

TSWELOPELE LOCAL MUNICIPALITY

FS 183

CIVIC CENTRE, BOSMAN STREET

BULTFONTEIN, 9670

051 853 1111

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Draft Service Delivery Budget Implementation Plan

2014-15



TSWELOPELE

LOCAL MUNICIPALITY
A MUNICIPALITY IN PROGRESS

Posbus 3
BULTFONTEIN
9670

Tel: 051 - 853 1111
Fax: 051 - 853 1332
E-mail: logov@tswelopele.org

To: Mayor: Tswelopele Local Municipality
Cllr. Mathibe

From: Municipal Manager
Mr. TL. Mkhwane

Re: Submission of the 2014/15 Service Deliver Budget
Implementation Plan

The Honourable Mayor;

In terms of the Municipal Finance Management, the Accounting Officer must submit a service delivery and budget implementation plan to the Mayor within 14 days after the approval of the annual budget. The Municipal Council of Tswelopele Local Municipality approved the draft annual budget for the 2014/15 financial year on the 31 March 2014.

Therefore, I hereby submit the draft service delivery and budget implementation plan for the 2014/15 financial year.

Kind regards,

Mr. TL. Mkhwane
Municipal Manager

Date



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Approval of the Service Delivery and Budget Implementation Plan for the 2014/15 financial year

I, Councillor Matso Mathibe, in my capacity as the Mayor of Tswelopele Local Municipality, hereby approve the draft Service Delivery and Budget Implementation Plan for the 2014/15 financial year in terms of section 53 (1) (c)(ii) of the Municipal Finance Management Act.

Kind regards,

Cllr. M. Mathibe

Mayor: Tswelopele Local Municipality

Date

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1 Introduction

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) of Tswelopele Local Municipality for the 2014/15 financial year. The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is a requirement of the Municipal Finance Management Act. In terms of the Municipal Finance Management Act (MFMA) No. 56 of 2003, the service delivery and budget implementation plan is defined as a detailed plan approved by the Mayor of the municipality for implementing the municipality's delivery of municipal services and its annual budget and which must include (as part of the top-layer) the following:

- a) projections for each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
- b) service delivery targets and performance indicators for each quarter”.
- c) any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c).

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections. Every quarter the Mayor must report to Council on the progress of the budget. The SDBIP 2014/15 will not only ensure appropriate monitoring in the execution of the municipality's budget and processes involved in the allocations of budgets to achieve key strategic priorities as set out in the Integrated Development Plan (IDP), but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for the overall annual and quarterly organization performance for the 2014/15 financial year. The SDBIP also assists the executive, council and the community in their respective oversight responsibilities since it serves as an implementation and monitoring tool.

2 Service Delivery and Budget Implementation Plan

National Treasury, in MFMA Circular 13, outlined the concept of the SDBIP. It is seen as a contract between the Administration, Council and Community expressing the goals and objectives set by the Council as quantifiable outcomes that can be implemented by the Administration over the next twelve months. It is a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager,

Senior Managers and Community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of Senior Managers.

The MFMA requires that the performance agreements of Senior Managers be linked to the measurable performance objectives in the SDBIP. As a vital monitoring tool, the SDBIP should help / enable the Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP is considered as a layered plan. Whilst only the top layer is made public, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.

The SDBIP consists of the five main components which are:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

Each of these components will be discussed in detailed in the latter part of the document. The MFMA requires that municipalities develop a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy. In terms of Section 53 (1)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

2.1 Monthly Projections of revenue to be collected for each source

The failure to collect its revenue as budgeted will severely impact on the municipality's ability to provide services to the community. The municipality therefore has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the municipality to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

2.2 Monthly projections of expenditure and revenue for each vote

The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actuals.

2.3 Quarterly projections of service delivery targets and performance indicators for each vote

This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services.

2.4 Ward information for expenditure and service delivery

Under this component, the capital budget of the municipality will be depicted showing all wards where capital projects will be undertaken. The municipality depends heavily on grant funding for capital expenditure purposes, as such not all wards are covered (i.e. not in all wards there will be capital projects being undertaken).

2.5 Detailed capital budget over three years

Information detailing infrastructural projects containing project description and anticipated capital costs over the three year period. A summary of capital projects per the IDP plan is available on Council's website. The procurement process is an important component to ensure effective and timely infrastructure / capital service delivery.

3 SDBIP cycle

The SDBIP process comprises the following stages, which forms part of a cycle of the entire municipal planning:

3.1 Planning

During this phase the SDBIP process Plan is developed, to be tabled with the IDP Process Plan. SDBIP related processes e.g. workshop schedules, distribution of circulars and training workshops, are also reviewed during this phase.

3.2 Strategising

During this phase the IDP is reviewed and subsequent SDBIP programmes and projects for the next 5 years based on local, provincial and national issues, previous year's performance and current economic and demographic trends etc.

3.3 Tabling

The SDBIP is tabled with the draft IDP and budget before Council. Consultation with the community and stakeholders of the IDP on the SDBIP is done through budget hearings and formal local, provincial and national inputs or responses are also considered in developing the final document.

3.4 Adoption / Approval

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7: Responsibilities of Mayors and Chapter 8: Responsibilities of municipal officials. Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in terms of the Municipal Systems Act.

Chapter 7 of the MFMA requires the Mayor to “take all reasonable steps” to ensure that the SDBIP is approved by the Mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that. It is clear in terms of the MFMA that the responsibility for approval of the SDBIP is vested with the Mayor and not Council. National Treasury’ MFMA Circular 55 requires that municipalities should submit and table a draft SDBIP together with the draft Budget and IDP.

3.5 Publishing

The adopted SDBIP is made public and is published on Council’s website. In addition to the publication of the SDBIP, performance agreements of the Municipal Manager and Managers appointed in terms of section 56 of the Municipal Systems Act (as amended) will also be made public. Actual performance will also be made public through MFMA section 71 & 72 reports.

3.6 Implementation and monitoring

Section 54 of the MFMA sets out the responsibilities of the Mayor with regard to budgetary control and the early identification of financial problems. When a budget monitoring report is received under section 71 and/or 72 of the MFMA, the Mayor must check whether the budget is being implemented in accordance with the SDBIP. If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of Council following an adjustments budget. The Mayor must issue instructions to the Accounting Officer to ensure that the budget is implemented in terms of the SDBIP. The revised SDBIP must be promptly made available to the public.

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections. As detailed earlier, the Mayor must consider these reports under section 54 of the MFMA and then make a decision as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Budget & Treasury Office.

If the actual performance on any indicator varies from the planned performance the Municipal Manager can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future. The Municipal Manager will then review the report and decide whether the SDBIP should be amended and advise the Mayor accordingly.

4 Key Performance Areas (KPA's)

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) informed the strategic objectives as listed in the Integrated Development Plan.

1. Municipal transformation and institutional development
2. Service delivery and infrastructure development
3. Municipal financial viability and management
4. Good governance and public participation
5. Local economic development

Therefore, the above key performance areas have been considered during the compilation of the SDBIP, to ensure that each IDP priority / objective addresses these key performance areas. Furthermore, these key performance areas have been included in the IDP.

The Local Government Municipal Systems Act 32 of 2000, and Local Government Municipal Planning and Performance Regulations, requires Local Government to:

1. Develop performance management system;
2. Set targets, monitor and review performance based on indicators linked to the IDP ;
3. Publish an annual report on performance management for the Councillors, staff, the public and other spheres of government;
4. Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for Local Government;
5. Conduct an internal audit on performance before tabling the report;

6. Have the annual performance report audited by the Auditor-General; and
7. Involve the community in setting indicators and targets and reviewing municipal performance.

5 Monitoring of the implementation of the SDBIP

Progress against the objectives/targets set out in the SDBIP will be reported on a monthly, quarterly, mid-year and annual basis as set out in the MFMA. A series of reporting requirements are outlined in the MFMA as follows:

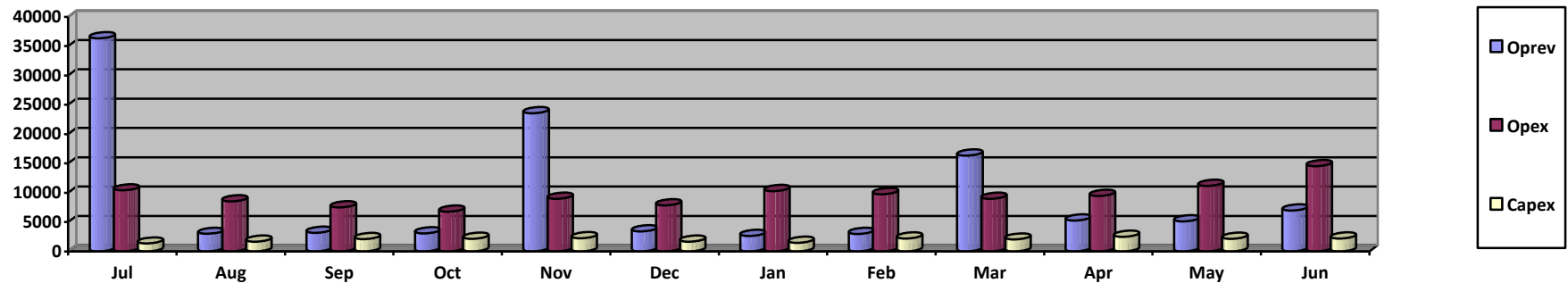
1. Monthly budget statements (Section 71)
2. Quarterly reports (Section 52)
3. Mid-year budget and performance assessment (Section 72)
4. Annual report (Section 121)

6 Budget summary

The table below shows the expected revenue of the municipality over the twelve months of the 2014/15 financial year; as well as the operating expenditure for the twelve months. The operating surplus (deficit) is calculated over the financial year. The table further shows the anticipated capital expenditure of the financial year.

Details	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Operating revenue	36 355	3 001	3 156	3 073	23 543	3 429	2 637	2 995	16 348	5 267	5 107	6 981	111 892
Operating expenditure	10 413	8 527	7 522	6 801	8 968	7 875	10 302	9 754	8 959	9 451	11 185	14 540	114 297
Surplus (deficit)	25 942	-5 526	-4 366	-3 728	14 575	-4 446	-7 665	-6 759	7 389	-4 184	-6 078	-7 559	-2 405
Capital expenditure	1 347	1 662	2 110	2 133	2 248	1 647	1 462	2 213	2 032	2 473	2 168	2 208	23 703

Below is the graphical presentation of the operating revenue; operating expenditure and capital expenditure of the financial year.



The graph above shows more income during July; November and March. This is the period when grants from national departments are being transferred to the municipality. The expenditure patterns are more or less constant other than during June where a series of payments will be made with the view of reducing creditors by year-end.

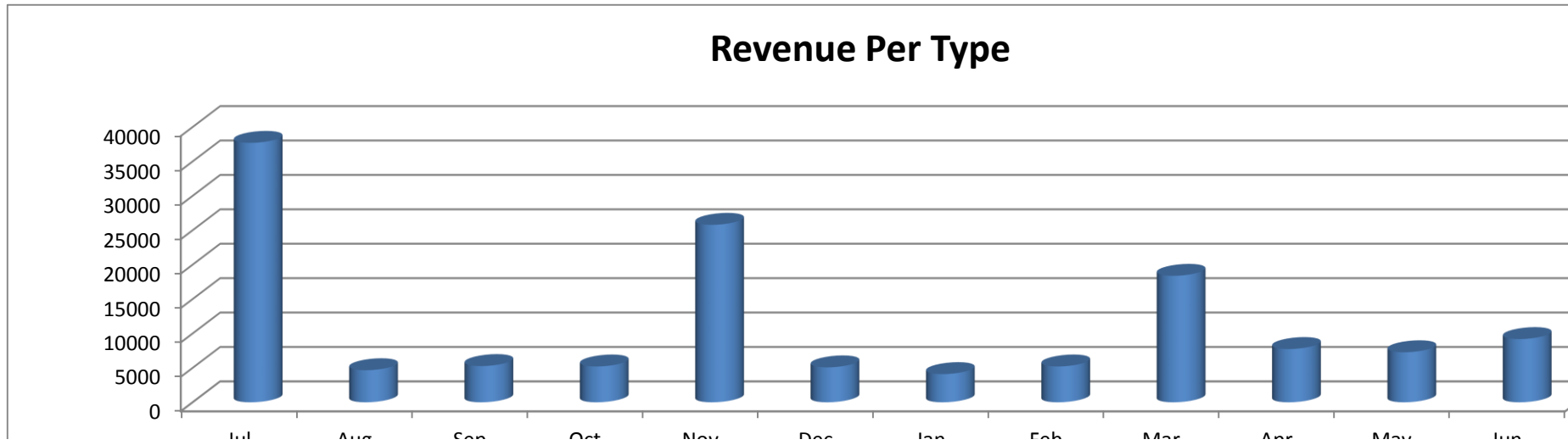
7 Operating revenue projections

The following table shows how the Municipality's revenue is expected to accrue over the financial year as well as the expected monthly expenditure. The estimates are based on previous performance and assumption that no major internal / external factors can actually change the figures drastically. The expected revenue of R111 896 000 is after taking into account all revenue sources.

FS 183 Tswelopele - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	1										
Revenue By Source											
Property rates	2	5 068	6 571	7 478	3 485	3 485	3 485	3 485	4 358	4 794	5 273
Property rates - penalties & collection charges				1	600	600	600	600	600	600	600
Service charges - electricity revenue	2	13 088	15 760	19 646	21 703	21 703	21 703	21 703	23 977	26 375	29 012
Service charges - water revenue	2	4 981	5 112	4 915	5 312	5 312	5 312	5 312	5 619	6 181	6 799
Service charges - sanitation revenue	2	4 443	4 441	4 926	4 893	4 893	4 893	4 893	5 480	6 028	6 631
Service charges - refuse revenue	2	2 385	2 442	2 715	2 763	2 763	2 763	2 763	3 095	3 405	3 745
Service charges - other											
Rental of facilities and equipment		440	390	883	625	316	316	316	688	694	111
Interest earned - external investments		738	816	419	420	730	730	730	760	811	862
Interest earned - outstanding debtors		341	265	104	—	—	—	—	—	—	—
Dividends received		—	69	259	100	100	100	100	100	100	100
Fines		133	96	259	195	90	90	90	375	386	419
Licences and permits		8	1	1	—	—	—	—	0	0	0
Agency services				195	—	—	—	—	—	—	—
Transfers recognised - operational		50 753	58 193	65 740	65 449	65 449	65 449	65 449	66 028	65 384	62 029
Other revenue	2	2 151	1 522	1 065	1 546	1 406	1 406	1 406	813	1 300	1 600
Gains on disposal of PPE				159	200	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)		84 528	95 679	108 765	107 291	106 847	106 847	106 847	111 893	116 057	117 181
Expenditure By Type											
Employee related costs	2	31 250	32 664	38 525	43 516	40 128	40 128	40 128	45 881	47 257	48 164
Remuneration of councillors		3 723	3 670	—	4 859	4 859	4 859	4 859	4 794	5 101	5 427
Debt impairment	3	7 359	6 260	—	2 501	2 501	2 501	2 501	2 501	2 571	2 648
Depreciation & asset impairment	2	22 820	19 753	19 331	—	—	—	—	—	—	—
Finance charges		2 060	1 998	—	2 107	2 107	2 107	2 107	2 107	2 107	2 107
Bulk purchases	2	17 647	24 839	28 338	21 750	23 200	23 200	23 200	22 100	22 998	23 418
Other materials	8				5 782	5 812	5 812	5 812	5 870	6 777	6 958
Contracted services		—	—	—	—	—	—	—	—	—	—
Transfers and grants		—	—	—	4 600	—	—	—	—	—	—
Other expenditure	4, 5	21 686	25 130	39 414	22 009	30 799	30 799	30 799	31 046	31 429	31 695
Loss on disposal of PPE				67	—	—	—	—	—	—	—
Total Expenditure		106 545	114 316	125 674	107 122	109 406	109 406	109 406	114 297	118 239	120 416
Surplus/(Deficit)		(22 017)	(18 637)	(16 909)	169	(2 559)	(2 559)	(2 559)	(2 404)	(2 182)	(3 235)
Transfers recognised - capital		14 323	39 504	32 673	28 809	28 809	28 809	28 809	23 703	16 186	16 726
Contributions recognised - capital		—	—	—	—	—	—	—	—	—	—
Contributed assets		—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) after capital transfers & contributions		(7 693)	20 867	15 764	28 978	26 250	26 250	26 250	21 299	14 004	13 491
Taxation											
Surplus/(Deficit) after taxation		(7 693)	20 867	15 764	28 978	26 250	26 250	26 250	21 299	14 004	13 491
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		(7 693)	20 867	15 764	28 978	26 250	26 250	26 250	21 299	14 004	13 491
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		(7 693)	20 867	15 764	28 978	26 250	26 250	26 250	21 299	14 004	13 491

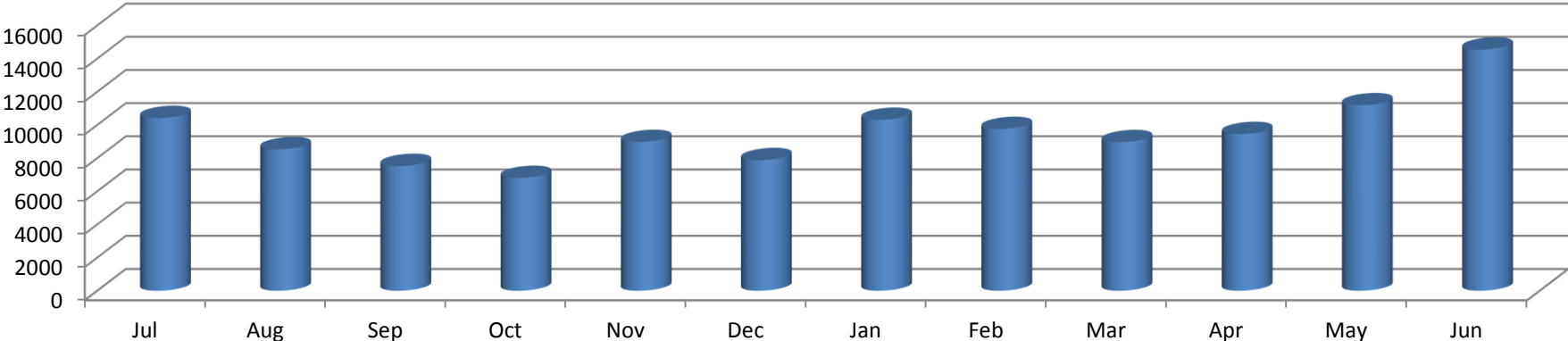
The graphical representation of the revenue by source is depicted below. It is clear from the graph below that there is a high dependency on grant funding as the revenue increase drastically when grants from the national government are transferred to the municipality.



8 Operating expenditure projections

The table above shows how the Municipality's operating budget is planned over the financial year. The chart depicts increase in spending mainly in June and this is the period when most of the creditors are paid with the view not to accrue them into the next financial year.

Expenditure Per Type



9 Projected revenue / expenditure by vote: July 2014 – December 2014

Municipal Vote	JULY			AUGUST			SEPTEMBER			OCTOBER			NOVEMBER			DECEMBER		
	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX
Vote 1 - Executive and Council	R 4 318 000	R 1 061 600	R 0	R 0	R 809 300	R 0	R 0	R 752 600	R 0	R 0	R 705 369	R 0	R 0	R 809 300	R 0	R 0	R 752 600	R 0
Vote 2 - Budget and Treasury Office	R 4 136 757	R 1 889 560	R 0	R 50	R 1 469 800	R 0	R 0	R 905 892	R 0	R 0	R 905 892	R 0	R 982 882	R 1 469 800	R 0	R 300 000	R 905 892	R 0
Vote 3 - Community and Social Services	R 777 873	R 1 059 870	R 0	R 0	R 923 650	R 0	R 0	R 923 650	R 0	R 0	R 918 000	R 0	R 778 000	R 923 650	R 0	R 35 000	R 923 650	R 0
Vote 4 - Public Safety	R 598 286	R 569 875	R 0	R 0	R 569 875	R 0	R 0	R 569 875	R 0	R 27 000	R 0	R 0	R 598 000	R 0	R 0	R 0	R 0	R 0
Vote 5 - Sport and Recreation	R 86 256	R 15 000	R 0	R 152 898	R 15 000	R 86 256	R 344 016	R 15 000	R 152 898	R 424 566	R 0	R 344 016	R 496 588	R 15 000	R 424 566	R 354 259	R 15 000	R 496 588
Vote 6 - Waste Management	R 3 010 130	R 1 059 000	R 0	R 125 985	R 726 985	R 0	R 269 875	R 500 000	R 0	R 236 987	R 489 500	R 0	R 2 878 800	R 726 985	R 0	R 429 875	R 500 000	R 0
Vote 7 - Waste Water Management	R 7 132 000	R 958 700	R 1 346 584	R 2 262 518	R 958 700	R 1 576 018	R 2 944 781	R 924 700	R 1 957 185	R 2 458 657	R 769 850	R 1 788 782	R 6 416 000	R 985 700	R 1 823 815	R 1 709 927	R 924 700	R 1 150 065
Vote 8 - Road Transport	R 25 600.00	R 800 000.00	R 0.00	R 0.00	R 215 698.00	R 0.00	R 0.00	R 215 698.00	R 0.00	R 0.00	R 741 698.00	R 0.00	R 0.00	R 569 870.00	R 0.00	R 20 000.00	R 785 698.00	R 0.00
Vote 9 - Water	R 5 102 000	R 563 954	R 0	R 369 875	R 563 954	R 0	R 229 875	R 663 954	R 0	R 597 000	R 548 950	R 0	R 5 220 000	R 563 954	R 0	R 497 850	R 663 954	R 0
Vote 10 - Electricity	R 10 665 000	R 1 575 800	R 0	R 1 289 500	R 1 898 750	R 0	R 1 169 850	R 1 576 000	R 0	R 1 098 560	R 1 376 000	R 0	R 8 058 000	R 2 528 600	R 0	R 1 365 800	R 1 876 000	R 0
Vote 11 - Corporate Services	R 1 850 000	R 860 000	R 0	R 462 174	R 374 870	R 0	R 307 603	R 474 870	R 0	R 363 000	R 345 590	R 0	R 363 000	R 374 870	R 0	R 363 000	R 527 870	R 0
Total	R 37 701 901	R 10 413 359	R 1 346 584	R 4 663 000	R 8 526 582	R 1 662 274	R 5 266 000	R 7 522 239	R 2 110 083	R 5 205 770	R 6 800 849	R 2 132 798	R 25 791 269	R 8 967 729	R 2 248 381	R 5 075 711	R 7 875 364	R 1 646 653

10 Projected revenue / expenditure by vote: January 2015 – June 2015

Municipal Vote	JANUARY			FEBRUARY			MARCH			APRIL			MAY			JUNE		
	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX	OPER	OPEX	CAPEX
Vote 1 - Executive and Council	R 0	R 1 061 600	R 0	R 0	R 1 690 300	R 0	R 0	R 1 109 300	R 0	R 0	R 1 427 300	R 0	R 0	R 3 659 875	R 0	R 0	R 2 077 142	R 0
Vote 2 - Budget and Treasury Office	R 0	R 1 889 560	R 0	R 0	R 1 469 800	R 0	R 983 000	R 2 055 800	R 0	R 0	R 1 469 800	R 0	R 0	R 898 560	R 0	R 422 957	R 2 095 332	R 0
Vote 3 - Community and Social Services	R 0	R 1 059 870	R 0	R 0	R 923 650	R 0	R 778 000	R 923 650	R 0	R 0	R 923 650	R 0	R 0	R 1 059 870	R 0	R 285 945	R 394 618	R 0
Vote 4 - Public Safety	R 0	R 0	R 0	R 0	R 0	R 0	R 598 000	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 0	R 223 571	R 335 232	R 0
Vote 5 - Sport and Recreation	R 476 365	R 15 000	R 354 259	R 199 512	R 15 000	R 476 365	R 198 725	R 15 000	R 0	R 445 125	R 0	R 0	R 325 898	R 0	R 0	R 0	R 4 900	R 1 169 260
Vote 6 - Waste Management	R 265 482	R 1 059 000	R 0	R 239 540	R 726 985	R 0	R 2 877 690	R 327 000	R 0	R 326 950	R 302 560	R 0	R 268 750	R 300 000	R 0	R 422 684	R 405 785	R 0
Vote 7 - Waste Water Management	R 1 227 000	R 958 700	R 1 107 894	R 2 409 000	R 586 000	R 1 736 457	R 4 416 419	R 500 000	R 1 832 502	R 2 601 492	R 985 700	R 2 274 542	R 1 991 608	R 236 975	R 1 722 858	R 2 544 122	R 126 763	R 1 882 089
Vote 8 - Road Transport	R 0	R 800 000	R 0	R 0	R 569 870	R 0	R 0	R 569 870	R 0	R 0	R 569 870	R 0	R 0	R 800 000	R 0	R 50	R 3 424 528	R 0
Vote 9 - Water	R 497 850	R 563 954	R 0	R 598 760	R 563 954	R 0	R 4 895 200	R 563 954	R 0	R 369 750	R 563 954	R 0	R 320 000	R 563 954	R 0	R 526 012	R 2 899 610	R 0
Vote 10 - Electricity	R 1 269 580	R 2 034 800	R 0	R 1 398 500	R 2 528 600	R 0	R 3 269 875	R 2 519 600	R 0	R 3 634 000	R 2 528 600	R 0	R 4 006 000	R 2 066 859	R 0	R 4 614 135	R 1 001 061	R 0
Vote 11 - Corporate Services	R 363 000	R 860 000	R 0	R 363 000	R 679 500	R 0	R 363 000	R 374 870	R 0	R 363 000	R 679 500	R 0	R 363 000	R 1 598 759	R 0	R 149 695	R 1 775 295	R 0
Total	R 4 099 277	R 10 302 484	R 1 462 153	R 5 208 312	R 9 753 659	R 2 212 822	R 18 379 909	R 8 959 044	R 1 832 502	R 7 740 318	R 9 450 934	R 2 274 542	R 7 275 255	R 11 184 852	R 1 722 858	R 9 189 171	R 14 540 265	R 3 051 349

The above tables show the operating revenue per vote; operating expenditure per vote and capital expenditure per vote which is one of the components of the SDBIP in terms of National Treasury's MFMA Circular 13. The operating expenditure and capital projects funded from own internally generated funds will be informed by the revenue collection, meaning that should the revenue collections be low, spending will have to be reduced to be commensurate with the collection rates.

11 Service Delivery Targets and Performance Indicators

Each Department has provided quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts contain these targets. The targets cannot be changed during the year unless through the performance assessment. It is expected that the SDBIP will be reviewed when the mid-year assessment is performed.

Below is the annual performance plan for sections that fall under the Budget & Treasury Office; Community & Social Services; Corporate Services; Office of the Municipal Manager (namely the Internal Audit Unit, Risk Management Section and Integrated Development Planning & Performance Management Section) and Technical Services. The units / sections consist of Managers / Officers who are responsible execution and deliverables that fall within each section/directorate.

11.1 Service delivery targets: Office of the Municipal Manager

DEPARTMENT: AUDIT & RISK MANAGEMENT STRATEGIC MANAGER: MUNICIPAL MANAGER								
KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	BASELINE (2014-2014 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Good governance and public participation	Review of the municipality's Risk Assessment profile	Review and approval of the audit committee charter and risk profile document on an annual	No risk management policy, charter and strategy in place	Reviewed and approved risk management policy ,strategy & charter by 30 July 2014	1 Approved policy, charter, strategy by 30 July 2014			

**DEPARTMENT: AUDIT & RISK MANAGEMENT
STRATEGIC MANAGER: MUNICIPAL MANAGER**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	BASELINE (2014-2014 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
		basis						
Good governance and public participation	Compilation of a risk register for the municipality	Review and approval of risk register	No risk register in place	Approved risk Register by 30 July 2014	1 approved risk register by 30 July 2014			
Good governance and public participation	Establishment of a risk management committee	Number of members appointed	No risk management committee in place	5 members appointed by 30 September 2014	5 members appointed by 30 September 2014			
Good governance and public participation	Monitoring of risk management implementation	Number of risk management reports	No quarterly reports submitted	4 Quarterly Risk Management Reports	1 risk management report indicating risk identified and resolved by management and emerging risks	1 risk management report indicating risk identified and resolved by management and emerging risks	1 risk management report indicating risk identified and resolved by management and emerging risks	1 risk management report indicating risk identified and resolved by management and emerging risks
Internal Audit								
Good governance and public participation	Functionality of the audit committee	Number of meetings held by the audit committee	4 quarterly audit committee meetings held	4 quarterly audit committee meetings held	1 meeting	1 meeting	1 meeting	1 meeting
Good governance and public participation	To have a functional internal audit unit	Review and approve and approval of policy, charter and risk based plan	Reviewed and approved charter, policy and risk based plan	Reviewed and approved charter, policy and risk based plan by 30 July 2014	1 reviewed and approved policy, charter and risk based plan			
Good governance and public participation	To have a functional internal audit unit	Number of reports submitted	3 quarterly internal audit reports	4 quarterly internal audit report	1 internal audit report	1 internal audit report	1 internal audit report	1 internal audit report
Municipal	Roll-out of the	Signed Performance		5	5			

DEPARTMENT: AUDIT & RISK MANAGEMENT
STRATEGIC MANAGER: MUNICIPAL MANAGER

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	BASELINE (2014-2014 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Transformation and Organisational Development	Performance Management System	Agreements of s56/57 Managers Finalised and Council approved Employee Appraisal System and Performance Framework Presentation of road map to the Mayor and Council		1 1				
Good governance and public participation	Implementation of the revised organograms	Finalisation of placements and alignment of job to task		1				1
Good governance and public participation	Formalise participation structure of the different stakeholders in terms of the IDP	Council approved schedule of budget timelines and IDP review process plan	Approved by Council August 2014	1	1			
Good governance and public participation	To perform Oversight role and advise Council on governance processes and performance management	Number of meetings and reports to Council		4	1	1	1	1
Good governance and public participation	Review of the Municipality's Risk Assessment Profile	Review and approval of the audit committee charter and risk profile documents on an annual basis		1				
Good governance and public participation	Clarification of roles and responsibilities	Workshops conducted Approved delegation of powers						
Good governance	Roll out of institutional	Council approved and		1	1			

**DEPARTMENT: AUDIT & RISK MANAGEMENT
STRATEGIC MANAGER: MUNICIPAL MANAGER**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	BASELINE (2014-2014 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
and public participation	performance management	credible SDBIP that complies with National Treasury regulations						
Good governance and public participation	Development of Integrated Human Resource Management Strategy	Submission and approval of the EE Plan, WSP and training reports		1		1		
Infrastructure Development & Service Delivery	% Expenditure of Capital budget and grant funded projects/ programmes	100% of Capital budget and grant funding spent						
Infrastructure Development & Service Delivery	Infrastructure development and investment model implemented	% decrease in households without access to a minimum standard of water provision						
Infrastructure Development & Service Delivery		% decrease in households without access to a minimum standard of sanitation						
Infrastructure Development & Service Delivery		% decrease in households without access to a minimum standard of electricity services						
Infrastructure Development & Service Delivery		% decrease in households without access to a minimum standard of refuse removal services						
Local Economic Development	Build consensus with stakeholders around an LED strategy for Tswelopele with an orientation to maximizing growth, employment, empowerment and	LED Strategy approved by Council	LED Strategy is still in a draft form. The strategy will be tabled before Council in due course	1				

DEPARTMENT: AUDIT & RISK MANAGEMENT STRATEGIC MANAGER: MUNICIPAL MANAGER								
KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	BASELINE (2014-2014 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
	poverty reduction							
Local Economic Development	Promote the involvement of SMME's projects	60% of municipal projects to involve SMME's		60%				
Municipal Financial Viability & Management	Compile the Annual Financial Statements for submission to AGSA	AFS submitted in time	AFS were submitted 31 August 2013	Submit AFS in August 2014	1			
Municipal Financial Viability & Management	Promotion of sound financial management	% adherence to the National Treasury Budget Regulations issues in terms of MFMA in section 4		100%				
Municipal Financial Viability & Management	To maximise revenue	% of collection rate achieved		90%				

11.2 Service delivery targets: Budget & Treasury Office

BUDGET AND TREASURY OFFICE STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER									
KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Municipal Financial Viability and Management	To achieve an unqualified Audit Opinion for the 2013 /14 financial year	Management responses to AG queries relating to Budget and Financial Reporting	Management response to AG's audit queries	100% Responses to AG Queries during 2012/13 financial year	Respond to All queries as raised by AG	100% exceptions responded to	100% exceptions Responded to		
Municipal Financial Viability	Ensure that the tariffs of the Municipality are cost reflective	Submit Nersa D-Forms at the End of October 2014 and Application for Tariff	Submission of the D-Forms to Nersa	D Forms were submitted timeously	Submit Nersa D-Forms at the end of October 2014 and Application		Submit D 1 – D 6 by the end of October 2014	Submit D 7 at the end of January 2015	

**BUDGET AND TREASURY OFFICE
STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
and Management		increases (D7) at the end of 31 January 2015			for Tariff increases (D7) at the end of 31 January 2015				
Municipal Financial Viability and Management	No over-expenditure on approved budget	% spent on expenditure budget	Year to date spending amount as at 30 June 2015 (excl. non-cash items)	Over-expenditure reported on Budget	No over-expenditure on budget	25% Expenditure on Budget (Unless something catastrophic happens)	50% Expenditure on Budget (Unless something catastrophic happens)	75% Expenditure on Budget (Unless something catastrophic happens)	100% Expenditure on Budget (Unless something catastrophic happens)
Municipal Financial Viability and Management	Submit MSIG activity plan to CoGTA	MSIG Activity Plan Submitted Timeously	Proof of submission of the plan or acknowledgement from the Cogta	MSIG activity Plan was submitted timeously	Submit Activity plan by the 31 st March 2015 to CoGTA	-	-	Activity Plan submitted to CoGTA	-
Municipal Financial Viability and Management	Submit FMG activity plan to National Treasury	FMG Activity Plan Submitted Timeously	Proof of submission of the plan or acknowledgement from the Cogta	FMG activity Plan was submitted timeously	Submit Activity plan by the 30 th April 2015 to National Treasury	-	-	Activity Plan submitted to National Treasury	-
Municipal Financial Viability and Management	100% Expenditure on Grants as per the Conditions Set out in DoRA (No under-expenditure on Grants)	% Spent on Conditional Grants	Conditional grant register	100% Expenditure on Grants as per the Conditions of DoRA reported	100% Expenditure on Grants as per DoRA conditions	25%	50%	75%	100%
Municipal Financial Viability and Management	Update the Conditional Grant Register on a Monthly Basis	Number of Conditional Grants registers updated	Conditional grant register	The Conditional Grants Register was updated at the end of the Fin Year	Grants Register updated on a monthly basis	MSIG, FMG, EPWP and MIG register updated on a monthly basis	MSIG, FMG, EPWP and MIG register updated on a monthly basis	MSIG, FMG, EPWP and MIG register updated on a monthly basis	MSIG, FMG, EPWP and MIG register updated on a monthly basis
Municipal Financial Viability and Management	Submit AFS timeously (i.e. Before 31 st August 2014)	AFS Submitted before 31 st August 2014	Signed AFS and acknowledgement from AG	AFS were submitted on the 31 st August 2013	AFS Submitted on the 31 st August 2014	AFS Submitted to AG on the 30 th August 2014	-	-	-
Municipal Financial Viability and Management	Maintain and Update FAR on an asset management	Fixed Asset Register updated on an on-going basis in line with	Updated FAR on a quarterly basis (i.e. inclusion of additions	FAR only updated on year end on an excel spread sheet	Update FAR on a quarterly basis	FAR Updated	FAR Updated	FAR Updated	FAR Updated

BUDGET AND TREASURY OFFICE

STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
	module	GRAP 17	procured during quarter)						
Municipal Financial Viability and Management	To compile the annual budget according to the MFMA and relevant legislation	Draft 2015-16 annual budget tabled to Council for consideration	Draft budgeted document and Council minutes / resolution	2013-14 draft annual budget compiled and tabled to Council by 31 March 2014	Draft annual budget tabled to Council by 25 March 2015	-	-	Draft annual budget tabled to Council for consideration	-
Municipal Financial Viability and Management	To compile the annual budget according to the MFMA and relevant legislation	Annual 2014-15 budget tabled to Council for consideration	Council resolution / minutes pertaining to the budget	2013-14 Final annual budget was approved by the 31 st May 2014	Final Budget Approved on the 30 th May 2015	-	-	-	Final Budget Approved on the 30 May 2015
Municipal Financial Viability and Management	Review the financial management and budget related policies	Draft financial management and budget related policies submitted Council together with the tabled budget	Draft financial management and budget related policies and Council resolution	Draft financial management and budget related policies were submitted to Council during 2013-2014 Financial year	Approve draft budget related policies by 30 March 2015	-	-	Draft financial management and budget related policies tabled to Council by 31 March 2015	-
Municipal Financial Viability and Management	compile MFMA Section 72 and Submit to National and Provincial Treasury by the 25 th January	Mid-year budget and performance report compiled and submitted to the Municipal Manager and the Mayor	Mid-year budget and performance report (for the BTO)	No performance (non-financial) assessment was done (only budget performance)	1 mid-year budget and performance assessment report submitted to the Municipal Manager and Mayor and NT/PT	-	-	Mid-year budget and performance assessment report submitted to the Municipal Manager and Mayor by 25 January 2015	-
Municipal Financial Viability and Management	To compile the annual budget according to the MFMA and relevant legislation	Compilation of the 2014-15 Adjustment Budget in line with the MBRR	Adjustment budget / Council resolution or minutes on the adjustment budget	Adjustment budget was compiled	1 adjustment budget compiled and submitted to the Municipal Manager and Mayor/Council by 28 February 2015	-	-	Adjustment budget submitted to Municipal Manager and Mayor/Council by 28 February 2015	-

**BUDGET AND TREASURY OFFICE
STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Financial Viability and Management	Pay all the creditors on or before due date	Payment of creditors within 30 days	Percentage of creditors paid within 30 days	95%	100% of the creditors paid within 30 days after receiving the relevant /correct statement or invoice	100% of the creditors pay within 30 days after receiving the relevant / correct statement or invoice	100% of the creditors pay within 30 days after receiving the relevant / correct statement or invoice	100% of the creditors pay within 30 days after receiving the relevant / correct statement or invoice	100% of the creditors pay within 30 days after receiving the relevant/correct statement or invoice
Financial Viability and Management	Timeously pay all salaries and third parties payment relating to salaries as per the council resolution of the Municipality	Salaries and wages paid by the latest 25 th of each month	Bank statement and authorization report	Salaries were paid on or before the 25 th of every month	Timeous payment of salaries and salary related deductions paid to the relevant authorities	Salaries paid by 25 th of each month or the last working day before the 25 th and deductions paid by the 7 th of each month	Salaries paid by 25 th of each month or the last working day before the 25 th and deductions paid by the 7 th of each month	Salaries paid by 25 th of each month or the last working day before the 25 th and deductions paid by the 7 th of each month	Salaries paid by 25 th of each month or the last working day before the 25 th and deductions paid by the 7 th of each month
Financial Viability and Management	Implement a fully functional electronic creditors module	Fully implementation of the electronic creditors module	Every creditor paid being of the electronic creditors module	Not fully implemented	100% implementation	70% implementation	80% implementation	90% implementation	100% implementation
Municipal Financial Viability and Management	Prepare and update on a monthly basis expenditure classification register	Expenditure classification register	All expenditure items / payments made classified	The register is kept but not having the full details	The register to be updated on within 10 working days after the of each month	2 updates of the expenditure classification (Jul and Aug)	3 updates of the expenditure classification (Sep.; Oct. and Nov.)	3 updates of the expenditure classification (Dec.; Jan and Feb)	3 updates of the expenditure classification (Mar.; Apr. and May)
Financial Viability and Management	Develop revenue enhancement strategy	Development of a Revenue Enhancement Strategy	Revue enhancement strategy developed and tabled to Exco / Council	No revenue enhancement strategy	Develop and approve revenue enhancement strategy			Revenue enhancement strategy developed	Approve Revenue enhancement strategy
Financial Viability and Management	Issue service account on a monthly basis	Number of service accounts issues for service charges / services rendered by the municipality	Monthly accounts to the consumers / account holders	Accounts were send to consumers on a monthly basis	12 monthly service accounts issued to consumers	3 monthly service accounts issued to consumers	3 monthly service accounts issued to consumers	3 monthly service accounts issued to consumers	3 monthly service accounts issued to consumers

**BUDGET AND TREASURY OFFICE
STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Financial Viability and Management	Continuously update the indigent register	Indigent register that is updated on a regular basis / monthly basis	Number of indigents registered during a specific month	Indigent register is updated twice per annum	12 updates done on the indigent register (depending on applications received)	3 updates done on the indigent register as per the number of applications received	3 updates done on the indigent register as per the number of applications received	3 updates done on the indigent register as per the number of applications received	3 updates done on the indigent register as per the number of applications received
Financial Viability and Management	Submit on a monthly basis VAT 201 forms to SARS	Monthly submission of VAT returns to SARS	Number of returns submitted	All returns were submitted to SARS	12 returns by the 30 th of every month	3 returns: Jul.; Aug. and Sep.	3 returns: Oct.; Nov. and Dec.	3 returns: Jan.; Feb. and Mar.	3 returns: Apr.; May and Jun.
Financial Viability and Management	Submit on a monthly basis EMP 201 forms to SARS	Monthly submission of PAYE / UIF / SDL returns(EMP201)	No. Of returns submitted	All SARS EMP 201 were submitted to SARS	12 returns submitted by the 7 th of every month	3 returns: Jul.; Aug. and Sep.	3 returns: Oct.; Nov. and Dec.	3 returns: Jan.; Feb. and Mar.	3 returns: Apr.; May and Jun.
Financial Viability and Management	Pay all creditors on or before due date	Payment of creditors within 30 days	Percentage of creditors paid within 30 days	95%	100% of the creditors paid within 30 days after receiving the relevant /correct statement or invoice	100% of the creditors pay within 30 days after receiving the relevant / correct statement or invoice	100% of the creditors pay within 30 days after receiving the relevant / correct statement or invoice	100% of the creditors pay within 30 days after receiving the relevant / correct statement or invoice	100% of the creditors pay within 30 days after receiving the relevant/correct statement or invoice
Financial Viability and Management	Pay all salaries at most by the 25 th of each month	Salaries and wages paid by at the latest the 25 th of each month	Bank statement and authorization report	Salaries were paid on or before the 25 th of every month (depending on when the 25 th were)	Timeous payment of salaries and salary related deductions paid to the relevant authorities	Salaries paid by 25 th of each month or the last working day before the 25 th and deductions paid by the 7 th of each month	Salaries paid by 25 th of each month or the last working day before the 25 th and deductions paid by the 7 th of each month	Salaries paid by 25 th of each month or the last working day before the 25 th and deductions paid by the 7 th of each month	Salaries paid by 25 th of each month or the last working day before the 25 th and deductions paid by the 7 th of each month
Good governance and community participation	Financial reporting done in accordance with the applicable	All report as per the MFMA section 71 submitted to National	Acknowledgement report from the LG database	Monthly section 71 reports were submitted to	12 Section 71 reports submitted in the prescribed	3 Monthly Reports Submitted	3 Monthly reports Submitted	3 Monthly Reports Submitted	3 Monthly reports Submitted

BUDGET AND TREASURY OFFICE									
STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER									
KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
	legislation (i.e. MFMA section 71)	and Provincial Treasury		National Treasury, Provincial Treasury and Mayor	format				
Good governance and community participation	Compile the Mid-year Financial Statements for submission to Provincial Treasury	Mid-year Financial Statement Submitted to treasury by the 15 th Feb 2015	Signed mid-year financial statements	Mid-Year Financial Statements were submitted to Provincial Treasury on the 15 th Feb 2015	Mid-year Financial Statements submitted to Treasury	-	-	Mid-year Financial Statement Submitted	-
Good governance and community participation	Submit Budget time-lines council for Approval on the latest 31 st August 2014	Time table Submitted Timeously	Acknowledgement of the budget timelines by the office of the MM / Council minutes	Time table was approved by council on the 31 st August 2013	Submit Budget timelines for approval to council by 31 August 2014	Budget time-lines approved by council	-	-	-
Good governance and community participation	Conduct Public consultation processes in line with relevant legislation	Number of Meeting conducted	Attendance register of the attendees	2 Public participation meetings were conducted	Ward meetings for all stakeholders (8 meetings held)	-	-	2 Meetings successfully conducted	6 meetings successfully conducted
Good governance and community participation	Development of Audit Action plan	Audit Action plan developed in January 2015	Inclusion of the audit action plan in the annual report of the 2013/14 financial year	Audit Action Plan was developed in January 2014	Audit Action Plan developed in January 2015	-	-	Audit Action plan developed in January 2015 addressing all queries as raised by AG	-
Good governance and community participation	Compile the register to identify related party transaction	Related party policy developed	Submission of the policy and acknowledgement by office of the Municipal Manager	No policy on related parties	A policy on Related Parties and by 30 August 2014	Development of Related by 30 August 2014	-	-	-
Good governance and community participation	100% response to internal audit queries raised	Management / CFO response to internal audit queries	Number/percentage of queries responded to	All queries were attended to	Attended to all queries as raised by internal audit department	-	-	100% queries attended to	-
Good governance and community participation	Update the website of Municipality with financial information in line with MFMA	Budget, SDBIP, IDP and any other report as per the legislation uploaded on a	Existence of the relevant reports on the municipal website	Municipal website not updated	Update the Municipal website with the information as	On-going	On-going	On-going	On-going

BUDGET AND TREASURY OFFICE

STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
	section 75	municipal website			outlined in section MFMA section 75				
Good governance and community participation	Submit Municipal Budget Reporting Regulations schedule C to Management and Exco for Cognisance	Number of Schedule C reports Submitted to Management and Exco	Acknowledgement of Schedule C by the Municipal Manager / office of the Mayor	Schedule C reports not submitted to Exco as per the requirement of MBRR	12 Schedule C reports submitted to council	3 reports submitted	3 reports submitted	3 reports submitted	3 reports submitted
Good governance and community participation	Submit banking details to National, Provincial Treasury and AGSA before the end of Financial Year in a prescribed format	Banking details submitted to National, Provincial Treasury and AGSA at the end of June 2014	Proof of submission to NT / acknowledgement letter	Banking details were submitted to all relevant stakeholders as per the MFMA	Submit banking details to National, Provincial Treasury and AGSA by June 2015				Banking details submitted to National, Provincial Treasury and AGSA on the 30 th June 2015
Good governance and community participation	Conduct workshops on all new policies developed	Number of workshops held	Attendance register signed by attendees	1 workshop held for Travelling and Subsistence Policy	1 Workshop to be conducted for all policies developed		Conduct the Workshop on all new policies developed		
Good Governance and Public Participation	Develop and Approve procedure manual for salaries related matters	Develop procedures manual for the approval, authorization, withdrawal and payment of funds relating to salaries	Completed by 31 January 2015	No procedure manual	Existence of the procedure manual by 31 January 2015 (one)			31 January 2015	
Good Governance and Public Participation	Develop and approve payments (SCM) procedure manual	Develop payment procedure manual	Develop procedure manual	No procedure manual	Procedure manual developed by 30 March 2015			March 2015	
Good Governance and Public Participation	Implement electronic funds transfer payment method	Implementation of EFT payment method to reduce number of cheques	EFT payments over total number of payments	Not fully implemented	80% implementation	50% implementation	60% implementation	70% implementation	80 % implementation
Good Governance	Report on	Quarterly report on the	Report on the	Report on	3 quarterly reports	-	Report for the first	Report for the	Report for the

**BUDGET AND TREASURY OFFICE
STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
and Public Participation	implementation of SCM.	implementation of the SCM policy	implementation of the SCM policy / acknowledgement by the office of the Municipal Manager	implementation of SCM not submitted to Mayor / Council	on the implementation of the SCM policy		quarter submitted to MM / Mayor by 18 October 2014	second quarter submitted to MM / Mayor by 17 January 2015	third quarter submitted to MM / Mayor by 18 April 2015
Good Governance and Public Participation	Promote transparency on SCM processes	Publication of contracts awarded with a value above R100 000	Reports on contracts above R100 000 made public on municipal website	Report on Contracts above R100 000.00 was not publicised	11 reports on contracts above R100 000 made public on municipal website	Report (Jul and Aug) on contracts above R100 000 publicised within 10 working days after the end of the month	Report (Sep, Oct & Nov) on contracts above R100 000 publicized within 10 working days after the end of the month	Report (Dec., Jan & Feb) on contracts above R100 000 publicized within 10 working days after the end of the month	Report (Mar.; Apr. and May) on contracts above R100 000 publicized within 10 working days after the end of the month
Good Governance and Public Participation	Update the SCM Suppliers database on a quarterly basis	Quarterly updates of supplier database on quarterly basis	Updated supplier database (increase in service providers)	Updates are being done quarterly	3 quarterly updates		Update done based on applications received from 01 July – 30 Sep.	Update done based on applications received from 01 Oct – 30 Dec.	Update done based on applications received from 01 Jan – 30 Mar.
Good Governance and Public Participation	Hold Departmental meetings on a monthly basis	Number of the BTO departmental meetings	Attendance register for each meeting and/or minutes of the meetings	Currently no departmental meetings are held	12 BTO departmental meetings held	3 departmental meetings held	3 departmental meetings held	3 departmental meetings held	3 departmental meetings held
Good Governance and Public Participation	Report to Mayor/Exco on a quarterly basis on the implementation of credit control and debt management policy	Number of quarterly reports to Mayor/Exco on implementation of credit control and debt management policy	Quarterly reports on connections; disconnections and re-connection of services	No reports were provided during this period	4 reports on connections; disconnections and re-connection of services	1 reports on connections; disconnections and re-connection of services	1 reports on connections; disconnections and re-connection of services	1 reports on connections; disconnections and re-connection of services	1 reports on connections; disconnections and re-connection of services
Good Governance and Public Participation	Prepare fruitless and wasteful expenditure register	Ensure that there is expenditure classification for all expenditure incurred by the municipality per month	Fruitless and wasteful register	Currently updated on a regular basis	Fruitless & wasteful register developed per month	Register for all expenditure type till September 2014	Register for all expenditure type till December 2014	Register for all expenditure type till March 2015	Register for all expenditure type till June 2015

**BUDGET AND TREASURY OFFICE
STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Good Governance and Public Participation	Implement a fully functional electronic funds transfer payment method	Implementation of EFT payment to reduce number of cheques	EFT payments over total number of payments	Not fully implemented	80% implementation	50% implementation	60% implementation	70% implementation	80 % implementation
Good Governance and Public Participation	Implement Credits Module	Fully implementation of the electronic creditors module	Every creditor paid being of the electronic creditors module	Not fully implemented	100% implementation	70% implementation	80% implementation	90% implementation	100% implementation
Good Governance and Public Participation	Report on implementation of SCM.	Quarterly report on the implementation of the SCM policy	Report on the implementation of the SCM policy / acknowledgement by the office of the Municipal Manager	Report on implementation of SCM not submitted to Mayor / Council	3 quarterly reports on the implementation of the SCM policy	-	Report for the first quarter submitted to MM / Mayor by 18 October 2014	Report for the second quarter submitted to MM / Mayor by 17 January 2015	Report for the third quarter submitted to MM / Mayor by 18 April 2015
Good Governance and Public Participation	Promote transparency on SCM processes	Publication of contracts awarded with a value above R100 000	Reports on contracts above R100 000 made public on municipal website	Report on Contracts above R100 000.00 was not publicised	11 reports on contracts above R100 000 made public on municipal website	Report (Jul and Aug) on contracts above R100 000 publicised within 10 working days after the end of the month	Report (Sep, Oct & Nov) on contracts above R100 000 publicised within 10 working days after the end of the month	Report (Dec., Jan & Feb) on contracts above R100 000 publicised within 10 working days after the end of the month	Report (Mar.; Apr. and May) on contracts above R100 000 publicised within 10 working days after the end of the month
Municipal Transformation and Institutional Development	Training and development of officials on SCM policy and procurement procedures	Number of staff trained on SCM policy and procurement procedures	Attendance register of officials trained / training report by the SCM Practitioner on the training conducted	No training was conducted on SCM policy and procurement procedures	3 officials trained on SCM policy and procurement procedure	3 officials trained on SCM policy and procurement procedure by 31 August 2014			
Municipal Transformation and institutional development	Train all officials who work with VAT related issues on legislation applicable to VAT	Training of officials on VAT returns and reconciliation	Training report compiled by officials who attended VAT training (attendance register if training done internally)	No training / workshop on VAT	One workshop by at least 2 officials by the 30 December 2014		30 December 2014		

BUDGET AND TREASURY OFFICE

STRATEGIC DIRECTOR: CHIEF FINANCIAL OFFICER

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASURE	BASELINE (2013 - 14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Municipal Transformation and institutional development	Training and development of officials on SCM policy and procurement procedures	Number of staff trained on SCM policy and procurement procedures	Attendance register of officials trained / training report by the SCM Practitioner on the training conducted	No training was conducted on SCM policy and procurement procedures	3 officials trained on SCM policy and procurement procedure	3 officials trained on SCM policy and procurement procedure by 31 August 2014			

11.3 Service delivery targets: Community & Social Services

DEPARTMENT: COMMUNITY SERVICES

STRATEGIC MANAGER: COMMUNITY AND SOCIAL SERVICES

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Local economic development	Formalise the Tikwana / Hoopstad commonage committee and functionality of such committee	Number of meetings held with stakeholders	Minutes and Attendance register	None	Quarterly	1	1	1	1

**DEPARTMENT: COMMUNITY SERVICES
STRATEGIC MANAGER: COMMUNITY AND SOCIAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Local economic development	To reduce unemployment rate within the Municipal Area	Number of Jobs created	Minutes and Attendance register	None	400	50	150	100	100
Local economic development	Promote SMME development	Assist with provision of information for the purpose of registering with CIDB for emerging contractors	Placing of information in municipal / public facilities, attendance register	None	1 Workshop on CIDB 1 Workshop by SEDA / FDC	0 0	1 0	0 1	0 0
Local economic development	Involvement and participation of youth in Agricultural projects	Number of youth in agricultural projects	Meetings held and Attendance register	None	20 Youth in agricultural projects by 2014	Number of youth identified	Trainings on agricultural activities provided by Dept. of Agriculture	0	20
Basic services Waste management	Conduct community awareness about waste management	Clear programme outlining dates(Calendar Months/year	Attendance register, invitations to stakeholders	Development of educational materials.	4 campaigns	2 schools	Community Bultfontein & Hoopstad	2 schools	Community Bultfontein & Hoopstad
Basic services Environmental Management	Conduct community awareness about environmental issues, including celebrating related days	Clear programme outlining dates and identified issues for awareness campaigns	Reports submitted to council.	0	4	1 Arbour Week	1	1 Water Week	1

**DEPARTMENT: COMMUNITY SERVICES
STRATEGIC MANAGER: COMMUNITY AND SOCIAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Basic services Environmental Management	Cleaning Greening and beautification of open spaces.	Number of open spaces cleaned and maintained	Clean environment	Open spaces are clean periodically	4	1	1	1	1
Basic services Human settlement	Facilitate the review of the Human Settlement Sector Plan	Ensure that at least 2 workshops is held in the municipal area to review and approve the Human Settlement Sector Plan by Council	Invitation and attendance register	Outdated Human Settlement Sector Plan	31 March 2015	0	Draft	Human Settlement Sector Plan Reviewed	0
Basic services Human settlement	Planning and surveying of acquired land for sites	Number of surveyed registered stands in Tswelopele	Survey and register sites	0	150 surveyed stands by 30 June 2015.	0	0	0	150

**DEPARTMENT: COMMUNITY SERVICES
STRATEGIC MANAGER: COMMUNITY AND SOCIAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Basic services Human settlement	Consumer education	Educate beneficiaries about healthy living, security of tenure and environment and right of ownership	Conducting workshop in collaboration with the District and Department of Human Settlement	Providing adequate information to beneficiaries about Human Settlement aspects in general	2 Workshops to be held by 01 June 2015	0	1	0	1
Basic services Public safety and Security	Promote Road Safety	Crime Prevention Awareness	Joint operation project with SAPS reduction of crime	4 per financial year	4	1	1	1	1
Basic services Public safety and Security	Promote Road Safety	Report on Crime Prevention Awareness	Quarterly	4 per financial year	4	1	1	1	0
Basic services Public safety and Security	Promote Road Safety	Road Safety Education	Road safety awareness campaign with schools	Four per financial year	8	2	2	2	1
Basic services Public safety and Security	Promote Road Safety	Structural Fire Awareness(Road Accident)	Number of awareness held	None	2	1	0	0	1
Basic services Public safety and Security	Promote Road Safety	Serving of Summons/notices	Number of summons/notices served	Seven hundred summons/notices	600	150	150	150	150

DEPARTMENT: COMMUNITY SERVICES
STRATEGIC MANAGER: COMMUNITY AND SOCIAL SERVICES

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Basic services Social development	Improvement of sports facilities management	Quarterly maintenance report to Management	Once a month sports facility visitation	There is facility management	4 Quarterly maintenance report to Management by June 2015	1	1	1	1
Basic services Disaster management	Conduct Fire Awareness campaigns Training of Disaster Volunteers	Number of Fire Awareness campaigns conducted at schools and to the community of Tswelopele Number of trainings conducted on Disaster related matters	Reduced fire incidents Capacity building on Disaster outbreak	4 None	8 at Schools 4 to the Community 2	0 0	0 1	1 1	150 1
Basic services Building control	Inspection and approval of building plans	Number of building plans submitted and inspected.	Compilation of building inspection log-book	None	160	40	40	40	40
Basic services Building control	Conduct Awareness on National Building Regulation	Number of awareness conducted	Attendance register	0	8	2	2	2	2
Good governance and community participation	Development of LED Strategy	LED Strategy approved by Council	Council Resolution	None	1 LED Strategy developed and approved by Council	2	2	2	Disaster Management Plan approved by council
Good governance and community	Development of Environmental Management Framework	Developed Environmental Management Framework	Attendance registers	0	Environmental Management	0	0	0	40

**DEPARTMENT: COMMUNITY SERVICES
STRATEGIC MANAGER: COMMUNITY AND SOCIAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
participation	Management Framework	Approved by Council			Framework				
Good governance and community participation	Review the SDF	Updated SDF	Council resolution	0	31 March 2015	0	0	1 Draft IWMP(Integrated Waste Management Plan)	Final IWMP Integrated Waste Management Plan)adopt ed by council
Good governance and community participation	Update and review a database for Housing Special Groups (disabled, aged, etc.)	Updated database for Housing Special Groups (disabled, aged, etc.)	Credible data base	Outdated database for Housing Special Groups (disabled, aged, etc.)	31 March 2015.	0	0	1 Draft	Environme ntal Managem ent Framework Developed
Good governance and community participation	Promote Road Safety	Report on Road Safety Education	Provide portfolio of evidence. Attendance register and report	None	4	0	0	Review SDF	0
Good governance and community participation	Promote Road Safety	Report on Structural Fire Awareness	Number of Structural Fire Awareness	None	2	1	1	Updated database for Housing Special Groups (disabled, aged, etc.)	0

**DEPARTMENT: COMMUNITY SERVICES
STRATEGIC MANAGER: COMMUNITY AND SOCIAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Good governance and community participation	Promote Road Safety	Report on Serving of Summons/notices	Number of Summons/notices Served	None	4	1	0	1	1
Good governance and community participation	Compile an updated, effective and efficient database of all NGO's	Biannual update register	Attendance register	Outdated Database	June 2015	1	1	1	1
Good governance and community participation	Review of Disaster Management Plan	Number of meetings engagement with relevant stakeholders	Attendance register	There is a Disaster Management Plan but needs to be reviewed annually as per Disaster Management Act	June 2015	1	1	1	1
Submission of monthly reports to management	Inspection and approval of building plans	Number of monthly reports to management	Increased number of building plans submitted to municipality for approval	2	8	2	2	2	2
Municipal Financial Viability	Suppliers engaged by the Department meet performance standards in terms of quality, budgets and timelines	Set input, output and outcome indicators for each service- provider appointed for the Department	No of SP monitored/ total no of SP	Monitoring of progress reports	100%	100%	100%	100%	100%
Municipal Financial Viability	Suppliers engaged by the Department meet performance standards in terms of quality, budgets and	Measure performance of service- providers against agreed indicators	No of SP monitored/ total no of SP	Monthly meetings	100%	100%	100%	100%	100%

**DEPARTMENT: COMMUNITY SERVICES
STRATEGIC MANAGER: COMMUNITY AND SOCIAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS				
						1ST	2ND	3RD	4TH	
	timelines									
Municipal Viability	Financial	No irregular, unauthorized or fruitless and wasteful expenditure is committed, made, authorized or incurred	No expenses incurred by/on behalf of the Department are disallowed for being irregular, unauthorised or fruitless and wasteful	Rand value of expenses incurred	Ensuring R'00	R'00	R'00	R'00	R'00	R'00
Municipal Viability	Financial	No irregular, unauthorized or fruitless and wasteful expenditure is committed, made, authorized or incurred	No expenses incurred by/on behalf of the Department are disallowed for being irregular, unauthorised or fruitless and wasteful	Rand value of expenses incurred	Ensuring R'00	R'00	R'00	R'00	R'00	R'00
Municipal Viability	Financial	Expediently respond to internal and external audit enquiries relating to the department	Written response to audit queries and variance reports are submitted during management meetings	No of response submitted	Attending to audit queries	100%	100%	100%	100%	100%

11.4 Service delivery targets: Corporate Services

**DEPARTMENT: CORPORATE SERVICES
STRATEGIC MANAGER: DIRECTOR-CORPORATE SERVICES**

KEY PERFORMANCE AREA (KPA)	GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	BASELINE (2013 - 2014 FIN. YR) AUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS				
						1ST	2ND	3RD	4TH	
Municipal Institutional development and Transformation	Organisational review conducted	Develop and submit a newly revised organogram (staff structure) to the MM as well as the revision of the Job Description	Organogram document	Organogram was reviewed and job description prepared	Develop and submit a newly revised organogram (staff structure) to the MM as well as the revision of the Job Description	Job Description and Organisation structure developed				

**DEPARTMENT: CORPORATE SERVICES
STRATEGIC MANAGER: DIRECTOR-CORPORATE SERVICES**

KEY PERFORMANCE AREA (KPA)	GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	BASELINE (2013 - 2014 FIN. YR) AUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Municipal Institution development and Transformation	Prepare a Strategic Human Resource Management plan for the municipality to run concurrent with the IDP	Develop a Strategic Human Resource Plan dealing with workforce planning, retention strategies, recruitment and selection strategies, performance management, diversity management and training and development in one coherent strategy	Human Resource Plan	Currently no Standalone HR plan, Municipality has an HR Policy in place	Strategic HR Plan developed	HR Plan developed.			
Municipal Institution development and Transformation	The Municipality complies with the Employment Equity Act 1998 (Act 55 of 1998)	Employment Equity plan is developed consistent with section 20 of the EE and other EE Regulations	Employment Equity Reports	No Employment Equity Reports	Employment Equity plan reviewed	EE plan developed and approved	-		-
Municipal Institution development and Transformation	The Municipality complies with the Skills Development Act 1998 (Act 97 Of 1998)	Skills Audit conducted	Number of skills audit conducted	No skills audit conducted	Skills Audit Conducted		Skills audit completed		
Municipal Institution development and Transformation	Develop and approve Workplace Skills Plan (WSP)	WSP Developed, approved and submitted to LG Seta	Work skills plan document	WSP was submitted, approved and submitted to LG Seta	WSP Prepared, approved and submitted	Prepare and approve a WSP, and then submit it to LG Seta			
Municipal Institution development and Transformation	Employees undergo training as per the WSP	Number of Employees that attended training as identified on the Municipal WSP Document	Number of employees that attended training Attended training as identified on the WSP	30% of Employees to attend training as identified on the WSP	5%	10%	10%	10%
Municipal Institution development and Transformation	Develop a meeting schedule for the Local Labour Forum	Schedule approved by MM and Unions and meetings of LLF take place as scheduled	Schedule developed	Meeting Schedule developed and approved	Prepare and approve the schedule of meeting for submission to MM and Unions	Schedule of meeting submitted to MM and Unions for approval			

**DEPARTMENT: CORPORATE SERVICES
STRATEGIC MANAGER: DIRECTOR-CORPORATE SERVICES**

KEY PERFORMANCE AREA (KPA)	GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	BASELINE (2013 - 2014 FIN. YR) AUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Municipal Institution development and Transformation	Render an effective and efficient central records management service to the municipality	Develop an electronic record management system (i.e. all correspondences are scanned and stored on a server)	Implementation of electronic record management	Manual Record Management System	Develop an electronic management system for implementation on the 1 st August 2014				Electronic Management System developed
Municipal Institution development and Transformation	Ensure that all employees are trained in the SALGBC Disciplinary Collective	At least 15 Senior employees are trained to effectively investigate and prosecute alleged misconduct disciplinary enquiries	Number of employees trained	Senior Managers attended the training	Number of Trainings conducted/ Number of Employees that attended the training		SALGBC Disciplinary Collective training conducted		
Municipal Institution development and Transformation	Develop 2014/2015 annual calendar for council ; Exco; Council Committees (section 79) and Exco (section 80) committee meetings and submit to council for approval	Annual Calendar developed and adopted by Council	Annual Calendar	Annual Calendar was developed and approved	Develop an annual calendar	Annual Calendar developed and approved			
Municipal Institution development and transformation	Ensure full compliance with the provisions of the Occupational Health and Safety Act (1993) by advising each department what it	Conduct workshops on Occupational health and safety act	Number of workshops conducted	No workshops conducted	Number of Workshops conducted	1 workshop conducted		1 workshop conducted	

**DEPARTMENT: CORPORATE SERVICES
STRATEGIC MANAGER: DIRECTOR-CORPORATE SERVICES**

KEY PERFORMANCE AREA (KPA)	GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	BASELINE (2013 - 2014 FIN. YR) AUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
	should do and the results of non-compliance								
Municipal Financial Viability & Management	No unauthorised, irregular, wasteful and fruitless expenditure reported	Expenditure within the approved budget	No over-expenditure	No unauthorised, irregular, wasteful and fruitless expenditure reported	No unauthorised, irregular, wasteful and fruitless expenditure on approved budget	Monitor the expenditure on an on-going basis	Monitor the expenditure on an on-going basis	Monitor the expenditure on an on-going basis	Monitor the expenditure on an on-going basis
Municipal Financial Viability & Management	Prepare Draft budget to be incorporated to the Main budget of the municipality	Draft budget prepared in line with the budget time-lines as proposed by BTO	Draft budget developed	Draft budget was prepared and incorporated in the Main budget	1 Draft Budget prepared			Draft Budget Prepared	
Municipal Financial Viability & Management	Prepare adjustment budget to be incorporated to the Main budget of the municipality	adjustment budget prepared in line with the budget time-lines as proposed by BTO	Adjustment budget developed	Adjustment budget was prepared and incorporated in the Main budget	1 adjustment Budget prepared			Adjustment Budget Prepared and incorporated into the main budget	
Good Governance & Public Participation	Documentation of and for meetings are prepared and distributed as prescribed	Notices of and agendas for meetings of the Council and committees are distributed at least 48 hours prior to the commencement of the meeting concerned	Number of notices distributed timeously	All notices and agendas were distributed within 48 hours prior to the commencement of the meeting concerned	All notices for meetings to be dispatched within 48 hours prior the commencement of the meeting concerned	On-going	On-going	On-going	On-going
Good Governance & Public Participation	Provide legal advice to the Municipality's political structures, political office-bearers and departments	Written and informal legal advice are provided on request basis	Number of written and informal advices provided	Written and informal legal advice were provided as and when needed	Provide legal advice to the Municipality's political structures, political office bearers and departments	On-going	On-going	On-going	On-going
Good Governance & Public	Dispatching correspondence to	Writing letters/memoranda to all individuals and	Number of letter/	All correspondences were dispatched as per the	Dispatch correspondence to everyone affected by	On-going	On-going	On-going	On-going

**DEPARTMENT: CORPORATE SERVICES
STRATEGIC MANAGER: DIRECTOR-CORPORATE SERVICES**

KEY PERFORMANCE AREA (KPA)	GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	Unit of Measure	BASELINE (2013 - 2014 FIN. YR) AUDITED	ANNUAL TARGET 2014-15	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Participation	everyone affected by Council; Exco and Management decisions	organisations affected by resolutions and decisions of Council, Exco and Management within 5 days after such decisions have been taken	memoranda written and dispatched to affected employees	requirements	Council; Exco and Management decisions				
Good Governance & Public Participation	Place all documents that affects HR as per the requirements of MFMA section 75 on the Municipal Website	Municipal Website updated with relevant information as per section 75 of MFMA	Number of documents uploaded	Municipal Website not updated	Update Municipal Website	On-going	On-going	On-going	On-going

11.5 Service delivery targets: Technical Services

**DEPARTMENT: TECHNICAL SERVICES
STRATEGIC MANAGER: DIRECTOR TECHNICAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Basic Services Delivery	% expenditure of capital budget and grant funded programmes	100% of capital budget (as provided for in the budget) and grant funding spent on programmes and projects	100% spending	100% spend	100%	10%	40%	60%	100%
Basic Services Delivery	Infrastructure development and investment model implemented (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity	100% of households with access to a minimum standard of water provision	No of HH/total HH	Provided daily	100%	100%	100%	100%	100%
Basic Services Delivery	Infrastructure development and investment model implemented (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity	% of households without access to a minimum standard of sanitation services	No of HH/total HH	Un-occupied households	13%	13%	13%	13%	13%

**DEPARTMENT: TECHNICAL SERVICES
STRATEGIC MANAGER: DIRECTOR TECHNICAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Basic Services Delivery	Infrastructure development and investment model implemented (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity	100% of households with access to a minimum standard of electricity services	No of HH/total HH	Provided daily	100%	100%	100%	100%	100%
Basic Services Delivery	Infrastructure development and investment model implemented (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity	100% Decrease in households without access to a minimum standard of refuse removal services	No of HH/total HH	Un-occupied households	13%	13%	13%	13%	13%
Basic Services (Water provision)	Increase access to portable water	Connections to 65 industrial erven	Number of Connections	65 erven without connections	65 erven	33	32		
Basic Services (Water provision)	Increase access to portable water	Achieve 95% blue drop status & 100% green drop status	Blue drop & green drop status	Current score 92.4% blue drop and 54% green drop	95% blue drop & 65% green drop	95% blue drop & 57% green drop	95% blue drop & 60% green drop	95% blue drop & 62% green drop	95% blue drop & 65% green drop

DEPARTMENT: TECHNICAL SERVICES
STRATEGIC MANAGER: DIRECTOR TECHNICAL SERVICES

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Basic Services (Water provision)	Increase access to portable water	Development of Technical feasibility study	Study	Ageing bulk supply	Complete June 2015				1
Basic Services (Water provision)	Increase access to portable water	Development of business plan to reduce water losses & upgrade water treatment plants (Hoopstad & Bullfontein)	Business plan Upgraded water treatment plants	High water loss and ageing water treatment plants	Complete December 2014(Business plan) Upgrade June 2015		1		1
Basic Services (Sanitation provision)	Improve access to acceptable sanitation services	50% Upgraded wastewater treatment works	Progress report	Overflowing wastewater treatment plant	50% upgraded	7%	12.5%	12.5%	18%
Basic Services (Sanitation provision)	Improve access to acceptable sanitation services	Connections to 65 industrial erven	Number of Connections	65 erven without connections	65 erven	33	32		
Basic Services (Sanitation provision)	Improve access to acceptable sanitation services	Connections to 499 erven	Number of connections	499 households without connections	499 erven				499
Basic Services (Electricity provision)-Tikwana	Improve electricity supply	Install network for 499 erven	Number of erven	499 households without electricity	499 erven				499
Basic Services (Electricity provision)	Improve electricity supply	Install network for 72 erven	Number of erven	72 erven without electricity	72 erven		24	24	24
Basic Services (Roads &Stormwater provision)-Phahameng	Improve municipal roads infrastructure	100% spending on budget for maintenance of gravel road	100% spending	On-going maintenance of gravel roads	100%	25%	50%	75%	100%
Basic Services (Roads &Stormwater provision)-Phahameng	Improve municipal roads infrastructure	100% of internal /access roads maintained	100% spending	On-going maintenance of paved roads	100%	25%	50%	75%	100%
Basic Services (Roads &Stormwater)	Improve municipal roads infrastructure	Paved roads	Number of km paved roads	50km of gravel roads	0.75km			0.3km	0.45km

**DEPARTMENT: TECHNICAL SERVICES
STRATEGIC MANAGER: DIRECTOR TECHNICAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
provision)- Phahameng									
Basic Services (Roads &Stormwater provision) - Tikwana	Improve municipal roads infrastructure	Paved roads	Number of km paved roads	15Km of gravel roads	0.5km			0.25km	0.25km
Basic Services (Roads &Stormwater provision) – Bultfontein/Phahameng	Improve municipal roads infrastructure	Repaired potholes	M2 of repaired potholes	1500m2 of roads with potholes	100m2	50m2		50m2	
Basic Services (Roads &Stormwater provision) – Hoopstad/Tikwana	Improve municipal roads infrastructure	Repaired potholes	M2 of repaired potholes	1000m2 of roads with potholes	100m2		50m2		50m2
Basic Services (Roads &Stormwater provision)	Improve municipal roads infrastructure	Traffic signs replaced or upgraded	Number of signs	Roads without traffic signs and some with damaged signs	60		25	35	
Basic Services (Council buildings)	Improve condition of council properties	Council building repaired and renovated	Number of buildings	Council buildings are having damages	2		1	1	
Basic Services (Sports facilities)	Sport and recreation – Improve sports facilities management	Resurfaced 3 existing tennis courts, construct 1 multi-purpose court + fencing & stormwater culvert at entrance, new security building	Number of courts, building & structures	Ageing courts, poor stormwater control & no security	7			3	4
Basic Services (Sports facilities)	Sport and recreation – Improve sports facilities management	Renovated existing changing rooms + toilets, paved road to pavilion, fencing	Number of activities	Ageing buildings, poor road condition, no fencing	8			3	5
Basic Services (Sports facilities)	Sport and recreation –	Equipment purchased	Number of equipment	No equipment for sports facilities	30				30

**DEPARTMENT: TECHNICAL SERVICES
STRATEGIC MANAGER: DIRECTOR TECHNICAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
	Improve sports facilities management								
Basic Services (Supply new vehicles)	Improve service delivery	Vehicles purchased	Number of vehicles	Municipal vehicles are too old and not in good condition	7			3	4
Good Governance and Public participation	Compliance with water services authority provisions	WSA workshop held	No of workshops	None	4	1	1	1	1
Good Governance and Public participation	Compliance with water services authority provisions	Campaigns held on conservation of water	No of campaigns	None	4	1	1	1	1
Good Governance and Public participation	Compliance to MIG regulations	MIG report compiled and submitted monthly	No of reports submitted	Reports submitted on monthly bases	12	3	3	3	3
Good Governance and Public participation	Compliance to MIG regulations	MIG report compiled and submitted quarterly	No of reports submitted	Reports submitted on quarterly bases	4	1	1	1	1
Good Governance and Public participation	Compliance to MIG regulations	MIG report compiled and submitted annually	No of reports submitted	Reports submitted on yearly bases	1				1
Good Governance and Public participation	Compliance to EPWP/DORA regulations	EPWP report compiled and submitted monthly	No of reports submitted	Reports submitted on monthly bases	12	3	3	3	3
Good Governance and Public participation	Compliance to DWA regulations	Review WSDP document	Report	Outdated WSDP	1				1
Municipal Financial Viability	Suppliers engaged by the Department meet performance standards in terms of quality, budgets and timelines	Set input, output and outcome indicators for each service-provider appointed for the Department	No of SP monitored/ total no of SP	Monitoring of progress reports	100%	100%	100%	100%	100%
Municipal Financial Viability	Suppliers engaged by the Department meet performance standards in terms of quality, budgets and timelines	Measure performance of service-providers against agreed indicators	No of SP monitored/ total no of SP	Monthly meetings	100%	100%	100%	100%	100%

**DEPARTMENT: TECHNICAL SERVICES
STRATEGIC MANAGER: DIRECTOR TECHNICAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Municipal Financial Viability	No irregular, unauthorized or fruitless and wasteful expenditure is committed, made, authorized or incurred	No expenses incurred by/on behalf of the Department are disallowed for being irregular, unauthorised or fruitless and wasteful	Rand value of expenses incurred	Ensuring R'00	R'00	R'00	R'00	R'00	R'00
Municipal Financial Viability	Expediently respond to internal and external audit enquiries relating to the department	Written response to audit queries and variance reports are submitted during management meetings	No of response submitted	Attending to audit queries	100%	100%	100%	100%	100%
Municipal Financial Viability	Undertake year end stock count for Game, diesel, water, electrical and mechanical	Report for year-end stock count – inventory list	Inventory list	Organising inventory list	100%	90%	90%	100%	100%
Municipal Institutional Development and Transformation	Submissions/reports/it ems for submission to the Council or a committee are submitted to the Executive Manager Corporate Services at least 7 working days before the date of the relevant meeting	Register of submissions/rep orts/ items received at Corporate Services	Percentage of compliance		10	100%	100%	100%	100%
Municipal Institutional Development and Transformation	To conduct regular corporate performance reviews together with departmental heads and report there on to the Municipal Manager	Quarterly performance review reports submitted to the Council	No of reports		4	1	1	1	1

**DEPARTMENT: TECHNICAL SERVICES
STRATEGIC MANAGER: DIRECTOR TECHNICAL SERVICES**

KEY PERFORMANCE AREA (KPA)	IDP GOAL / OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	UNIT OF MEASUREMENT	BASELINE (2013-14 FIN. YR) UNAUDITED	ANNUAL TARGET 2014- 2015	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Municipal Institutional Development and Transformation	To develop, implement and maintain a system for regularly assessing community satisfaction with municipal services	Two community satisfaction surveys conducted and results submitted to council	No of surveys		2		1		1

Quarterly Projections of Service Delivery Targets and Performance Indicators for each vote

Vote/Indicator	Unit of Measurement	Annual Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
			Projection	Projection	Projection	Projection
Department - Technical Services						
Vote: Electricity						
New Electricity connections (ward 8)	No. of new electricity connections	499			250	249
Percentage of electricity losses	Kw Billed / Kw used by municipality	10%	10%	10%	10%	10%
Percentage of HH that meet agreed service levels	HH achieving agreed levels / total	100%	100%	100%	100%	100%
Installation of electrical network Industrial Hoopstad(ward 5&6)	No of networks	2	2			
Employment through job creation schemes	No of temporary jobs created	20	10			
Vote: Water						
Developed and approved water quality monitoring plan	Completed by December 2013			1		
Achieve 100% on blue drop status from DWAF	Percentage achieved	100%	95%	95%	95%	100%
New Water connections (ward 5&6)	No. of new water connections	137	78	59		
Installation of bulk meters (ward 1-8)	No of meters installed	6		3	3	
Percentage of water losses	KL Billed / KL used by municipality	10%	10%	10%	10%	10%
Percentage of HH that meet agreed service levels	HH achieving agreed levels / total	100%	100%	100%	100%	100%
Percentage of HH that meet agreed service standards	HH achieving agreed stds / total	100%	100%	100%	100%	100%
Installation of water network-Industrial Hoopstad (ward 5&6)	No of networks	2				2
Vote: Road						
Employment through job creation schemes	No of temporary jobs created	60	30%	30		
Construction of roads/stormwater- Phahameng (ward 3 to 4)	Completed by December 2013	1		1		
Construction of roads/stormwater- Tikwana (ward 7 to 8)	Completed by November 2013	1		1		
Maintanance of Roads(Gravel and Tared) (ward 3 to 4 & 7 to 8)	Actual spending/Bugeted amount	100%	25%	25%	25%	25%
Vote: Waste Management						
Percentage of HH with no rubbish disposal (ward 4&8)	No. of HH without / total HH	13%	13%	13%	13%	13%
Vote: Waste Water management						
Percentage of HH with no toilet provision (ward 4&8)	No. of HH without / total HH	13%	13%	13%	13%	13%
Employment through job creation schemes	No of temporary jobs created	200	50	50	50	50
Completion of Waste Water Treatment Works Tikwana(ward 5,6,7&8)	Completed by June 2015	50%	13%	13%	13%	13%
Installation of sewerage network-Hoopstad Industrial (ward 5&6)	No of networks	2	1	1		2
Vote: Sports and Recreation						
Upgrading of sports field Phahameng Phase 2 (ward 4)	Completed by September 2013	1	1			
Construction of sports field Tikwana Phase 1 (ward 7)	Completed by September 2013	1	1			
Employment through job creation schemes	No of temporary jobs created	60	30			

12 Ward information for expenditure and service delivery

The dependency of the municipality on grant funding for capital expenditure is high. For the 2014-15 financial year, the grand funding for capital projects amounts to R23.7 million. The projects that are being funded from the MIG are as indicated below:

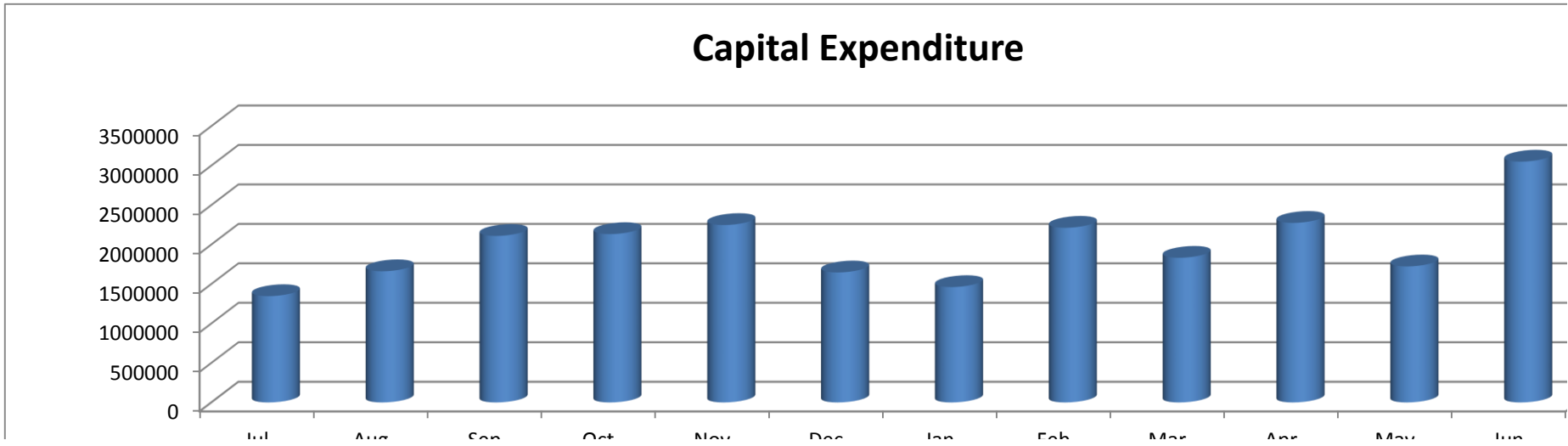
- Upgrading of Sewerage Network (Tikwana): R19.7 million
- Upgrading of Sports fields (Phahameng): R 1.6 million
- Upgrading of Sports Fields (Tikwana): R2.5 million

The total capital budget of the Municipality is 23.7 million and the following projects are budgeted from internally generated funds:

Ward 5 - 8: Upgrading of Sewerage Network (Tikwana) at the value of R 19.7 million

Ward 4: Upgrading of Sports fields (Phahameng) at the value of R 1.6 million

Ward 7: Upgrading of Sports Fields (Tikwana) at the value of R2.5 million



The graph above shows how the 2014/15 capital expenditure is expected to be incurred over the financial year. All business plans pertaining to the above projects have been approved and there are no foreseeable delays which can have impact on the spending patterns / plans.

13 Detailed capital works plan broken down by ward over three years

<u>DESCRIPTION</u>	<u>IDP NO</u>	<u>FUNDING SOURCE</u>	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>
MIG					
<u>PMU Costs</u> PMU		MIG	800 000	850 000	900 000
<u>Tikwana</u> Upgrading of Waste Water Treatment Works		MIG	19 398 792	4 885 884	-
<u>Tikwana</u> TIKWANA: Upgrading of Sport Facilities [Phase 1]		MIG	120 546	-	-
<u>Phahameng</u> PHAHAMENG: Upgrading of Sports facilities [Phase 2]		MIG	119 918	-	-
<u>Tikwana</u> TIKWANA: Upgrading of Sport Facilities [Phase 2]		MIG	2 334 948	122 892	-
<u>Phahameng</u> PHAHAMENG: Upgrading of Sports facilities [Phase 3]		MIG	928 795	1 250 202	-
<u>Phahameng</u> PHAHAMENG: Upgrading of Internal roads 2,0km		MIG	-	7 888 680	5 111 320
<u>Tikwana</u> TIKWANA: Upgrading of Sport Facilities [Phase 3]		MIG	-	680 879	1 694 880
<u>Phahameng</u> PHAHAMENG: Upgrading of Sports facilities [Phase 4]		MIG	-	507 463	1 662 357
<u>Phahameng</u> PHAHAMENG: Construction of access roads 1,3km		MIG	-	-	7 357 443
Sub Total			23 703 000	16 186 000	16 726 000

14 Revision of the SDBIP

The Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received. Before deciding on the revision of the SDBIP, the Mayor must solicit advice from the Municipal Manager. Below are the steps that need to be followed to allow the Mayor's obligations under section 54 of the MFMA to be fulfilled.

1. Each directorate will provide the Municipal Manager with information as required under section 71 and/or 72 of the MFMA and this information will be submitted to the Mayor by the 10th working day of each month.
2. For financial performance, the information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.
3. For capital projects, each variance of +/- 10% or R50, 000 whichever is the greater will be highlighted. The Director: Technical Services / Director responsible for the capital project will be required to provide a written report covering:
 - a. The reason for the variance
 - b. If necessary, what corrective measures have been put in place.
 - c. Whether the start and finish dates of the capital project need amending.
 - d. Whether the project specification will need to be amended.
 - e. Revised monthly estimates of expenditure for the project.
4. At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets (non-financial targets). This information must be submitted to the Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Budget & Treasury Office.

5. If the actual performance on any indicator varies from the planned performance the Municipal Manager / Mayor can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future.
6. The Municipal Manager will then review these reports and decide whether the SDBIP should be amended. A report will then be submitted to the Mayor, together with a motivation / advice whether is there a need for revision of the annual budget / SDBIP.

15 Conclusion

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery target, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.

Over the years, the Auditor General has raised audit exception on performance information. One of such exceptions is the predetermined objectives in the SDBIP which are not linked to the IDP and Budget. The municipality will continuously revise its planning processes till such time a full link between the IDP; Annual Budget and SDBIP are achieved.