

Annexure A

2014/15

SERVICE DELIVERY

AND

BUDGET IMPLEMENTATION

PLAN



umasipala
local municipality
plaaslike munisipaliteit

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Introduction

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve service delivery targets, as well as spending the capital budget within the given time frames.

1. Legal Reference

Section 53 of the Municipal Finance Management Act (Act 56 of 2003) MFMA determines that the municipality's SDBIP plan must be approved by the Executive Mayor within 28 days after the approval of the annual budget.

Section 53 determines further that the annual performance agreements of the Municipal Manager and directors as required in section 57 of the Municipal Systems Act (Act 32 of 2000) must be linked to the SDBIP.

Section 69 of the MFMA determines that the draft SDBIP and performance agreements must be submitted to the Executive Mayor within 14 days after the approval of an annual budget.

2. Strategic outcomes, risks and projects in the IDP (Core of the Municipality's Strategy for the next 5 yrs)

Development priority	Objective	Strategy	Project
Building the institution & employee capacity	A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service	Improve revenue collection	Increase municipal income
		Improve financial systems & controls	<ul style="list-style-type: none"> - Effective asset register: GRAP compliant - Comply to all National Treasury regulations
Working towards the creation of a stable capacitated personnel-corps geared to increased service delivery and good performance in services delivered		Expenditure under control	<ul style="list-style-type: none"> - Ensure effective spending of municipal funds - Execute SCM policy
		Improve customer care	Ensure effective customer care in all areas
		Effective organizational structure with trained & skilled personnel	<ul style="list-style-type: none"> (i) Execute Work Skills Plan (ii) Employment equity plan
		<ul style="list-style-type: none"> (i) HR compliant administrative system (ii) HR Strategy Plan (iii) Sound corporate administration (iv) Performance Management 	<ul style="list-style-type: none"> (i) Job descriptions for all personnel (ii) Execute HR Strategy Plan (iii) Execute all council related responsibilities (iv) Performance evaluations on all levels

Development priority	Objective	Strategy	Project
	Well established communication channels	(i) Improve internal & external communication	(i) Execute Communication Action Plan - Newsletters - Ward Committees - CBP Meetings - Website - Internal personnel meetings
Enhance Community Services	Youth of Baviaans are actively integrated into & contribute to community development	(i) Promote self development	(i) Establish Baviaans Youth Centres in all areas to provide training
Local Economic Development	A pleasure tourist experience	(i) Promote local tourism (ii) Enhance Local Economic Development	(i) Execute tourism action plan (ii) Execute LED Action Plan
Provision of Basic Infrastructure	Supply basic infrastructure to all inhabitants of Baviaans	(i) Water (ii) Electricity (iii) Sanitation (iv) Municipal Assets (v) Streets & Storm water (vi) Refuse removal & dumping sites	(i) Identify needs and allocate MIG funding (ii) Secure funds for maintenance of infrastructure (iii) Determine backlogs and apply for funding

ANNEXURE 1

ANNEXURE 1: MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE

EC107 Baviaans - Supporting Table SA25 Budgeted monthly revenue and expenditure

R thousand	Description	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework				
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17		
	Revenue By Source		365	365	365	365	365	365	365	365	365	365	365	365	365	365	4 377	4 814	5 296
	Property rates		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Property rates - penalties & collection charges		944	944	884	904	874	874	904	904	904	904	904	904	954	1 014	11 091	12 200	13 420
	Service charges - electricity revenue		324	324	324	324	324	324	324	324	324	324	324	324	324	324	3 884	4 272	4 699
	Service charges - water revenue		188	188	188	188	188	188	188	188	188	188	188	188	188	188	2 257	2 482	2 731
	Service charges - sanitation revenue		231	231	231	231	231	231	231	231	231	231	231	231	231	231	2 768	3 045	3 350
	Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - other		4	4	4	4	4	4	4	4	4	4	4	4	4	4	43	47	52
	Rental of facilities and equipment		7	7	7	7	7	7	7	7	7	7	7	7	7	7	88	97	106
	Interest earned - external investments		31	31	31	31	31	31	31	31	31	31	31	31	31	31	373	410	451
	Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Dividends received		1	1	1	1	1	1	1	1	1	1	1	1	1	1	10	11	12
	Fines		54	54	54	54	54	54	54	54	54	54	54	54	54	54	644	708	779
	Licences and permits		65	65	65	65	65	65	65	65	65	65	65	65	65	65	782	829	879
	Agency services		7 825	2 784	300	-	7 455	-	-	-	-	-	-	-	-	-	25 819	27 223	28 093
	Transfers recognised - operational		26	26	26	26	26	26	26	26	26	26	26	26	26	26	310	337	367
	Other revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Revenue (excluding capital transfers and contribution)		10 064	5 023	2 479	2 199	9 624	2 199	2 199	2 199	2 209	2 189	2 189	2 189	2 249	2 249	52 444	56 475	60 234
	Expenditure By Type																		
	Employee related costs		1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	22 200	23 620	25 131
	Remuneration of councillors		146	146	146	146	146	146	146	146	146	146	146	146	146	146	1 755	1 859	1 961
	Debt impairment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Depreciation & asset impairment		1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	15 600	15 600	15 600
	Finance charges		94	94	94	94	94	94	94	94	94	94	94	94	94	94	1 129	1 196	1 261
	Bulk purchases		1 048	1 053	972	1 338	659	626	626	626	691	659	659	659	670	846	10 153	10 752	11 344
	Other materials		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Contracted services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Transfers and grants		440	440	440	440	440	440	440	440	440	440	440	440	440	440	5 285	5 813	6 395
	Other expenditure		1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	15 573	14 796	15 576
	Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Expenditure		6 176	6 182	6 101	6 467	5 787	5 755	5 755	5 820	5 820	5 787	5 787	5 787	5 975	6 094	71 695	73 636	77 267
	Surplus/(Deficit)		3 888	(1 159)	(3 622)	(4 268)	3 836	(3 556)	(3 556)	(3 611)	(3 611)	(3 599)	(3 599)	(3 549)	(3 726)	(3 785)	(19 251)	(17 161)	(17 033)
	Transfers recognised - capital		8 716	2 450	2 450	2 450	5 885	2 450	2 450	2 450	2 450	2 450	2 450	2 450	2 450	2 450	42 540	37 273	13 643
	Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit) after capital transfers & contributions		12 604	1 292	(1 171)	(1 817)	9 722	(1 105)	(1 105)	(1 161)	(1 161)	(1 148)	(1 148)	(1 099)	(1 275)	(1 335)	23 289	20 111	(3 390)
	Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	1	12 604	1 292	(1 171)	(1 817)	9 722	(1 106)	(1 106)	(1 161)	(1 161)	(1 148)	(1 148)	(1 099)	(1 275)	(1 335)	23 289	20 111	(3 390)

ANNEXURE 2

ANNEXURE 3A

ANNEXURE 3A: PERFORMANCE INDICATORS AND BENCHMARKS (OPERATING BUDGET)

EC107 Baviaans - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	Current Year 2013/14				2014/15 Medium Term Revenue &					
		2010/11	2011/12	2012/13	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Borrowing Management</u>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2,3%	1,9%	1,4%	1,6%	3,2%	3,2%	3,2%	3,3%	3,2%	3,2%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	5,0%	6,3%	4,2%	3,2%	9,2%	9,2%	9,2%	8,2%	7,7%	7,7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	0,4	0,1	0,1	1,1	0,2	0,2	0,2	0,5	0,8	0,8
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0,4	0,1	0,1	1,1	0,2	0,2	0,2	0,5	0,8	0,8
Liquidity Ratio	Monetary Assets/Current Liabilities	0,0	0,0	0,0	0,2	-	-	-	0,1	0,3	0,4
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		215,1%	97,7%	87,2%	94,3%	94,0%	94,0%	94,0%	98,2%	94,5%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		215,1%	97,7%	87,2%	94,3%	94,0%	94,0%	94,0%	98,2%	94,5%	101,1%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	17,7%	2,8%	4,3%	14,6%	9,9%	9,9%	9,9%	10,6%	8,6%	8,6%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA' s 65(e))								100,0%	100,0%	100,0%
Creditors to Cash and Investments		-3113,1%	12982,7%	4812,5%	379,2%	-254,2%	-254,2%	-254,2%	941,1%	297,8%	178,1%
<u>Other Indicators</u>											
Total Volume Losses (kW)				1118666,5	920000	920000	920000	920000	910000	910000	910000

ANNEXURE 3B

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept
							Sep-14	Dec-14	15-Mar	Jun-15	
							Target: Actual: Reason:	Target: Actual: Reason:	Target: Actual: Reason:	Target: Actual: Reason:	
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT											
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Municipal Assets	Upgrade municipal assets	Upgrading of Sports ground facilities; Willowmore, Steytlerville & Rietbron by 30 June 2015	100% of grant funding spend	Ward 1,2,4	S10500131	R2 484 700 MIG	Target: 5% Actual: Reason: Remedial Action:	Target: 25% Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	Service Delivery & Infrastructure: B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Housing	Provide houses for needy people in Baviaans	Built 85 houses in the Down area by 30 June 2015	85 houses	Ward 3	S10820051	R 9 800 000 Dept of Human Settlement	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 10 Actual: Reason: Remedial Action:	Target: 75 Actual: Reason: Remedial Action:	Service Delivery & Infrastructure: B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Streets & Storm Water	Improve conditions of internal streets and roads in Willowmore & Steytlerville	Quality streets and storm water drainage in Willowmore & Steytlerville : upgraded by 30 June 2015.	1 km of road completed	Wards 1,2,3,4	WM: S10500081 SV: S10500071	WM: R2 432 650 SV: R2 432 650 MIG	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 1 km Actual: Reason: Remedial Action:	Service Delivery & Infrastructure: B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Refuse removal and management of dumping sites	Legal compliance of all dumping sites	Upgrade Steytlerville landfill site by 30 June 2015	100% of grant funding spend	Ward 2	S00480021	R150 000 MIG	Target: 0% Actual: Reason: Remedial Action:	Target: 10% Actual: Reason: Remedial Action:	Target: 55% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	Service Delivery & Infrastructure: B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Sanitation	Provide sanitation of an acceptable standard to all communities	Upgrade sewerage network in Minanza Square, Rietbron by 30 June 2015	100% of grant funding spend	Ward 4	S00780171	R1 110 000 MIG	Target: 0 Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 75% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	Service Delivery & Infrastructure: B Arends

OPERATIONAL PROJECTS

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept
							Sep-14	Dec-14	15-Mar	Jun-15	
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT											
Supply sustainable basic infrastructure to all inhabitants of Baviaans: Municipal Assets	Encourage efficient usage of municipal assets	Demolish of building at the swimming pool in Willowmore by 30 June 2015	1 demolished building	Ward 1	10022312	R10 000 BM	Target: 0 Actual: Reason: Remedial Action:	Target: 1 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Service Delivery & Infrastructure: B Arends
Repair & Maintenance	Maintain & Repair all assets of Baviaans Municipality	Effective vehicle management system by 30 June 2015	Well maintained vehicles		10050339	R350 460 BM	Target: Quarterly reports to council on maintenance done Actual: Reason: Remedial Action:	Target: Quarterly reports to council on maintenance done Actual: Reason: Remedial Action:	Target: Quarterly reports to council on maintenance done Actual: Reason: Remedial Action:	Target: Quarterly reports to council on maintenance done Actual: Reason: Remedial Action:	Service Delivery & Infrastructure: B Arends
		Community Hall for Lovemore in Willowmore by 30 June 2015	Move 1 pre-fab house from Down area to Lovemore area	Ward 3	10022312	R15 000 BM	Target: 0 Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Service Delivery & Infrastructure: B Arends

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept	
							Sep-14	Dec-14	15-Mar	Jun-15		
DEVELOPMENT PRIORITY 2: FINANCIAL VIABILITY												
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve financial systems and controls	Ensure effective Grap compliant asset register implemented by 30 June 2015	A complete and up to date GRAP compliant asset register	-	-	No Budget	Target: Asset register reconcile to General Ledger Actual: Reason: Remedial Action:	Target: Asset register reconcile to General Ledger Actual: Reason: Remedial Action:	Target: Asset register reconcile to General Ledger Actual: Reason: Remedial Action:	Target: Asset register reconcile to General Ledger Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel	
		Adhere to requirements of reporting to National Treasury with timeframes by 30 June 2015	All reporting in terms of NT requirements are done within the required timeframes			No Budget	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required submitted on time Actual: Reason: Remedial Action:	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required and 1 Adj Budget & Source of Funding submitted on time Actual: Reason: Remedial Action:	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required, 1 x draft Budget & Source of Funding and 1 x final Budget & Source of Funding submitted on time Actual: Reason: Remedial Action:	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required, 1 x draft Budget & Source of Funding and 1 x final Budget & Source of Funding submitted on time Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel	
		Implement National treasury Regulations Circular No 68 - fruitless, irregular and wasteful expenditure BY 30 June 2015	Adhere to all procedures in terms of NT circular 68			No Budget	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel	
	Improve Financial info Systems (IT) by 30 June 2015	Improve financial reporting system implemented and functional	All required modules of financial reporting system implemented and functional			MSIG : R934 000	Target: Service level agreement signed and needs analysis done Actual: Reason: Remedial Action:	Target: Implement all identified modules Actual: Reason: Remedial Action:	Target: All modules tested and functional Actual: Reason: Remedial Action:	Target: Project completed Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel	

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept
							Sep-14	Dec-14	15-Mar	Jun-15	
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve revenue collection	Effective execution of indigent policy 14/15	Annual update of indigents for 2014/15 recorded by 31 July 2014 and monthly updates thereafter			No Budget	Target: Approved list of indigents for 2014/15 recorded and implemented by 31 July 2014 and thereafter each month Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel
			100% payment rate by 30 June 2015			No Budget	Target: average payment rate 70% Actual: Reason: Remedial Action:	Target: Average payment rate 85% Actual: Reason: Remedial Action:	Target: Average payment rate 95% Actual: Reason: Remedial Action:	Target: Average payment rate 100% Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel
			Effective control over collection of property rates by 30 June 2015			No Budget	Target: Average payment rate 50% Actual: Reason: Remedial Action:	Target: Average payment rate 65% Actual: Reason: Remedial Action:	Target: Average payment rate 80% Actual: Reason: Remedial Action:	Target: Average payment rate 100% Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel
			Reconciliation of all municipal accounts by 30 June 2015				Target: Quarterly reports to council on reconciliations done Actual: Reason: Remedial Action:	Target: Quarterly reports to council on reconciliations done Actual: Reason: Remedial Action:	Target: Quarterly reports to council on reconciliations done Actual: Reason: Remedial Action:	Target: Quarterly reports to council on reconciliations done Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel
			Write-off of irrecoverable debt by 30 June 2015			No Budget	Target: n/a Actual: Reason: Remedial Action:	Target: Identify all irrecoverable debt and motivate write off to council Actual: Reason: Remedial Action:	Target: All approved write offs recorded on financial system Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones			Responsible Dept
							Sep-14	Dec-14	15-Mar	
DEVELOPMENT PRIORITY 2: FINANCIAL VIABILITY										
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve revenue collection	Increase additional municipal income to 100% by 30 June 2015	Ensure 100% pay over of all state subsidies and grants as gazetted within timeframes			No Budget	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel
	Keep expenditure under control	Ensure effective spending of municipal funds : no overspending	No over spending of the approved Budget & Source of Funding			No Budget	Target: No overspending Actual: Reason: Remedial Action:	Target: No overspending Actual: Reason: Remedial Action:	Target: No overspending Actual: Reason: Remedial Action:	Budget & Source of Funding and treasury office: H Nagel
	Effective implementation of Internship programme in Finance Department by 30 June 2015	Prepare quarterly Supply Chain Management Reports	Total of five interns appointed	Table quarterly reports to council			R600 000 - FMG funds	Target: Quarterly SCM reports to council Actual: Reason: Remedial Action:	Target: Quarterly SCM reports to council Actual: Reason: Remedial Action:	Target: Quarterly SCM reports to council Actual: Reason: Remedial Action:

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept	
							Sep-14	Dec-14	15-Mar	Jun-15		
DEVELOPMENT PRIORITY 3: GOOD GOVERNANCE & PUBLIC PARTICIPATION												
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve cash flow problems	Execute MEC(DLPGTA) task team recommendations to improve cash flow problems by 30 June 2015.	Execution of recommendations made by MEC Task team			No Budget	Target: Quarterly reports to council on execution of recommendations made Actual: Reason: Remedial Action:	Target: Quarterly reports to council on execution of recommendations made Actual: Reason: Remedial Action:	Target: Quarterly reports to council on execution of recommendations made Actual: Reason: Remedial Action:	Target: Quarterly reports to council on execution of recommendations made Actual: Reason: Remedial Action:	Office of the Municipal Manager/CFO: H Nagel	
	Improve status of Audit Report	Improve outcome of AG report: Execute action plan to address previous findings by 31 December 2014	At least unqualified audit report for 14/15			No Budget	Target: All audit findings for 13/14 addressed in terms of audit action plan Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: Unqualified audit report Actual: Reason: Remedial Action:	Office of the Municipal Manager/CFO: H Nagel	
	Oversight (MPAC)	Quarterly MPAC meetings to assist with oversight function	Arrange quarterly MPAC meetings			No Budget	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Corporate Services: M Lotter	
	Audit Committee	Quarterly Audit Committee meetings to assist with oversight function	Arrange quarterly Audit Committee meetings				Target: Table minutes of Audit Committee meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of Audit Committee meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of Audit Committee meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of Audit Committee meeting to council Actual: Reason: Remedial Action:	Corporate Services: Lotter	
Sound corporate administration	Execute council resolutions end of each quarter	Keep register of council resolutions to be executed on a quarterly basis				No Budget	Target: Table report to council - register with execution dates	Target: Table report to council - Updated register with execution dates	Target: Table report to council - Updated register with execution dates	Target: Table report to council - Updated register with execution dates	Corporate Services: M Lotter	

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept
							Dec-14	15-Mar	Jun-15		
							DEVELOPMENT PRIORITY 3: GOOD GOVERNANCE & PUBLIC PARTICIPATION				
Working towards the creation of a stable, capacitated personnel-corps geared to increased service delivery and good performance in service delivery	Improve customer care: control complaints	Ensure effective customer care in all areas by 30 June 2015.	No more than 5% un-addressed complaints on a quarterly basis			No Budget	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Community Services: M E de Beer
							Target: Lobby for funds: DPLGTA Actual: Reason: Remedial Action:	Target: Lobby for funds by DPLGTA Actual: Reason: Remedial Action:	Target: Lobby for funds: DPLGTA Actual: Reason: Remedial Action:	Target: Lobby for funds by DPLGTA Actual: Reason: Remedial Action:	Community Services: M E de Beer
							Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Actual: Report tabled on 27/2/14. POE in file	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	All managers: M E de Beer to compile report.
Local Labour Forum	Effective bi-monthly Local Labour forum	Arrange for bi-monthly local labour forum meetings	No Budget			No Budget	Target: Table Bi-monthly meeting minutes to council. POE in file Reason: Remedial Action:	Target: Table Bi-monthly meeting minutes to council. POE in file Reason: Remedial Action:	Target: Table Bi-monthly meeting minutes to council. POE in file Reason: Remedial Action:	Target: Table Bi-monthly meeting minutes to council. POE in file Reason: Remedial Action:	Corporate Services: M Lotter
							Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	
							Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Reason: Remedial Action:	
All areas of development in the municipal area must be thoroughly planned	Well planned documents for development areas in the municipality	Review SDF by 30 June 2015 to include the DMA area and the Bavianskloof Hartland	Approved SDF document			R335 844 Dept of Rural Development	Target: 0 Reason: Remedial Action:	Target: 0 Reason: Remedial Action:	Target: 0 Reason: Remedial Action:	Target: 1 approved document Reason: Remedial Action:	Infrastructure & Service Delivery: B Arends
							Target: 0 Reason: Remedial Action:	Target: 0 Reason: Remedial Action:	Target: 0 Reason: Remedial Action:	Target: 1 approved document Reason: Remedial Action:	
							Target: 0 Reason: Remedial Action:	Target: 0 Reason: Remedial Action:	Target: 0 Reason: Remedial Action:	Target: 1 approved document Reason: Remedial Action:	

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept
							Sep-14	Dec-14	15-Mar	Jun-15	
DEVELOPMENT PRIORITY 3: GOOD GOVERNANCE & PUBLIC PARTICIPATION											
	Improve internal and external control and communication by 30 June 2015	Execute Communication in Action Plan by end of each quarter	Improve internal communication		1008220	R60 000 MSIG grant	Target: Table Communication Action Plan quarterly to council Actual: Reason: Remedial Action:	Target: Table Communication Action Plan quarterly to council Actual: Reason: Remedial Action:	Target: Table Communication Action Plan quarterly to council Actual: Reason: Remedial Action:	Target: Table Communication Action Plan quarterly to council Actual: Reason: Remedial Action:	Community Services: M E de Beer
	Community participation structures to help identify community needs	Quarterly ward committee meetings	Organise meetings with ward committee members in all four areas	Ward 1,2,3,4	10008220	R60 000 MSIG grant	Target: Table minutes of ward committee meetings quarterly to council Actual: Reason: Remedial Action:	Target: Table minutes of ward committee meetings quarterly to council Actual: Reason: Remedial Action:	Target: Table minutes of ward committee meetings quarterly to council Actual: Reason: Remedial Action:	Target: Table minutes of ward committee meetings quarterly to council Actual: Reason: Remedial Action:	Community Services: M E de Beer
Proud citizens that contribute to the development of their town/s	Better educated communities	Equip libraries with qualified staff, books & other necessities	Audit Library needs and develop business plan before 31/12/14	Ward 1,2,3,4	10038056	BM: R1080 145 (including salaries) DSRAC: R300 000 subsidy R100 000 allocated for books & equipment	Target: Table business plan on library needs to council Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	Community Services: M E de Beer

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept
							Sep-14	Dec-14	15-Mar	Jun-15	
DEVELOPMENT PRIORITY 4: MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION											
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service	Improve control of municipal assets	Ensure that contracts for the use of municipal property are in place by 30 June 2015	Compile file with list of all signed lease agreements			No budget	Target: Quarterly reports to council : summary of property and usage thereof Actual: Reason: Remedial Action:	Target: Quarterly reports to council : summary of property and usage thereof Actual: Reason: Remedial Action:	Target: Quarterly reports to council : summary of property and usage thereof Actual: Reason: Remedial Action:	Target: Quarterly reports to council : summary of property and usage thereof Actual: Reason: Remedial Action:	Corporate Services: M Lotter
Working towards the creation of a stable capacitated personnel corps geared to increase service delivery and good performance in service delivery	An effective customised organisational structure with trained and skilled personnel	Number of personnel benefitting from municipal training programmes (Work Skills Plan) by 30 June 2015	Train at least 30 personnel members for 14/15 to benefit from Work Skills Plan		10006050	R30 000 BM	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Corporate Services: M Lotter
		Execute Employment Equity Plan by end of each quarter	Review & execute employment equity plan			No budget	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Corporate Services: M Lotter
	Compliant HR administrative system	Employment files to adhere to legal requirements by 30 June 2015	Contents of all personnel files (including job descriptions) adhere to required compliance			No budget	Target: Ensure compliance to regulations - personnel files. Actual: Reason: Remedial Action:	Target: Ensure compliance to regulations - personnel files. Actual: Reason: Remedial Action:	Target: Ensure compliance to regulations - personnel files. Actual: Reason: Remedial Action:	Target: Ensure compliance to regulations - personnel files. Actual: Reason: Remedial Action:	Corporate Services: M Lotter

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept	
							Sep-14	Dec-14	15-Mar	Jun-15		
DEVELOPMENT PRIORITY 4: MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION												
Working towards the creation of a stable capacitated personnel corps geared to increase service delivery and good performance in service delivery	Compliant HR administrative system	Cost effective & disciplined staff by 30 June 2015	Record keeping of all disciplinary hearings			No budget	Target: Quarterly report on disciplinary actions taken to council Actual: Reason: Remedial Action:	Target: Quarterly report on disciplinary actions taken to council Actual: Reason: Remedial Action:	Target: Quarterly report on disciplinary actions taken to council Actual: Reason: Remedial Action:	Target: Quarterly report on disciplinary actions taken to council Actual: Reason: Remedial Action:	Corporate Services: Lotter	M

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept	
							Sep-14	Dec-14	15-Mar	Jun-15		
DEVELOPMENT PRIORITY 5: LOCAL ECONOMIC DEVELOPMENT												
The youth of Baviaans are actively integrated and contribute to community development	Promote self development	Number of individuals benefitting from computer training by 30 June 2015	Train at least 60 x students to benefit from basic computer training by 30 June 2015	Ward 1,2,3,4	10012116	R25 000 BM	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Community Services: M E de Beer	
SMME's are provided with mandated municipal support that facilitates their growth and success	Promote opportunity for local job creation (SMME development)	Business plan for development of Steyterville crafters by 30 June 2015	Implement business plan	Ward 2	10011046	R250 000 CDM	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Community Services: M E de Beer	
A pleasurable tourist experience	Promote local tourism	Execution of Tourism Plan & yearly review of action plan by 30 June 2015	Quarterly monitoring by council on implementation of Tourism Action Plan.	Ward 1,2,3,4	Website: 10011040; W/Shops: 10011038; Road signs 10011039; Sundry: 10011037; Marketing: 10011041; Product Dev: 10011044	R140 000 BM	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Community Services: M E de Beer	
Enhance LED in Baviaans	Promote local economic development	Execution of LED Plan & yearly review of action plan by 30 June 2015	Quarterly monitoring by council on implementation of LED Action Plan by 30 June 2015.	Ward 1,2,3,4	10013059	R25000 BM	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Community Services: M E de Beer	

Objective	Strategy	Key perf. Indicator	Annual target	Ward No	Vote No	Budget & Source of Funding	Performance Milestones				Responsible Dept
							Sep-14	Dec-14	15-Mar	Jun-15	
Address high unemployment rate	Job creation / Poverty alleviation	LOCAL ECONOMIC DEVELOPMENT EPWP labour intensive programme to address high unemployment rate by 30 June 2015	Effective implementation of EPWP labour incentive conditional grant by 30/9/14	Ward 1,2,3,4	10050301	R1 390 000 DPW	Target: Quarterly reports to council - number of people employed	Target: Quarterly reports to council	Target: Quarterly reports to council	Target: Quarterly reports to council	Infrastructure & Service Delivery: B Arends
							Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	
							Remedial Action:	Remedial Action:	Remedial Action:	Remedial Action:	
		Sakha Sizwe labour programme to address high unemployment rate by 30 June 2015	Implement programme & lobby to increase number of people in the Sakha Sizwe programme	Ward 1,2,3,4		DPW	Target: Quarterly reports to council : Number of people employed	Target: Quarterly reports to council	Target: Quarterly reports to council	Target: Quarterly reports to council	Infrastructure & Service Delivery: B Arends
							Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	
							Remedial Action:	Remedial Action:	Remedial Action:	Remedial Action:	
		To be a co-partner in the Rural Development Plan for Rietbon by 30 June 2015	Yearly report to council on progress made	Ward 4		No budget	Target: 0	Target: 0	Target: 0	Target: Report to council	Community Services: M E de Beer
							Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	Actual: Reason: Remedial Action:	
							Remedial Action:	Remedial Action:	Remedial Action:	Remedial Action:	