

KOU-KAMMA MUNICIPALITY



DRAFT SERVICE DELIVERY & IMPLEMENTATION PLAN 2016/17

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1. Introduction

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve service delivery targets, as well as spending the capital budget within the given time frames. The IDP and Budget are key documents informing the SDBIP. The Kou-kamma Municipality's reviewed IDP and budget documents were then considered in drawing up our SDBIP.

A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget. Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

2. Executive Summary

The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

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.

3. Legislative Framework for SDBIP and PMS

The need for a monitoring tool within municipalities comes from a number of legislative pieces, giving guidance and direction on the path to be followed when developing these

systems. All this is done in order to ensure effective and efficient service delivery to our communities. The different pieces of legislation are discussed below.

3.1 The White Paper on Local Government (1998):

The White Paper on Local Government (1998) suggested that local government should introduce the idea of using monitoring tools to measure impact and performance. Therefore the white paper further notes that Performance management is critical to ensure that plans are being implemented, that they are having the desired development impact, and that resources are being used efficiently.

3.2 The Municipal Systems Act (2000):

Government has taken this idea of measuring performance forward in chapter six of the Municipal Systems Act (32 of 2000) which requires all municipalities to:

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

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and the budget are fully aligned with each other as required by the MFMA (Act 56 of 2003)

3.3 Municipal Finance Management Act

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of 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.

According to Section 53(1)(c)ii of the MFMA (Act 56 of 2003) the mayor of the municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

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

The mayor is to receive the draft SDBIP 14 days after approval of budget and therefore the final SDBIP approved 14 days after receiving the first draft.

4. The Components of a SDBIP

The five necessary components of a SDBIP 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. Capital works plans

5. The SDBIP Concept

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 Executive 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 Executive 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 at council, 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.

5.1 MFMA requirement - Approval of the SDBIP

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 Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Executive 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.

5.2 MFMA requirement – Implementation & monitoring

Section 54 sets out the responsibilities of the Executive Mayor with regard to budgetary control and the early identification of financial problems. When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive 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 Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

6. SDBIP in Kou-kamma Municipality

The production of the SDBIP in Kou-kamma is conducted primarily by the Finance Department through the Chief Financial Officer and the Municipal Managers’ Office where it is championed by the IDP manager & PMS Coordinator in consultation with the Directorates of the Municipality.

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6.1 Operating Revenue & Expenditure by Source:

Description	Ref	Budget Year 2016/17											Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand																
Revenue By Source																
Property rates		1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	16 686	17 721	18 766
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		150	150	150	150	150	150	150	150	150	150	150	150	1 800	1 911	2 024
Service charges - water revenue		826	826	826	826	826	826	826	826	826	826	826	826	9 907	10 522	11 142
Service charges - sanitation revenue		663	663	663	663	663	663	663	663	663	663	663	663	7 950	8 443	8 941
Service charges - refuse revenue		343	343	343	343	343	343	343	343	343	343	343	343	4 111	4 366	4 624
Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		28	28	28	28	28	28	28	28	28	28	28	28	342	363	384
Interest earned - external investments		3	3	3	3	3	3	3	3	3	3	3	3	32	34	36
Interest earned - outstanding debtors		623	623	623	623	623	623	623	623	623	623	623	623	7 475	7 938	8 407
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines		124	124	124	124	124	124	124	124	124	124	124	124	1 484	1 576	1 669
Licences and permits		2	2	2	2	2	2	2	2	2	2	2	2	30	32	34
Agency services		178	178	178	178	178	178	178	178	178	178	178	178	2 136	2 269	2 403
Transfers recognised - operational		3 707	3 707	3 707	3 707	3 707	3 707	3 707	3 707	3 707	3 707	3 707	3 707	44 480	45 813	49 189
Other revenue		1 608	1 608	1 608	1 608	1 608	1 608	1 608	1 608	1 608	1 608	1 608	1 608	19 293	18 943	20 300
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		9 644	9 644	9 644	9 644	9 644	9 644	9 644	9 644	9 644	9 644	9 644	9 644	115 726	119 930	127 919
Expenditure By Type																
Employee related costs		3 681	3 681	3 681	3 681	3 681	3 681	3 681	3 681	3 681	3 681	3 681	3 681	44 170	47 350	50 616
Remuneration of councillors		260	260	260	260	260	260	260	260	260	260	260	260	3 120	3 314	3 509
Debt impairment		1 956	1 956	1 956	1 956	1 956	1 956	1 956	1 956	1 956	1 956	1 956	1 956	23 476	26 703	28 279
Depreciation & asset impairment		1 758	1 758	1 758	1 758	1 758	1 758	1 758	1 758	1 758	1 758	1 758	1 758	21 096	22 404	23 725
Finance charges		35	35	35	35	35	35	35	35	35	35	35	35	422	448	475
Bulk purchases		315	315	315	315	315	315	315	315	315	315	315	315	3 774	4 008	4 245
Other materials		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services		146	146	146	146	146	146	146	146	146	146	146	146	1 756	1 865	1 975
Transfers and grants		1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	1 517	18 200	18 204	19 217
Other expenditure		1 795	1 795	1 795	1 795	1 795	1 795	1 795	1 795	1 795	1 795	1 795	1 795	21 542	22 878	24 230
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	137 557	147 174	156 271
Surplus/(Deficit)		(1 819)	(1 819)	(1 819)	(1 819)	(1 819)	(1 819)	(1 819)	(1 819)	(1 819)	(1 819)	(1 819)	(1 819)	(21 830)	(27 244)	(28 352)
Transfers recognised - capital		1 616	1 616	1 616	1 616	1 616	1 616	1 616	1 616	1 616	1 616	1 616	1 616	19 394	19 665	20 326
Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(2 436)	(7 579)	(8 026)

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6.2 Operating Revenue & Expenditure by Vote:

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
R thousand																	
Revenue by Vote																	
Vote 1 - EXECUTIVE & COUNCIL		2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	2 354	28 243	30 750	33 149	
Vote 2 - FINANCE & ADMINISTRATION		4 082	4 082	4 082	4 082	4 082	4 082	4 082	4 082	4 082	4 082	4 082	4 082	48 978	50 430	53 788	
Vote 3 - PLANNING & DEVELOPMENT		17	17	17	17	17	17	17	17	17	17	17	17	207	220	233	
Vote 4 - HEALTH		80	80	80	80	80	80	80	80	80	80	80	80	963	-	-	
Vote 5 - COMMUNITY & SOCIAL SERVICES		177	177	177	177	177	177	177	177	177	177	177	177	2 128	1 140	1 153	
Vote 6 - HOUSING		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 7 - PUBLIC SAFETY		125	125	125	125	125	125	125	125	125	125	125	125	1 496	1 589	1 682	
Vote 8 - SPORT & RECREATION		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 9 - ENVIRONMENTAL PROTECTION		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 10 - WASTE MANAGEMENT		343	343	343	343	343	343	343	343	343	343	343	343	4 111	4 366	4 624	
Vote 11 - WASTE WATER MANAGEMENT		947	947	947	947	947	947	947	947	947	947	947	947	11 370	12 075	12 787	
Vote 12 - ROAD TRANSPORT		239	239	239	239	239	239	239	239	239	239	239	239	2 871	3 052	3 219	
Vote 13 - WATER		2 645	2 645	2 645	2 645	2 645	2 645	2 645	2 645	2 645	2 645	2 645	2 645	31 740	28 774	30 221	
Vote 14 - ELECTRICITY		251	251	251	251	251	251	251	251	251	251	251	251	3 013	7 200	7 389	
Vote 15 - OTHER		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue by Vote		11 260	11 260	11 260	11 260	11 260	11 260	11 260	11 260	11 260	11 260	11 260	11 260	135 120	139 595	148 245	
Expenditure by Vote to be appropriated																	
Vote 1 - EXECUTIVE & COUNCIL		1 152	1 152	1 152	1 152	1 152	1 152	1 152	1 152	1 152	1 152	1 152	1 152	13 826	14 740	15 669	
Vote 2 - FINANCE & ADMINISTRATION		2 556	2 556	2 556	2 556	2 556	2 556	2 556	2 556	2 556	2 556	2 556	2 556	30 670	34 467	36 677	
Vote 3 - PLANNING & DEVELOPMENT		219	219	219	219	219	219	219	219	219	219	219	219	2 627	2 813	3 004	
Vote 4 - HEALTH		83	83	83	83	83	83	83	83	83	83	83	83	996	1 067	1 140	
Vote 5 - COMMUNITY & SOCIAL SERVICES		673	673	673	673	673	673	673	673	673	673	673	673	8 077	7 488	7 907	
Vote 6 - HOUSING		28	28	28	28	28	28	28	28	28	28	28	28	336	361	385	
Vote 7 - PUBLIC SAFETY		464	464	464	464	464	464	464	464	464	464	464	464	5 564	5 955	6 356	
Vote 8 - SPORT & RECREATION		16	16	16	16	16	16	16	16	16	16	16	16	196	208	220	
Vote 9 - ENVIRONMENTAL PROTECTION		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 10 - WASTE MANAGEMENT		856	856	856	856	856	856	856	856	856	856	856	856	10 276	10 942	11 620	
Vote 11 - WASTE WATER MANAGEMENT		1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	1 372	16 462	17 502	18 555	
Vote 12 - ROAD TRANSPORT		1 029	1 029	1 029	1 029	1 029	1 029	1 029	1 029	1 029	1 029	1 029	1 029	12 349	13 147	13 957	
Vote 13 - WATER		2 370	2 370	2 370	2 370	2 370	2 370	2 370	2 370	2 370	2 370	2 370	2 370	28 436	30 262	32 071	
Vote 14 - ELECTRICITY		645	645	645	645	645	645	645	645	645	645	645	645	7 741	8 222	8 709	
Vote 15 - OTHER		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure by Vote		11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	11 463	137 557	147 174	156 271	
Surplus/(Deficit) before assoc.		(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(2 436)	(7 579)	(8 026)	
Taxation														-	-	-	
Attributable to minorities														-	-	-	
Share of surplus/ (deficit) of associate														-	-	-	
Surplus/(Deficit)	1	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(203)	(2 436)	(7 579)	(8 026)	

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6.3 Capital Expenditure by standard classification:

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
Capital Expenditure - Standard	1															
Governance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Executive and council																
Budget and treasury office																
Corporate services																
Community and public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and social services																
Sport and recreation																
Public safety																
Housing																
Health																
Economic and environmental services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Planning and development																
Road transport																
Environmental protection																
Trading services		1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	18 659	14 825	15 699
Electricity																
Water		501	501	501	501	501	501	501	501	501	501	501	501	6 017	6 390	6 767
Waste water management		1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	1 054	12 642	8 435	8 932
Waste management																
Other																
Total Capital Expenditure - Standard	2	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	18 659	14 825	15 699
Funded by:																
National Government		1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	18 659	14 825	15 699
Provincial Government																
District Municipality																
Other transfers and grants																
Transfers recognised - capital		1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	18 659	14 825	15 699
Public contributions & donations																
Borrowing																
Internally generated funds																
Total Capital Funding		1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	1 555	18 659	14 825	15 699

6.4 Capital works plan:

Project	Total Cost
Coldstream bulk water supply	1 245 787.47
Stormsriver Replacement of Low Pressure water mains	6 017 700.00
Rehabilitation of Louterwater Water Treatment Works	10 347 700.00
Laurelridge rehabilitation of WWTW	2 200 000.00

Service Delivery Targets and Performance Indicators

The setting of service delivery targets and performance indicators has developed from engagement with the different Directorates where such engagements have been informed by the demand for services in the Kou-kamma area. The nature of targets and their respective indicators are influenced and shaped by the public consultations that have taken place. The target and indicators take different forms; they range from a need to determine input to a need to determine the outcome of particular projects. A balance has been struck between input, output, impact and indicators that measure effectiveness of service delivery projects.

It is likely that new performance indicators will be developed as the Municipality is currently reviewing its performance management policy. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

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Ref#	Objective	Strategy	KPI	Target	Budget	Vote#	Quarter 1 (July - Sept)	Quarter 2 (Oct - Dec)	Quarter 3 (Jan - Mar)	Quarter 4 (Apr - May)
KPA 1: Municipal Transformation and Institutional Development										
MT01	Implementation of the Occupational Health and Safety Act	Implementation of the employee wellness programme	Conduct a number of Employee Wellness programmes	4 Employee Wellness programmes	Internal	N/A	1 Employee Wellness programme	1 Employee Wellness programme	1 Employee Wellness programme	1 Employee Wellness programme
MT02	Implementation of the Employment Equity Act	Implementation of the Employment Equity Plan	Implement a percentage of the numerical goals in the Employment Equity Plan	80% of Numerical goals in the Employment Equity Plan achieved	Internal	N/A	Achieve 20% of Numerical goals in the Employment Equity Plan	Achieve 20% of Numerical goals in the Employment Equity Plan	Achieve 20% of Numerical goals in the Employment Equity Plan	Achieve 20% of Numerical goals in the Employment Equity Plan
MT03	Councillor development for councillors	Facilitation of skills development and training of Councillors	Facilitate a number of Training Programmes for Councillors	Facilitation of 4 Training Programmes for Councillors	Internal	N/A	Facilitate 1 training for Councillors	Facilitate 1 training for Councillors	Facilitate 1 training for Councillors	Facilitate 1 training for Councillors

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MT04	Implementation of the Skills Development Act	Implementation of Workplace skills plan	Implement a percentage of fully funded Training Implementation Plan	100% of the fully funded Training Plan implemented	Internal	N/A	Implement 25% of the fully funded Training Plan	Implement 25% of the fully funded Training Plan	Implement 25% of the fully funded Training Plan	Implement 25% of the fully funded Training Plan
MT05	Review of the Organogram in compliance with the Municipal Systems Act	Implementation of the HR Plan	Percentage of approved and budgeted post in the HR plan filled	100% of the approved and budgeted post in the HR plan filled	Internal	N/A	25% of the approved and budgeted post in the HR plan filled	25% of the approved and budgeted post in the HR plan filled	25% of the approved and budgeted post in the HR plan filled	25% of the approved and budgeted post in the HR plan filled
MT06	Effective functioning of Council meeting for the 2016/17 Financial Year	Improve oversight function of Council	Conduct a number of Council Meetings	4 Seated Council Meetings	Internal	N/A	1 Council meeting	1 Council meeting	1 Council meeting	1 Council meeting

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MT07		Effective functioning of Standing Committees for the 2016/17 Financial Year	Conduct a number of Standing Committee Meetings	20 seated Standing Committee meetings per financial year	Internal	N/A	5 Standing Committees per 12 weeks	5 Standing Committees per 12 weeks	5 Standing Committees per 12 weeks	5 Standing Committees per 12 weeks
MT08	Effective functioning of the Risk Management Committee in the 2016/17 Financial Year	Improve the role of the Risk Management Committee	Conduct a number of Risk Management meetings	4 Risk Management meetings	Internal	N/A	1 Risk Committee meeting	1 Risk Committee meeting	1 Risk Committee meeting	1 Risk Committee meeting
MT09	Improvement of working conditions and labour peace as per the BCEA and LRA	Implementation of the Collective Agreement and ORA	Conduct a number of LLF meetings	4 LLF meetings	Internal	N/A	1 LLF meeting	1 LLF meeting	1 LLF meeting	1 LLF meeting

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MT10	Integration of ICT Systems in the 2016/17 Financial Year	Implementation of 5 Year ICT Roadmap	Seamless Integration of Promun and Sage VIP Systems	Integrated ICT Systems (Promun and VIP Payroll)	Internal	N/A	Obtain requirements for System Integration of Promun and VIP	Presentation of the Proposal for Integration of Promun and VIP Systems to ICT Steering Committee	Procure service providers for Integration of Financial(Promun) and Payroll(VIP) Systems	Integration of Financial(Promun) and Payroll(VIP) Systems
MT11	Improve Information Security	Implementation of the ICT Governance Framework and Security Policy directives	A number of ICT security Policies adopted by Council	Adoption of 1 ICT Security Policy	Internal	N/A	Conduct security policy GAP analysis based on ICT governance framework and KKM policy	Table a draft security policy GAP analysis report to the ICT steering committee	Draft ICT security policy to Council	Adoption of the Final ICT Security Policy
MT12	Improve ICT governance		Conduct a number ICT Steering Committee Meetings	Conduct 4 ICT Steering Committee Meetings	Internal	N/A	1 ICT Steering Committee Meeting	1 ICT Steering Committee Meeting	1 ICT Steering Committee Meeting	1 ICT Steering Committee Meeting

KPA 2 - Basic Service Delivery and Infrastructure Investment (Technical Services)										
TS01	Provision of bulk water supply	Replacement of the pressure tank in Coldstream	Percentage of completion with the Replacement of the pressure tank in Coldstream	100% complete with the Replacement of the pressure tank in Coldstream	R 2 956 767.98	ACIP	Installation of Pressure tank	Completion certificate and close out report	N/A	N/A
TS02		Replacement of the low pressure water mains in Stormsriver	Complete a percentage of the replacement of the Low pressure water mains in Stormsriver	100% complete with the Replacement of the low pressure water mains in Stormsriver	R6 017 000	MIG	Procurement for professional services and contractors	Construction 60% complete	Construction 100% complete	N/A
TS03		Refurbishment of the Louterwater WTW	Percentage of completion of the refurbishment of the Louterwater WTW	100% complete with the Refurbishment of the Louterwater WTW	R10 348 120	MIG	Procurement for professional services and contractors	Construction 30% Complete	Construction 80% complete	Construction 100% complete

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TS04		Upgrading of the Misgund Bulk water supply	Complete a percentage of the construction of the reservoir water treatment plant	100% complete with the Construction of Reservoir, water treatment plant, drilling and commissioning of boreholes	R 11 520 441	RBIG	Procurement of contractors	Construction 30% complete	Construction 75% complete	Construction 100% complete
TS05		Refurbishment of the Bulk water infrastructure in Coldstream	Percentage of completion with the refurbishment of the bulk water infrastructure in Coldstream	100% complete with the refurbishment of the bulk water infrastructure in Coldstream	R1 245 865	MIG	Procurement for professional services and contractors	Roof and water pump replacement	N/A	N/A

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TS06	Improvement of water management system	Implementation of the WSDP and WCDM	Percentage of the installation of water management system	100% installation of water management system	R 30 000 000	Cogta	Facilitate the business plan and the approval of funding for the improvement of water management system	Procurement of a Contractor	Install 50% of the water management system	Install of 100% of the water management system
TS07	Rehabilitation of Waste Water Treatment Works	Rehabilitation of the WWTW at Laurel Ridge	Percentage of completion with the rehabilitation of the WWTW in Laurel Ridge	100% Complete with the rehabilitation of the WWTW in Laurel Ridge	R 2 145 000	ACIP	Appointment of contractor and site establishment	Construction 60% complete	100% complete, Completion certificate Closeout report	N/A
TS08		Rehabilitation of the Louterwater WWTW Phase 2	Percentage of completion with the rehabilitation of the Louterwater WWTW Phase 2	100% complete with the rehabilitation of the Louterwater WWTW Phase 2	R 2 500 000	ACIP	Appointment of contractor and site establishment	Construction 60% complete	100% complete, Completion certificate Closeout report	N/A

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TS09	Upgrade of Municipal internal Roads	Upgrading of Municipal internal Roads	Number of kilometres of roads upgraded in Kareedouw	Complete the upgrading of 2.4km roads in Kareedouw	R 7 300 000	Sanral	1.2 km complete	2.4km Complete	N/A	N/A
TS10			Number of kilometres of roads upgraded in Joubertina	Complete the upgrading of 3.2km roads Joubertina	R 7 500 000	Sanral	1.6km Complete	3.2km Complete	N/A	N/A
TS11			Number of kilometres of roads upgraded in Clarkson	3.8 km Clarkson	R 11 000 000	Sanral	Appointment of Contractor and site establishment	1.5km complete	3.8km Complete	N/A
TS12			Number of kilometres of roads upgraded in Coldstream	0.7 km Coldstream	2 300 000	Sanral	Appointment of Contractor and site establishment	0.7 km complete	N/A	N/A

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TS13			Number of kilometres of roads upgraded in Mandela Park	0.5km Mandela Park	1 600 000	Sanral	Appointment of Contractor and site establishment	0.5km complete	N/A	N/A
TS14	Paving of Municipal Internal Roads	Paving of internal roads	Number of meters of roads paved in Stormriver	600m paved in Stormriver	R 1 000 000	DRPW	Appointment of contractor and site establishment	300m paving complete	300m complete with the paving	N/A
TS15			Number of meters of roads paved in Woodlands	850m paved in Woodlands	R 1 000 000	DRPW	Appointment of contractor and site establishment	400m paving complete	450m complete with the paving	N/A
TS16			Number of meters of roads paved in Louterwater	800m paved in Louterwater	R 1 000 000	DRPW	Appointment of contractor and site establishment	400m paving complete	400m complete with the paving	N/A

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TS17	Upgrade of Disaster Flood Relief Roads	Upgrading of Disaster Flood Relief Roads	Complete a percentage of the Disaster Flood Relief upgrades	100% complete with the Disaster Flood Relief upgrades	R11 000 000	DRPW	25% complete with the Disaster Flood Relief upgrades	50% complete with the Disaster Flood Relief upgrades	75% complete with the Disaster Flood Relief upgrades	100% complete with the Disaster Flood Relief upgrades
TS18	Adoption of the water Service Master Plan	Water Service Master plan	Adoption of the Water Service Master Plan	Adoption of the Water Service Master Plan	N/A	N/A	Adoption of the Water Service Master Plan by Council	N/A	N/A	N/A
TS19	Adoption of the Water Service Development Plan		Adoption of the WSDP	Adoption of the WSDP	N/A	N/A	Adoption of the WSDP by Council	N/A	N/A	N/A
TS20	Adoption of the Water Conservation and Demand Management Strategy		Adoption of the Water Conservation and Demand Management Strategy	Adoption of the Water Conservation and Demand Management Strategy	N/A	N/A	Adoption of the Water Conservation and Demand Management Strategy	N/A	N/A	N/A

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TS21	Compliance to the National Housing Act	Implementation of the Housing Destitute Programme	Number of Destitute houses provided	166 Destitute houses provided	R 25 016 128.58	Human Settlement	Procurement of a service provider	55 Destitute houses provided	55 Destitute houses provided	56 Destitute houses provided
TS22	Compliance with the National Rectification Programme	Implementation of the Housing Total Rectification Programme	Rectification of a percentage of the approved and funded houses	100% rectification of the approved and funded houses	PENDING	Human Settlement	25% rectification of the approved and funded houses	25% rectification of the approved and funded houses	25% rectification of the approved and funded houses	25% rectification of the approved and funded houses
KPA 2 - Basic Service Delivery and Infrastructure Investment (Community Services)										
CS01	Provision of Satellite Fire Station	Provision of a satellite fire station in Kareedouw	Provision of a number of satellite fire stations in Kareedouw	1 Satellite Fire Station in Kareedouw	R 250 000	SBDM	Identification of the site building facility	Refurbishment of the approved site building for the Satellite Fire Station	1 Satellite Fire Station in Kareedouw	N/A
CS02		Provision of a satellite fire station in Joubertina	Provision of a number of satellite fire stations in Joubertina	1 Satellite Fire Station in Joubertina	R 250 000	SBDM	Identification of the site building facility	Refurbishment of the approved site building for the Satellite Fire Station	1 Satellite Fire Station in Joubertina	N/A

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CS03	Effective Rendering of Library Services	Completion of the Kareedouw Library	Complete a percentage of the construction of the Kareedouw Library	100% complete the Kareedouw library construction	R 5 900 000	Department of Sports Recreation Arts and Culture	Completion of Steel Frame work and Brickwork and finishing and glazing	100% complete with the construction of the Kareedouw Library.	N/A	N/A
CS04		Conversion of the Ravinia Resource Centre into a Library facility	Complete a percentage of the construction of the Ravinia Library	100% complete the Ravinia library construction	R 75 000	DSRAC	40% Complete with the Construction	75% Complete with the construction	100% Complete with the Construction	N/A
CS05		Upgrading of the Library facility in Clarkson	Percentage of completion of the upgrade of Clarkson Library	100% Complete with the upgrade of the Clarkson library	R 75 000	DSRAC	40% Complete with the upgrade of Clarkson Library	75% Complete with the upgrade of Clarkson Library	100% Complete with the upgrade of Clarkson Library	N/A

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CS06	Establish Transfer Stations as per the IWMP	Establish a transfer station in Louterwater	Establish a number of Transfer Stations in Louterwater	Establish 1 Transfer Station in Louterwater	R 5 000 000	DEA	Rehabilitation of the Existing Landfill Site	Upgrade the access roads to the Transfer Station site	Construction of the ramp and top structure	Establish 1 Transfer Station in Louterwater
CS07		Establish a transfer station in Coldstream	Establish a number of Transfer Stations in Coldstream	Establish 1 Transfer Station in Coldstream	R 5 000 000	DEA	Rehabilitation of the Existing Landfill Site	Upgrade the access roads to the Transfer Station site	Construction of the ramp and top structure	Establish 1 Transfer Station in Louterwater
CS08	Effective Management of Landfill Sites	Implementation of the IWMP	Upgrade a number of Landfill Sites in Twee Riviere	Upgrade 1 landfill Site Twee Riviere	R 250 000	DEA	Procure service provider	Installation of a Fence	N/A	N/A
CS09			Upgrade a number of Landfill Sites in Woodlands	Upgrade 1 landfill Site in Woodlands	R 250 000	DEA	Procure service provider	Installation of a Fence	N/A	N/A
CS10	Provision of Social Facilities	Establishment of a MPCC	Percentage of completion of the Ravinia MPCC	100% Complete with the MPCC in Ravinia	R 1 100 000	MIG	100% Complete with the MPCC in Ravinia	N/A	N/A	N/A

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CS11	Upgrade of Sport Facilities	Upgrading of Sport Facilities	Complete a percentage of the upgrade of Krakeel Sports Facility	100% Complete with the upgrade of Krakeel Sports Facility	R 250 000	MIG	Procure service provider	40% complete with the upgrading of the Soccer Field	100% complete with the upgrading of the Soccer Field	N/A
CS12			Complete a percentage of the upgrade of Clarkson Sports Facility	100% Complete with the upgrade of Clarkson Sports Facility	R 250 000	Cenergi	50% complete with the construction of a Netball Court	100% complete with the construction of a Netball Court	50% complete with the construction of a Soccer Field	100% complete with the construction of a Soccer Field
CS13	Improved Disaster Management Systems	Adoption of the Integrated Disaster Management Plan	Adoption of the Integrated Disaster Management Plan	Adoption of the Integrated Disaster Management Plan	N/A	N/A	Adoption of the Integrated Disaster Management Plan	N/A	N/A	N/A
CS14	Effective Management of Law Enforcement	Implementation of the National Road Traffic Act	Submission of a number of Reports from Sentel	Submission of 4 Reports from Sentel	N/A	N/A	Submission of 1 Reports from Sentel	Submission of 1 Reports from Sentel	Submission of 1 Reports from Sentel	Submission of 1 Reports from Sentel

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CS15	Effective Coastal management	Implementation of Coastal Management Plan	Percentage of implementation of the working for the Coast Programme	100% implementation of the working for coast programme	R 3 800 000	DEA	25% implementation of the working for coast programme	50% implementation of the working for coast programme	75% implementation of the working for coast programme	100% implementation of the working for coast programme
KPA 3 -Local Economic Development										
LED01	Adoption of the LED Strategy	LED Strategy	Adoption of a number of LED strategies	1 LED strategy	N/A	N/A	Adoption of 1 LED Strategy	N/A	N/A	N/A
LED02	Implementation of the LED Strategy	Implementation of the business plan on honey bush tea	Packaging and distribution of a number of tons Honeybush Tea products	Packaging and distribution of 5 tons Honey Bush Tea Products	R2 998 000	DEDEA	Signing of the local beneficiation 60% agreement	Harvest and Process Honey Bush Tea Products	Package and Distribute 2.5 tons of Honey Bush Tea product	Package and Distribute 2.5 tons of Honey Bush Tea product

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LED03		Implementation of the Agri-Park Plan	Implementation of the Agri-park Plant in the Langkloof	100% Implementation of the Agri-park Plant	R 40 000 000	RDLF	N/A	Complete and submit Business plan to RDLF	50% Implementation of the Adopted establishment Plan for Agri-Park	100% Implementation of the Adopted establishment Plan for Agri-Park
LED04		Implementation of the pure herbal medicine plan	Number of pure herbal medicine plants planted	Herbal Medicinal Plantation	R 4 500 000	ECDC	Approval of the amended Trust deed by the High Court	Plantation of pure herbal medicine plants	Plantation of pure herbal medicine plants	Plantation of pure herbal medicine plants
LED05		Implementation of the LED strategy to develop Huisklip into a tourism attraction	Complete the development of the Huisklip Nature Reserve	100% complete with the Development of the Huisklip Nature Reserve	R 10 000 000	N/A	Signing of hand over agreement of Huisklip Nature Reserve between KKM and DEDEAT	30% Implementation of the Huisklip Nature Reserve Development Plan	70% Implementation of the Huisklip Nature Reserve Development Plan	100% Implementation of the Huisklip Nature Reserve Development Plan
LED06		Implementation of alternative renewable energy strategy (Biochar)	Percentage production of the BIOCHAR product	100% production of the BIOCHAR product	R 10 000 000	N/A	Signing of MOA by KKM, local SMME and CDA	30% Production of Biochar Product	70% Production of Biochar Product	100% Production of Biochar Product

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LED07		Development of a Dairy Product Factory	Percentage of production of Dairy Products	100% Production of Dairy Products	R 3 000 000	N/A	Signing of MOA by KKM, local SMME and CDA	30% Production of Dairy Products	70% Production of Dairy Products	100% Production of Dairy Products
LED08		Develop a Timber Factory plant at Renselfier Manufacturing.	Percentage production of Timber Products	100% Production of Timber Products	R 10 000 000	N/A	Signing of MOA by KKM, local SMME and CDA	30% Production of Timber Products	70% Production of Timber Products	100% Production of Timber Products
LED09	Creation of employment opportunities for the Unemployed	Implementation of the Expanded Public Works Business Plan	Percentage of EPWP plan implemented	100% implementation of the EPWP plan	R 1 000 000	Public Works	25% implementation of the EPWP plan	25% implementation of the EPWP plan	25% implementation of the EPWP plan	25% implementation of the EPWP plan
KPA 4 - Financial Viability and Management and Sustainability										
FV01	Compliance with the MFMA and mSCOA Regulations	Implementation of the MFMA and mSCOA Circulars	mSCOA Compliant Financial System and Annual Budget	mSCOA Compliant Financial System and Annual Budget	R 440 000	FMG	Map Promun chart of accounts to new mScoa chart of accounts.	Development of the Annual Budget to be mSCOA Compliant	Setting up of the Financial System to be mSCOA Compliant	Submission of the mSCOA compliant Annual Budget 2017/18 for Council Approval

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FV02	Annual Budget compiled inline with the MFMA	Compilation of the Annual Budget	Submission of Final Budget to Council and Treasury for 2017/18	Submission of Final Budget to Council and Treasury for 2017/18	N/A	N/A	Submit a budget plan linked to the IDP process plan for Council Approval	Compare Budget baseline 2015/16 against 2014/15 and develop a forecast budget for 2017/18 ,2018/19 and 2019/20	Adoption of the draft budget and related policies to Council and Treasury	Adoption of the 2017/18 Final Budget to Council and submitted to Treasury
FV03	Adjustments Budget compiled inline with the MFMA	Compilation of Adjustments Budget	Submission of Adjustments Budget to Council and Treasury	Submission of Adjustments Budget to Council and Treasury	N/A	N/A	N/A	N/A	Submit Adjustments Budget to Council and Treasury	N/A
FV04	Improvement of the revenue collection rate for the 2016/17 Financial year	Comply with the MFMA and Municipal Property Rates Act	Ensure Increase in Revenue collection by a certain percentage	Increase Service Revenue collection by 40% for 2016/17	N/A	N/A	10% improvement on revenue Collection for Services	10 % improvement on revenue Collection for Services	10 % improvement on revenue Collection for Services	10% improvement on revenue Collection for Services

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FV05				Increase Rates Revenue collection 40% for 2016/17	N/A	N/A	10% improvement on revenue collection on rates	10% improvement on revenue collection on rates	10% improvement on revenue collection on rates	10% improvement on revenue collection on rates
FV06				Increase Traffic Fines Revenue collection 60% for 2016/17	N/A	N/A	15 % improvement on revenue collection for Traffic Fines	15% improvement on revenue collection for Traffic Fines	15% improvement on revenue collection for Traffic Fines	15 % improvement on revenue collection for Traffic Fines
FV07	GRAP compliant Submissions in accordance with the MFMA	Accurate Reporting in Compliance with Legislation	Submit a number of Grap compliant AFS	Grap Compliant AFS	N/A	N/A	Submit accurate GRAP compliant AFS to AG	Submit corrected GRAP compliant AFS to AG	N/A	N/A

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FV08			Populate the Schedule B returns and submit to treasury	Schedule B returns and submit to treasury	N/A	N/A	Submit pre-audited Schedule B to Provincial and National Treasury	Populate the Schedule B returns and submit to treasury	N/A	N/A
FV09			Submit a number of reports to Treasury	Submission of 4 Section 52 Reports	N/A	N/A	Submit section 52 report for Apr - June 2015/16	Submit section 52 report for Jul - Sept 2016/17	Submit section 52 report for Oct - Dec 2016/17	Submit section 52 report for Jan - Mar 2016/17
FV10			Submit a number of reports to Treasury	Submission of 12 Section 71 Reports	N/A	N/A	Submit monthly section 71 Reports (July, Aug, Sept)	Submit monthly section 71 Reports (Oct, Nov, Dec)	Submit monthly section 71 Reports (Jan, Feb, Mar)	Submit monthly section 71 Reports (Apr, May, June)
FV11			Submit a number of reports to Treasury	Submission of 1 section 72 Report	N/A	N/A	N/A	N/A	Submit section 72 reports to Council and Treasury	N/A

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FV12	Compliance to AG Findings 2015/16 FY	Implementation of the Audit Action Plan	Implementation of the AG Findings	100% implementation of the AG Findings	N/A	N/A	N/A	Develop a draft audit action plan based on AG findings	Submit the AG report and draft audit plan to council for adoption	Report to Council on the implementation of the Audit Action Plan
KPA 5 - Good Governance and Public Participation										
GGPP01	IDP Review for the 2017/18 financial year	Implementation of the Municipal Systems Act	Reviewed IDP 2017/18	Adoption of the reviewed IDP for the 2017/18 FY	Internal	N/A	Adoption of the IDP and Budget Process Plan	Conduct Situation Analysis of adopted IDP 2015/16	Draft IDP submitted to Council for approval	Final IDP for the 2017/18 FY approved by Council.
GGPP02	Establishment of 6 Ward Committees in Koukamma 2016/17	Implementation of the Municipal Systems Act	Number of Ward Committees established	6 Ward Committees established	Internal	N/A	6 Ward Committees established	N/A	N/A	N/A

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GGPP03	Monitoring and application of Performance Management Systems	Compliance of the Performance Management Framework	Consolidate a number of Performance Reports	Coordinate 4 Performance Reviews	Internal	N/A	Coordinate the Annual Panel Performance Reviews	Conduct Quarter 1 Performance Review	Conduct Quarter 2 Performance Review	Conduct Quarter 3 Performance Review
GGPP04				Consolidate 4 SDBIP quarterly reports	Internal	N/A	Conclude Annual Performance Report for 2015/16 FY	Quarter 1 SDBIP Performance Report due for 2016/17	Quarter 2 SDBIP Performance Report due for 2016/17	Quarter 3 SDBIP Performance Report due for 2016/17
GGPP05	Generate publicity and awareness through communication platforms for 2016/17 financial year.	Implementation of the Communication Policy	Develop a number of newsletters	Develop 3 newsletters for 2016/17 FY	Internal	N/A	N/A	1 Newsletter for 2016/17 FY	1 Newsletter for 2016/17 FY	1 Newsletter for 2016/17 FY
GGPP06	Effective functioning of MPAC in the 2016/17 Financial Year	Improved oversight role of MPAC	Conduct a number of MPAC meetings	4 MPAC meetings	Internal	N/A	1 MPAC Meeting	1 MPAC Meeting	1 MPAC Meeting	1 MPAC Meeting

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GGPP07	Effective functioning of Audit Committee in the 2016/17 Financial Year	Improved advisory role Audit Committee	Conduct a number of Audit Committee meetings	4 Audit Committee meetings	Internal	N/A	1 Audit Committee meeting	1 Audit Committee meeting	1 Audit Committee meeting	1 Audit Committee meeting
GGPP08	Effective Functioning of the internal Audit 2016/17	Implementation of the Internal Audit Plan	A number of internal Audit Reports	4 Internal Audit Reports	Internal	N/A	1 Quarterly Internal Audit Reports	1 Quarterly Internal Audit Reports	1 Quarterly Internal Audit Reports	1 Quarterly Internal Audit Reports
GGPP09	Compliance to the Municipal Systems Act	Compilation of the Annual Report 2015/16	Development of the Annual Report 2015/16 FY	Approved Annual Report for 2015/16 FY	Internal	N/A	Completion of the Draft Annual Report	Approval of the Draft annual report by Audit Committee and Council	Approval of the Final Annual Report by Council	Submission of the approved Annual Report to AG, Treasury and Cogta