196 032</b>	<b>16 924 504</b>

## Trading Services: Revenue



## Trading Services: Expenditure

