

MHLONTLO LOCAL MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2017/2018

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FOREWORD BY THE MAYOR

Service Delivery and Budget Implementation Plan (SDBIP) is a strategic financial management and implementation tool to ensure that the budgetary decisions are aligned with IDP. It serves as a contract between the Council, administration and the Mhlontlo community. This document further strives to critically evaluate the ability and capacity of the Municipality to ensure the realisation of the 2017/18 financial year plan.

Mhlontlo local municipality has intent to fully dissect the environment in which it operates, in order to understand the prevailing challenges and have remedial actions taken. As it is the time to review the five year IDP, it has become so critical that the municipality does not try to have fundamental changes on the community priorities. Had it been the case, there would be some priorities that could not be fully implemented. It is within the legislative framework that the municipality should focus on simple, measurable, achievable, realistic and time-bounded objectives; hence no fundamental changes on the **Strategic Planning document, IDP and SDBIP**.

It is still relevant to admit that Mhlontlo local municipality is faced with many service delivery challenges that directly emanate from the fact that it has limited sources of revenue generation. That alone heavily contributes to the scourge of unemployment as identified to be one of the national “triple challenges”. Despite the afore said challenge, it is acknowledged that the community mostly comprises of the indigent people who rely more on social grants and have less number contributing to the municipal revenue. However, the municipality is committed to reasonable spend the allocations according to the identified priorities. This means proper planning with proper implementation that is accompanied by monitoring and evaluation system.

Also worth recognising when presenting this tool is the role played by the community in the development of the Integrated Development Plan (IDP) of the municipality as a bottom up approach, that is, community involvement as stated in chapter 4 of the *Local Government: Municipal Systems Act 32, 2000*.

To conclude, it would be a mistake not to extend a word of appreciation to the administration of the municipality for the unwavering support given to the politicians and communities during the period of reviewing IDP and Budget. It was really a process that required dedication and undaunted hearts to accommodate citizenry in quest of development. It is obvious that without cohesion in the collective of the principal committee of the municipality- Executive Committee, and the whole crew of the politicians, it would have been impossible to reach the destination.



Cllr N. Dywili

(Mayor-Mhlontlo LM)

Date

EXECUTIVE SUMMARY

The Mhlontlo Local Municipality in compliance with circular 13 of the MFMA Act 56 of 2003 is required to produce a Service Delivery and Budget Implementation Plan to show the following:

- Monthly projections of revenue and expenditure for the operation 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 the Council on the progress of the budget.

SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

The municipality, starting from the review of its Strategic planning document had a series of meetings that were mandated to have clear objectives, targets and performance indicators developed. The IDP and SDBIP for the financial year in question reflect as such. Directorates are therefore expected to give an account of their performance on quarterly basis, and finally have end of the year report reflecting expenditure trends according to the SDBIP.

It is mandatory that performance contracts for the municipal manager and heads of departments (section 54 and 56 Managers) are reflective of the targets for purposes of measurability. It is imperative that these targets are adhered to and only tampered with upon receiving a Council resolution.

THE COMPONENTS OF SDBIP

The SDBIP is comprised of five components which are as follows:

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

The SDBIP provides vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, Senior Managers and the community to know the direction that the municipality takes in delivering services to the clientele.

THE SDBIP PROCESS IN MHLONTLO

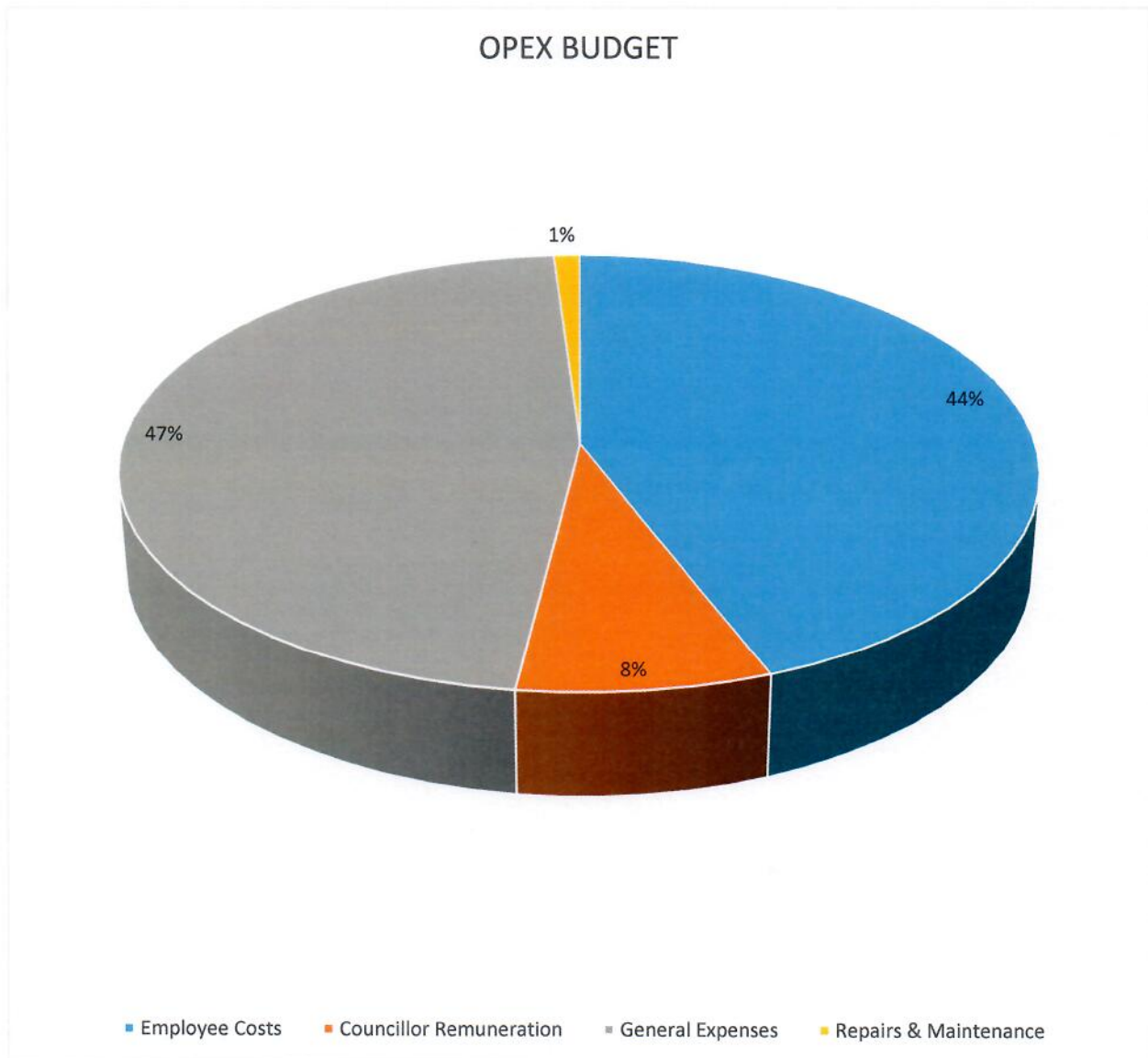
The production of the SDBIP has been co-ordinated between the Budget and Treasury Office and Strategic Management directorates and without disregard of the role played by others. The detailed monthly budget estimates and the quarterly performance indicators are contained in the actual departmental expectations.

OPERATING EXPENDITURE

The annual operating expenditure has been broken down into monthly projections by applying the trends of the previous year's spending to each line item in the budget. The projections are shown by each directorate and by expenditure type. The following should be taken into account:

- There is a risk of building into the plan undesirable trends. For example, the graph below shows the high level of spending anticipated in the financial year.
- There may have been extraordinary events in the past years that have skewed the trends. The financial year under review may not have the same trends although they are in the SDBIP.
- The estimates are based on percentage spending per month and do not take into account any over or under spending on particular items.

The operating expenditure budget for 2017/2018 is R 211 212 619.62

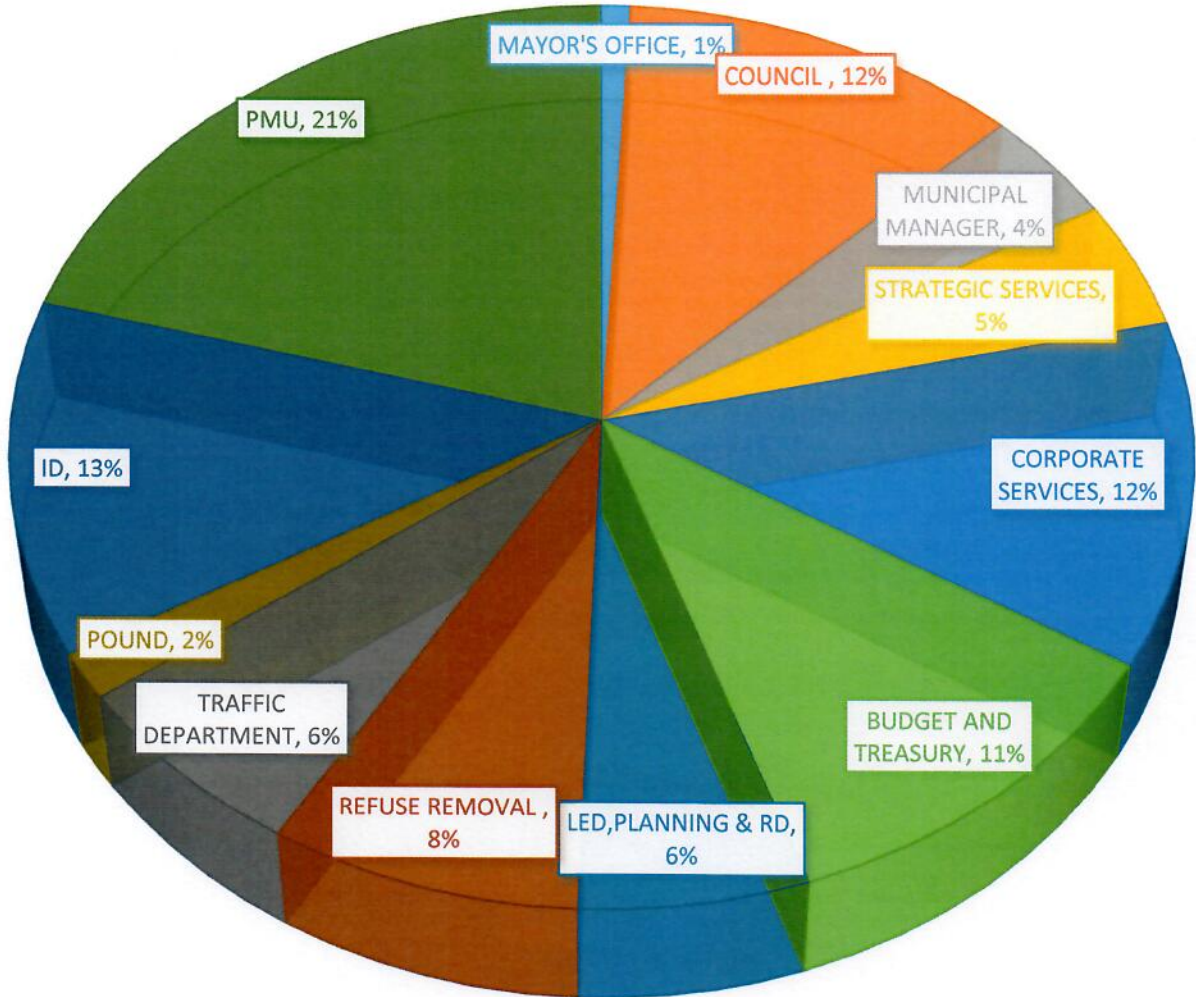


EXPENDITURE

The following graph indicates how Mhlontlo Local Municipality is expected to have its budget spent over the twelve months of 2017/2018 financial year.

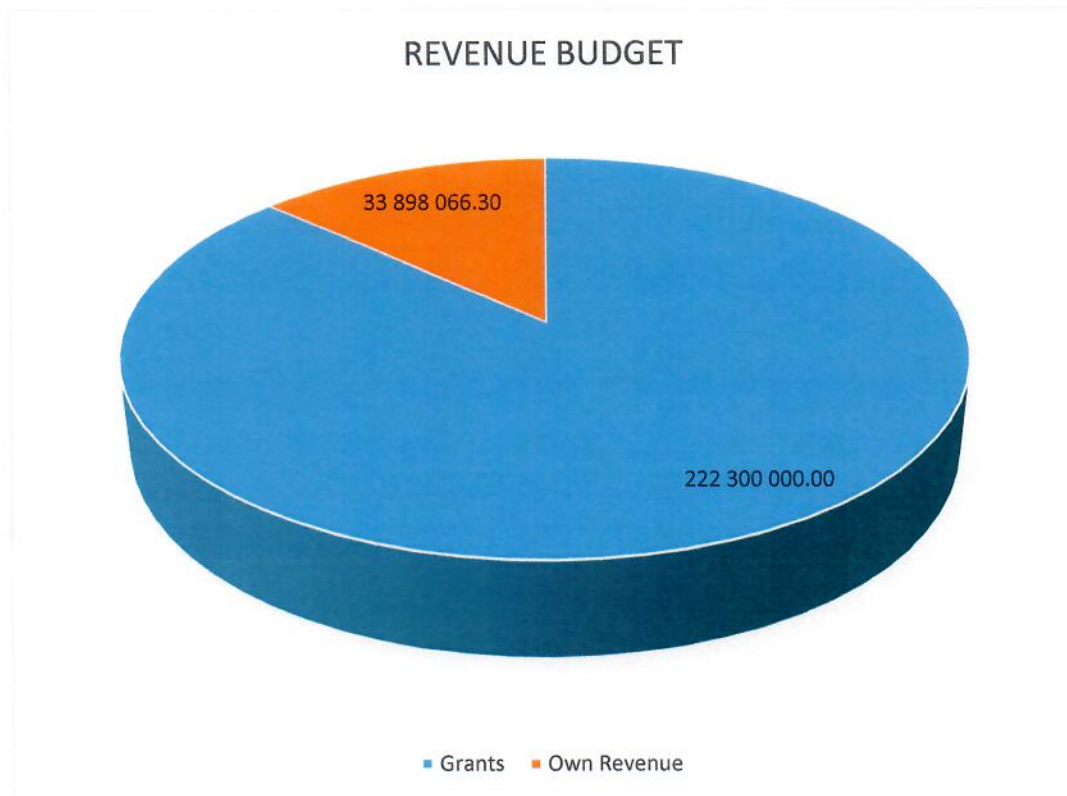
ITEM	2016/2017	2017/2018 BUDGET	
REMUNERATION OF COUNCILLORS	15 732 130.32	16 833 379.44	1 101 249.12
PERSONNEL EXPENDITURE	90 929 847.30	92 301 116.68	1 371 269.38
GENERAL EXPENSES	52 830 703.49	57 834 825.63	5 004 122.15
CONTRACTED SERVICES	19 791 746.87	19 444 511.27	-347 235.60
CONSULTING FEES	5 899 800.00	5 293 436.80	-606 363.20
AUDIT FEES	3 574 035.29	3 802 773.55	228 738.26
REPAIRS & MAINTENANCE	3 988 436.16	2 206 014.74	-1 782 421.42
DEPRECIATION & IMPAIRMENT	34 244 839.35	13 496 561.49	-20 748 277.85
TOTAL OPERATING EXPENDITURE	226 991 538.78	211 212 619.62	-16 880 168.28
CAPITAL EXPENDITURE	54 441 080.83	43 625 712.00	-10 815 368.83
TOTAL EXPENDITURE	281 432 619.60	254 838 331.62	
DEFICIT	10 423 951.34	-1 359 734.68	

DEPARTMENTAL BUDGETS



INCOME

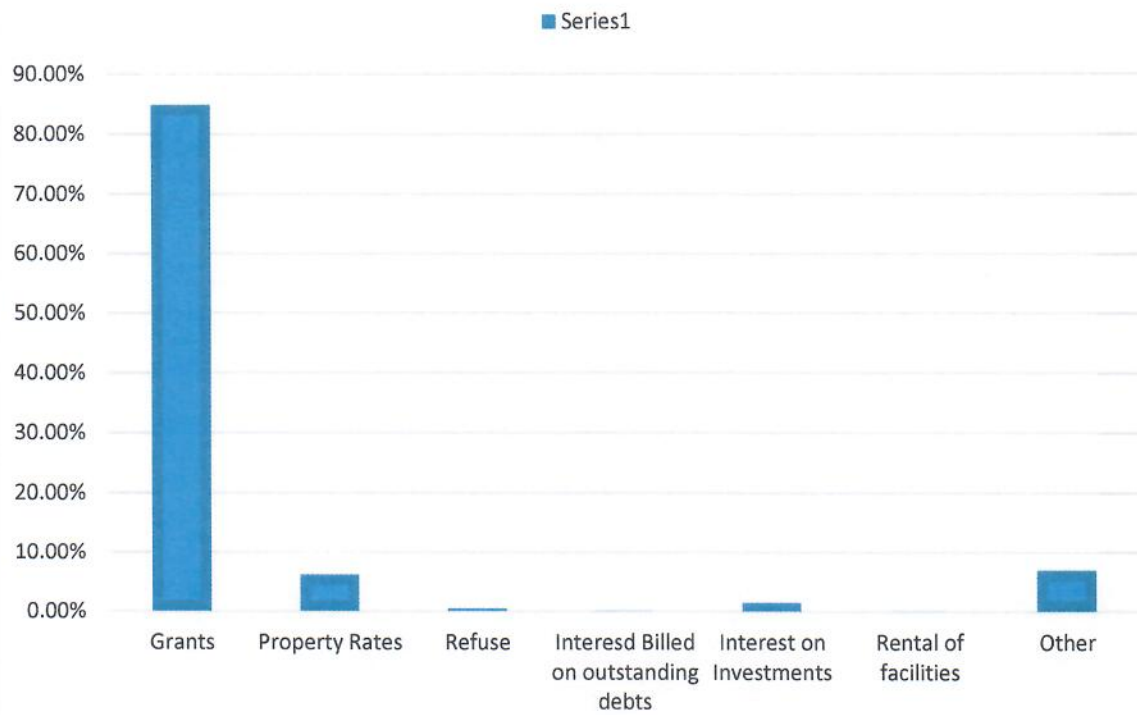
Again, the previous year trends have been used to provide the estimates for 2017/2018 and the previous comments on the shortcomings in this methodology apply to revenue as well. The information is shown by department and national standard for showing revenue source. The estimates are based on budgeted income rather than cash collected. The income budget for 2017/2018 is R 256 198 066.30



REVENUE BY SOURCE FOR 2016/2017

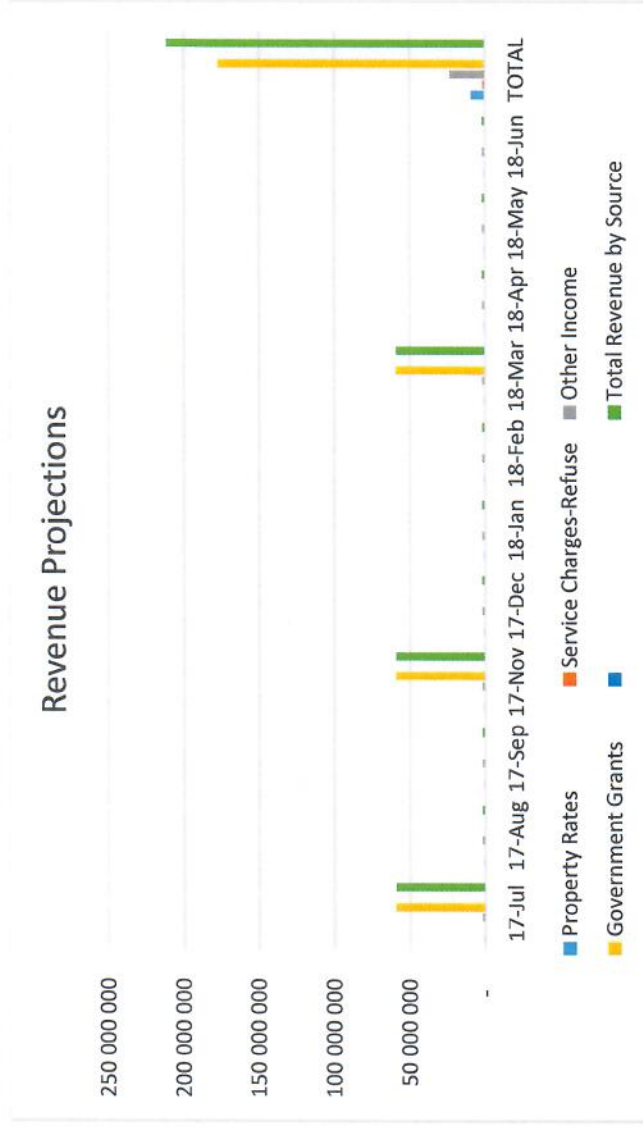
The following graph shows how the municipality's operating revenue is expected to accrue over the financial year.

REVENUE SOURCES



OPERATING REVENUE BY SOURCE	17-Jul	17-Aug	17-Sep	17-Nov	17-Dec	18-Jan	18-Feb	18-Mar	18-Apr	18-May	18-Jun	TOTAL
Property Rates	760 862	760 862	760 862	760 862	760 862	760 862	760 862	760 862	760 862	760 862	760 862	9 130 347
Service Charges-Refuse	109 570	109 570	109 570	109 570	109 570	109 570	109 570	109 570	109 570	109 570	109 570	1 314 840
Other Income	1 954 407	1 954 407	1 954 407	1 954 407	1 954 407	1 954 407	1 954 407	1 954 407	1 954 407	1 954 407	1 954 407	23 452 880
Government Grants	59 103 667			59 103 667				59 103 667				177 311 000
Total Revenue by Source	58 921 871	1 743 354	1 743 354	58 820 180	1 743 354	1 743 354	1 743 354	58 820 180	1 743 354	1 743 354	1 743 354	211 209 066

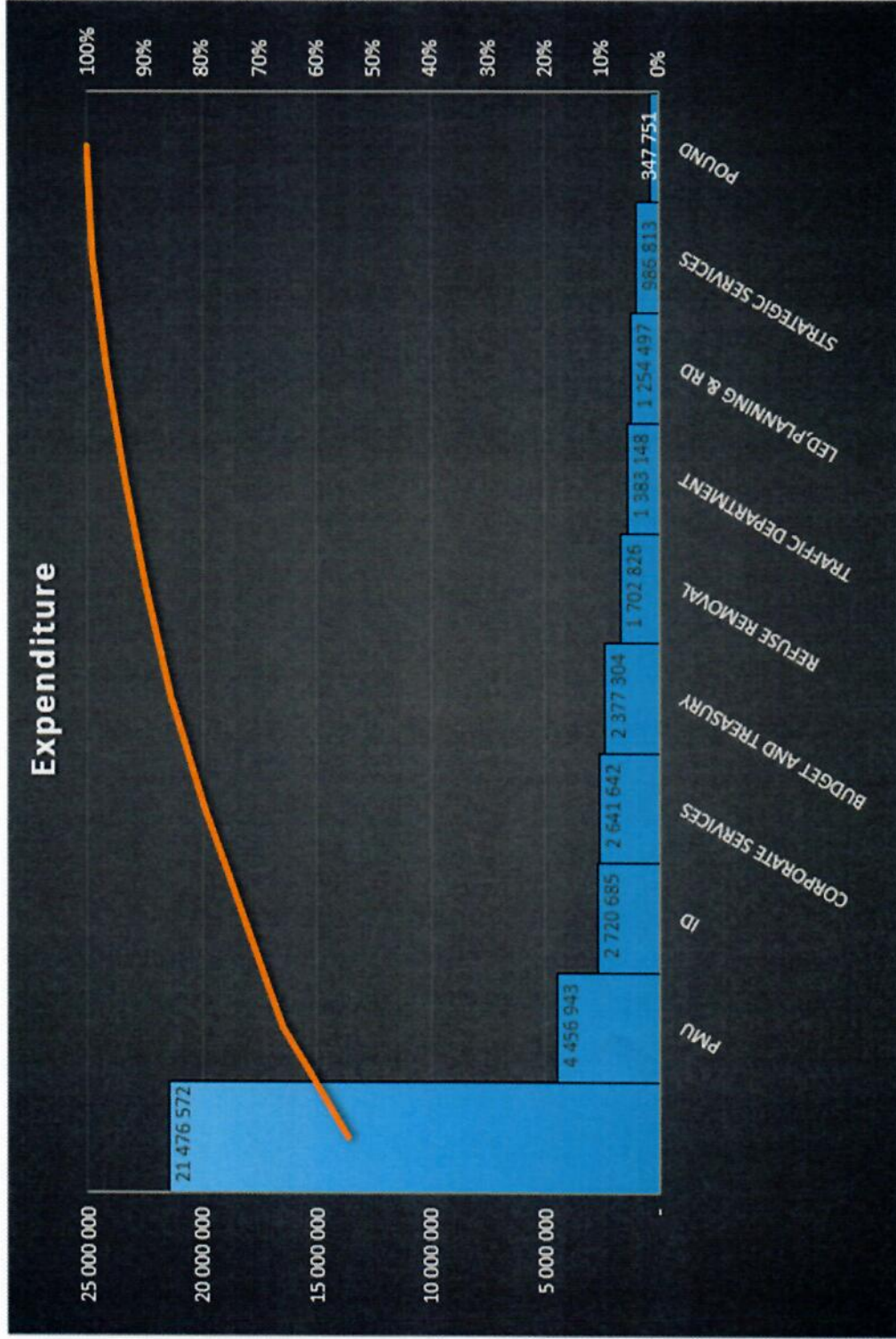
MONTHLY REVENUE PROJECTIONS



MONTHLY PROJECTIONS OF OPERATING EXPENDITURE

OPERATING REVENUE BY SOURCE	17-Jul	17-Aug	17-Sep	17-Nov	17-Dec	18-Jan	18-Feb	18-Mar	18-Apr	18-May	18-Jun	TOTAL
MAYOR'S OFFICE	186 406	186 406	186 406	186 406	186 406	186 406	186 406	186 406	186 406	186 406	186 406	2 236 875.46
COUNCIL	2 545 039	2 545 039	2 545 039	2 545 039	2 545 039	2 545 039	2 545 039	2 545 039	2 545 039	2 545 039	2 545 039	30 540 465.66
MUNICIPAL MANAGER	873 520	873 520	873 520	873 520	873 520	873 520	873 520	873 520	873 520	873 520	873 520	10 482 234.76
STRATEGIC SERVICES	986 813	986 813	986 813	986 813	986 813	986 813	986 813	986 813	986 813	986 813	986 813	11 841 750.31
CORPORATE SERVICES	2 641 642	2 641 642	2 641 642	2 641 642	2 641 642	2 641 642	2 641 642	2 641 642	2 641 642	2 641 642	2 641 642	31 699 699.71
BUDGET AND TREASURY	2 377 304	2 377 304	2 377 304	2 377 304	2 377 304	2 377 304	2 377 304	2 377 304	2 377 304	2 377 304	2 377 304	28 527 646.58
LED, PLANNING & RD	1 254 497	1 254 497	1 254 497	1 254 497	1 254 497	1 254 497	1 254 497	1 254 497	1 254 497	1 254 497	1 254 497	15 053 966.60
REFUSE REMOVAL	1 702 826	1 702 826	1 702 826	1 702 826	1 702 826	1 702 826	1 702 826	1 702 826	1 702 826	1 702 826	1 702 826	20 433 912.03
TRAFFIC DEPARTMENT	1 383 148	1 383 148	1 383 148	1 383 148	1 383 148	1 383 148	1 383 148	1 383 148	1 383 148	1 383 148	1 383 148	16 597 770.25
POUND	347 751	347 751	347 751	347 751	347 751	347 751	347 751	347 751	347 751	347 751	347 751	4 173 016.32
ID	2 720 685	2 720 685	2 720 685	2 720 685	2 720 685	2 720 685	2 720 685	2 720 685	2 720 685	2 720 685	2 720 685	32 648 215.18
PMU	4 456 943	4 456 943	4 456 943	4 456 943	4 456 943	4 456 943	4 456 943	4 456 943	4 456 943	4 456 943	4 456 943	53 483 311.48
	21 476 572	21 476 572	21 476 572	21 476 572	21 476 572	21 476 572	21 476 572	21 476 572	21 476 572	21 476 572	21 476 572	256 198 066

See the graph below;



INSTITUTIONAL CAPACITY BUILDING AND TRANSFORMATION

Priority Area	Municipal Objective	Programme/ Project	Key Performance Indicator	Baseline	Budget	Annual Targets	Quarterly Targets			
							1 st quarter targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets
Human resources alignment and development	To review and maintain an IDP-aligned organisational structure	Organisational review and Alignment	Approved Organogram	Current organogram council approved	R 228 114	Annual review of the organogram	NA	NA	Prepare and submit draft review organogram for 2018/19 to council	Submit final reviewed organogram for 2018/19 financial year to council
		Job evaluation		Job descriptions completed. Evaluation underway	NIL	Signing of all employee Job descriptions and Grading	Implementation of job grading results and continuous placement of employees	Continuous placement of employees in line with job descriptions	Continuous placement of employees in line with job descriptions	
		Skills Development	No of successfully completed skills programmes	WSP and Training Development Policy	R2669 894	Develop and implement Skills Development Plan	10 councillors, 2 traditional leaders and 10 officials	11 councillors, 3 traditional leaders and 10 officials	15 councillors, 2 traditional leaders and 10 officials	15 councillors, 3 traditional leaders and 10 officials
		Institutional Transformation	Reviewed Employment equity plan	Employment Equity Plan	R 234 864	Review Employment equity plan	Review current employment equity plan	Submit reviewed employment equity to council structures	Submit reviewed employment equity plan to the Department of Labour	Monitor implementation of employment equity plan
Institutional policies and systems review	To align institutional policies and systems with best practise in local government	Review and Implement HR Policies	Number of policies and systems reviewed and updated	Systems and policies in place	R 785 549	Align and implement compliant policies and systems	NA	Conduct Policy workshop to align, review and develop new policies	Submit reviewed and new developed policies to council	
OHS and Employee wellness	To promote a health and wellness culture among Councillors and municipal employees	OHS and Wellness	Number of successful activities completed	OHS and wellness policies and plans in place	R 315 763	Develop and implement employee wellness plan	1 wellness programme conducted	1 wellness programme conducted	1 wellness programme conducted	1 wellness programme conducted
						Conduct site visits for OHS	1 site visit conducted	1 site visit conducted	1 site visit conducted	1 site visit conducted

Information and Communication Technology (ICT)	To ensure adequate availability of critical ICT infrastructure in line with ICT strategy and governance policies	ICT innovation and information management	Number of Integrated Management systems	ICT Governance Framework Policy	R 2 186 740	Review and implement information systems management strategy	N/A	N/A	N/A	Review IT systems management strategy Scanning of all institutional documents submitted to Registry	Submit reviewed IT Management Strategy to council structures Scanning of all institutional documents submitted to Registry
Labour relations	To strengthen and maintain good relations within the workplace	Strengthening of labour relations	No of successful LLF meetings	Functioning Local Labour Forum	NIL	Review and implement IT Governance Policy Maintain healthy industrial relations	N/A	3 LLF meetings	3 LLF meetings	Collection documents from 1 department for filling and disposal Review and implement IT Governance Policy	Collection of documents from 1 department for filling and disposal Submit reviewed IT Governance Policy to council structures 3 LLF meetings
Performance Management	To review current, and implement a fully cascaded municipal-wide performance management system	Performance Management	Progress with implementation	PMS policy and framework in place	NIL	Review and update PMS policy and framework	Appointment of service provider to assist in PMS and conduct performance reviews for 2016/17	Conduct performance reviews for the first quarter	Conduct performance reviews for the second quarter	Conduct performance reviews for the third quarter	Conduct performance reviews for the third quarter
MsCOA	To be a financial viable municipality	Comply with MFMA Regulations on mSCOA	Full compliance with MFMA prescripts	Approved mSCOA budget	NIL	Comply with all municipal budgetary, expenditure and SCM policies	Monitor Departmental Management Accounts	Monitor Departmental Management Accounts	Monitor Departmental Management Accounts	Monitor Departmental Management Accounts	Monitor Departmental Management Accounts
Good Governance	To achieve a responsive, accountable, inclusive municipal governance and administrative capacity	Comply with all Municipal policies and by-laws	Full compliance with all municipal policies and by-laws	Municipal policies and by-laws	NIL	Gazetting of all council approved by-laws and implementation of municipal policies	Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes	Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes	Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes	Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes	Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes
Skills development	To be a thriving economy that creates wealth, employment, and sustainable livelihoods for all	Extend skills development beyond municipal employees	Extended skills development beyond municipal employees	Leaverships and internship programmes	NIL	Maintain current leaverships and internships	Monitor current leavership and internship programmes	Monitor current leavership and internship programmes	Monitor current leavership and internship programmes	Monitor current leavership and internship programmes	Monitor current leavership and internship programmes

Public Participation	Ensure meaningful effective stakeholder participation in municipal IDP and Budget	Conduct 26 public participation meetings Training and capacitation of Ward Committee members	Meaningful involvement of communities in municipal decision making Number of trained Ward Committee members	Public Participation Policy Established Ward Committees	R 610 608	Conduct 26 public participation meetings Training and capacitation of 260 Ward Committee members	Conduct public participation in 6 wards Conduct training of 65 Ward Committee members	Conduct public participation in 8 wards Conduct training of 65 Ward Committee members	Conduct public participation in 6 wards Conduct training of 65 Ward Committee members	Conduct public participation in 6 wards Conduct training of 65 Ward Committee members
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BASIC SERVICES DELIVERY

Priority Area	Municipal Objective	Programme/Project	Key Performance Indicator	Baseline	Budget	Annual Targets	Quarterly Targets			
							1 st quarter targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets
Roads and storm water	To construct and maintain 100kms of access roads with storm water management	Maintenance of 25 km access roads	No. of KMs completed	Existing roads	R3 964 827	Maintenance of 25 km rural roads	Road maintenance, 6.25km, patching and re-gravelling in Mhlontlo wards	Road maintenance, 6.25km, patching and re-gravelling in Mhlontlo wards	Road maintenance, 6.25km, patching and re-gravelling in Mhlontlo wards	Road maintenance, 6.25km, patching and re-gravelling in Mhlontlo wards
		Ngqakaqeni Bridge and 15km access road.	Completed bridge and No. of KMs completed	Gravel Road	R5 849 000	Construction of Ngqakaqeni bridge	Appointment of contractor.	Site establishment.	Clearing site and excavations. Construction concrete bases on the river bed.	Assemble and installation of the steel bridge.
	To construct 7.68km surfaced roads.	Qumbu Street Surfacing Phase 2(2.78km)	No. of KMs completed	400 metres Street Surfacing	R2 146 235	2.78km Street Surfacing	Complete kerbing of 2.78km streets. Laying of stormwater pipes 1km and open channel in 300m street.	Surfacing of 2.78km for all the streets Laying of stormwater pipes 1.23km and open channel in 200m street. Cleaning site on completion.	N/A	N/A
		Tsolo Street Surfacing Phase 2(4.9km)	No. of KMs completed	Kerbing of 1 KM Completed	R18 039 000	4.9km Street Surfacing	Complete kerbing of 3km streets. Laying of stormwater pipes 346m and open channel in 3km street.	Complete kerbing of 2.2km streets. Laying of stormwater pipes 700m and open channel in 2.2km street.	Surfacing of 1.70km for all the streets.	Surfacing of 2.20km for all the streets. Cleaning site on completion.
	To maintain 8.0km of access and urban roads annually	Maintenance of 8.0km access urban roads	Kms completed		R2 039 735	8.0km	Road maintenance to access and urban, 2km	Road maintenance to access and urban, 2km	Road maintenance to access and urban, 2km	Road maintenance to access and urban, 2km

COMMUNITY SERVICES

Priority Area	Municipal Objective	Programme/Project	Key Performance Indicator	Baseline	Budget	Annual Targets	QUARTERLY TARGETS			
							1 st quarter targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets
Waste Management	To ensure full compliance with waste management law and regulations	Implementation of integrated waste management plan	Work completed towards Tsolo Waste Transfer station	Approved IWMP	R1000 000	Establishment of Tsolo Waste Transfer station	Appointment of service provider and site establishment	Monitoring and review of fencing and construction of Tsolo Waste Transfer Station	Monitoring and review of fencing and construction of Tsolo Waste Transfer Station	Completion and handover of Tsolo Waste Transfer Station
							Cleaning, recycling of waste and compaction of Qumbu land fill site	Cleaning, recycling of waste and compaction of Qumbu land fill site	Cleaning, recycling of waste and compaction of Qumbu land fill site	Cleaning, recycling of waste and compaction of Qumbu land fill site
							Drafting and signing of 100 EPWP Employment contracts and refuse collection	Refuse collection	Refuse collection	Refuse collection
							Appointment of service provider and Distribution of 150 000 refuse bags to all urban households	Distribution of 150 000 refuse bags	Distribution of 150 000 refuse bags	Distribution of 150 000 refuse bags
Sporting Facilities	To construct and maintain arts, culture and sporting facilities in all wards	Promotion and development of sport, arts and culture activities	Number of successfully supported activities per ward	Sports, Arts and Culture activities	N/A	To support ward-based Sports, Arts and Culture activities	Convening 3 preparatory committee Horse racing meetings. Hosting of horse race event.	Convening 4 preparatory committee Mayoral Cup meetings.	Hosting of Mayoral Cup.	
							Cleaning of Qumbu and Tsolo town drains and Grass cutting	Cleaning of Qumbu and Tsolo town drains and Grass cutting	Cleaning of Qumbu and Tsolo town drains and Grass cutting	Cleaning of Qumbu and Tsolo town drains and Grass cutting
Social Services and Infrastructure	To revitalise the urban centres of Tsolo and Qumbu towns	Revitalisation of urban centres	No of successfully completed projects	No of revitalisation projects	N/A	Provision of cleaning and greening urban centres	Cleaning of Qumbu and Tsolo town drains and Grass cutting	Cleaning of Qumbu and Tsolo town drains and Grass cutting	Cleaning of Qumbu and Tsolo town drains and Grass cutting	

To ensure construction of 4 new libraries, promotion of learning and educational activities and maintenance.	Promotion of culture of life-long learning	No. of successfully completed services	Promotional activities currently undertaken	R334 279	Promotion of Education and learning activities	Conduct Literacy day Conduct 1 Examination support programmes	Conduct 1 Examination support programmes	N/A	Conduct Library week Conduct World book day event
To provide integrated transport management services	Transport Management Services	No of licensed and registered vehicles	Registering Authority office	R 1000 000	Licensing of 500 vehicles and registration of 500 vehicles	Licensing and registration of 250 vehicle	Licensing and registration of 250 vehicles	Licensing and registration of 250 vehicles	Licensing and registration of 250 vehicles
		No of learners tested and learner driver's tested	6000	R200 000	Testing of 2000 learner and drivers for learners and drivers licences	Testing of 500 leaners and drivers	Testing of 500 leaners and drivers	Testing of 500 leaners and drivers	Testing of 500 leaners and drivers
To coordinate effective implementation of safety and security plan	Safety and security	Progress with implementation of community safety and security plan.	Community Safety Strategy and forum	R4 686 414	Review of community safety and security plan. Provision of security services	Review of community safety and security plan. Provision of security services	Appointment of Service providers for security services. Provision of security services	Provision of security services	Provision of security services
To provide adequate pound and cemeteries management service	Pound Management	Progress with relocation of pounds	2 pound sites existing in Tsolo and Qumbu	R414 000	Relocation of Qumbu pound site and Impounding of stray animals	Appointment of service provider and Impounding of stray animals	Construction of Qumbu Pound Site and Impounding of stray animals	Completion of construction of Qumbu pound site and Impounding of stray animals	Impounding of stray animals
		Quantity of supplies		R520 000	Management of Pound Sites	Appointment of service provider and supply of animal feed and medicine.	N/A	N/A	Appointment of service provider to supply animal feed and medicine.

		Cemetery Management	Clean and secure cemeteries	2 Cemeteries in Qumbu and Tsolo.	N/A	Cleaning and provision of security to both cemeteries	cleaning and provision of cemetery security	Cleaning and provision of cemetery security	Cleaning and provision cemetery security	Cleaning and provision cemetery security
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LOCAL ECONOMIC DEVELOPMENT, PLANNING AND RURAL DEVELOPMENT

Priority Area	Municipal Objective	Programme / Project	Key Performance Indicator	Baseline	Budget	Annual Targets	QUARTERLY TARGETS			
							1 st quarter targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets
Strategic economic sector growth and development	Ensure rapid growth and development of strategic economic sectors	Cropping Programme	No. of cultivated hectares	961 hectares have been planted by DRDAR	R1 740 000	Feasibility study and business planning	Appointment of service provider	Discing and planting	Spraying of pesticides	Harvesting
			No. of enterprises benefitting	N/A	N/A	Request for assistance from SEDA and DRDAR	Data collection			
		Irrigation Schemes	No. of schemes completed	Ntshongweni Irrigation Scheme under construction	N/A	Revitalisation of Ntshongweni Irrigation Scheme	Registration of Ntshongweni Cooperative	Request for assistance with machinery and equipment	Request for assistance with machinery and equipment	Request for inputs from DRDAR and DRDLR
			No. of wool improvement equipment and inputs	Shearing sheds and wool processing equipment available	R1 000 000	Purchase of wool improvement equipment and vaccines for 80 000 sheep	Develop project specification. Issue advert for a service provider	Appointment of a service provider	Supply and delivery of inputs and equipment	Supply and delivery of inputs and equipment
Investment retention and attraction	Retain, grow and attract new investments linked to the strategic economic sectors	Cleanliness of towns	No of completed cleanliness projects	Waste recycling centre and buy-back centres	N/A	Revive the Waste Recycling Centres	Collect data base of waste collectors wall to wall	Conduct 4 Awareness campaigns in identified wards	N/A	N/A

Human settlements	To ensure provision of adequate land for human settlements	Human settlement planning	Completed settlements Plan	Remainder of ERF 102 (Qumbu Commonage)	R508 000	Identification of suitable land	Develop Terms of Reference and Project Specification	Appointment of a service provider. Inception report	Development of Trade and Investment Strategy. Workshop on Trade and Investment Strategy	Submission of Draft Trade and Investment Strategy	Close-out report						
Investment and attraction	Retain, grow and attract new investments linked to the strategic economic sectors	Middle income housing development	No existing middle-income housing development scheme.	Existing Qumbu Ext 6 layout plan	R407 000	General Plan for Qumbu Ext 6	Development terms of reference for Producing of a general Plan for Qumbu Ext 6	Pegging of Qumbu Ext 6 Sites	Producing a General Plan for Qumbu Ext 6	Submission of General Plan to Surveyor General for Cape Town for Approval							
Investment and attraction	Retain, grow and attract new investments linked to the strategic economic sectors	Commercial Property Development	Copy of a layout plan completed	Remainder of ERF 102 (Qumbu Commonage) ERF 42 (Tsolo Commonage)	R600 000	Township Establishment for light industrial Sites for Tsolo and Qumbu	Development terms of reference for Professional Land Surveyor to assist with Tacheq Survey for reminder of erf 102 Qumbu and erf 42 Tsolo	Development terms of reference for Township Establishment For ERF 102 Qumbu and ERF 42 Tsolo.	Prepare a Layout Plan for ERF 102 Qumbu and ERF 42 Tsolo	Submit an application to council through council structures for approval.							
Strategic economic sector growth and development	Ensure rapid growth and development of strategic economic sectors	Review of Tourism Master Plan	Reviewed Tourism Master Plan	Tourism Master Plan	R707 000	Review Tourism Master Plan	Develop terms of reference	Appointment of a service provider and Inception report	Review of Tourism master plan	Workshop on Tourism Master Plan							
Employment creation and poverty alleviation	Reduce by a quarter the unemployment rate and the number of people living in poverty by 2020	(Youth and Women) Food gardens	Business Plan for food gardens	Household gardens in place	R350 000	Identify beneficiaries and business plan development	Develop terms of reference. Appointment of service provider	Development of a Business plan	Submission of the draft business plan to council structures	N/A							
		Youth and Women Entrepreneurship - Brick making	No. of beneficiaries and Business Plan	Brick making equipment	R357 000	Identify beneficiaries and business plan development	Develop terms of reference. Appointment of service provider	Development of a Business plan	Submission of the draft business plan to council structures	N/A							

Integrated Development Plan	To Ensure an Integrated Development Planning in-line with Municipal Systems Act	Youth and Women Entrepreneurship- Sewing	No. of beneficiaries and Business	Sewing equipment	R357 000	Identify beneficiaries and business plan development	Develop terms of reference. Appointment of service provider	Development of a Business plan	Submission of the draft business plan to council structures	N/A
		Integrated Development Plan	Credible Integrated Development Plan	2016/2017 Credible IDP		Credible Integrated Development Plan	Development of IDP Framework and Process Plan. Conduct community needs analysis	Community needs analysis. Review situational analysis	Submission of draft IDP to Council Structures for adoption	Conduct IDP Roadshow. Submit Draft and Final IDP to the MEC

GOOD GOVERNANCE

Priority Area	Municipal Objective	Programme/Project	Key Performance Indicator	Baseline	Budget	Annual Targets	QUARTERLY TARGETS				
							1 st quarter targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets	
Social Services and Infrastructure	To promote the interests of special and vulnerable groups	Special Programmes (HIV/Aids, Disabled, Women, Elderly, Youth and Children)	Number of Successful SPU programmes completed.	Support to designated groups	R97 500	Development of Special Programmes Implementation Plan (Children)	Develop children's programme's implementation Plan	Conduct awareness campaign against child abuse in 4 identified wards	Coordinate back to school campaign (Purchase of school uniform for 100 children in identified schools)	Coordinate career guidance in 4 clusters (Tsolo, Qumbu, Sulekama and Ncunbe)	
						Development of Special Programmes Implementation Plan (Youth)	Develop youth programme's implementation plan.	Coordinate Mhlontlo - O.R. Tambo beauty pageant	Coordinate capacity building workshop to 60 young people		
						Development of Special Programmes Implementation Plan (Youth)	Career guidance		Establishment of Mhlontlo youth council.		
						Development of Special Programmes Implementation Plan (Youth)			Coordinate young entrepreneur's seminars for 60 young people.		
					R430 800	Development of Special Programmes Implementation Plan (Disabled)	Develop Disabled people's programme's implementation plan.	Buying of wood work machinery for Masinedane project for people with disability in ward 15.	Awareness Campaigns on disability programmes in two identified wards		
										Coordinate June 16 celebrations.	Awareness Campaigns on disability programmes in two identified wards

GOOD GOVERNANCE

Priority Area	Municipal Objective	Programme/ Project	Key Performance Indicator	Baseline	Budget	Annual Targets	QUARTERLY TARGETS			
							1 st quarter targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets
Monitoring and evaluation	Ensure effective monitoring and evaluation of quality service standards	Strengthen oversight and accountability	Performance of Manco, Audit Committee and MPAC	Manco, Audit Committee and MPAC	N/A	7 Statutory Reports & Capacity building for MPAC	Preparation of 4th Quarter, APR and Annual Report	Preparation of 1st Quarter report	Preparation of 2 nd Quarter, Midterm report	Preparation of 3rd Quarter report
Anti-corruption	Eradicate corruption throughout the municipality	Strengthen anti-corruption	Progress achieved with the implementation of the anti-corruption plan	Anti-corruption strategy council approved	N/A	Formulate Anti-corruption plan	Request the District Municipality to assist with formulation of the anti-corruption plan	Formulation of the anti-corruption plan	Submission of the anti-corruption plan to council structures	N/A
Intergovernmental relations	Strengthen alignment of sector department programmes and the municipal IDP	Enhance IGR performance	No of effective IGR meetings	Inter-Governmental Relations Policy	R696 980	Formulate MoUs with DM and Sector departments	1 IGR Meeting, Request CoGTA EC to assist with Formulation of MoUs with DM and Sector departments	1 IGR Meeting and Review of existing IGR Framework and Policy	1 IGR Meeting	1 IGR Meeting

Budget and Treasury Office

Priority Area	Municipal Objective	Programme/Project	Key Performance Indicator	Baseline	Budget	Annual Targets	QUARTERLY TARGETS			
							1 st quarter targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets
Revenue Collection	To Ensure monthly collection rate of 60% of billed revenue by 2021	Revenue collection	Amount of debt Reduced by set date Debtor's reduction by 5% as at 30 June 2018	R 51 618 892.68 M as at 30 June 2017	N/A	Reduction of the debt of R3 037 461.96 by R by 30 June 2018	Reduce debt by R 759 365.49	Reduce debt by R 759 365.49	Reduce debt by R 759 365.49	Reduce debt by R 759 365.49
		Development of revenue management enhancement strategy	Progress made in the implementation of the revenue management plan	Revenue management strategy developed and council approved	R315 000	Formulate municipal wide plan	Appointment of the service provider	Submit the draft revenue Management Strategy plan to the office of the MM	N/A	N/A
		General valuation roll	2013 General valuation roll	General valuation roll	R1 279 462	Procurement of services from a service provider and production of a general valuation roll to be implemented on 01 July 2018	Appointment of a municipal Valour by 30 September 2017	N/A	Draft valuation roll by 31 January 2018	Approved Valuation Roll by 30 June 2018
Revenue Management	To Develop and fully implement Revenue Enhancement and Management Strategy	Debtors Reconciliations	Number of monthly debtor's reconciliations.	Debtors Reconciliations are done Monthly.	N/A	Reconciliations Done on a monthly basis by 30 June 2018	3 Monthly debtors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 15 August 2017 14 September 2017	3 Monthly debtors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 November 2017 14 December 2017 16 January 2018	Monthly debtors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 February 2018 14 March 2018	Monthly debtors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 12 May 2018

			Management Team, Standing Committee, EXCO, Council on the Treasury by set date	2016/17 approved Budget	N/A	prepare d and submitted to Management Team, Standing Committee, EXCO, and Council by the 10 th working day of the following month.	prepare d and submitted to Management Team, Standing Committee, EXCO, Council on the following dates: 14 November 2017; 14 December 2017; 16 January 2018.	Management Team, Standing ommittee, EXCO, Council on the following dates: 14 February 2018; 14 March 2018; 14 April 2018.	Management Team, Standing Committee, EXCO, Council on the following dates: 12 May 2018; 14 June 2018; 14 July 2018
	Submission of adjusted budget	Adjusted budget submitted to Management Team, Standing Committee, EXCO, and Council by set date	2016/17 approved Budget	N/A	Prepare and Submit adjusted budget to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by the 28th February 2018.	N/A	N/A	Prepare and Submit adjusted budget to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by the 28th February 2018.	N/A
	Budget preparation process	Submitted Process Plan to Management team, Standing Committee, EXCO, Council and National and Provincial Treasury by set date.	Submitted 2017/18 Time schedules to Management Team, EXCO, Standing Committee, Council and National and Provincial Treasury	N/A	Budget Process Plan (One time schedule) submitted to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by the next financial year 10 months before start of new financial year	N/A	N/A	N/A	N/A

			Approved and submitted budget to Management Team, Standing Committee, EXCO, Council, National and Provincial Treasury by set date	Submitted 2017/18 budget to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury	Submit Approved budget that is aligned to the IDP to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by 30 June 2018.	N/A	N/A	N/A	Submit Approved budget that is aligned to the IDP to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by 30 June 2018.
	Consultations on tabled budget	Number of public meetings held by set date	Budget Community Outreach held on 12 – 16 September 2017 and 11 – 15 April 2018	Two Budget Community Outreach held by 30 April 2018	Budget Community Outreach held before 30 September 2017	N/A	N/A	N/A	Budget Community Outreach held before 30 April 2018
	Budget preparation	Tabled tariff of charges by set date	Submitted tariff of charges to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury.	Submit the tariff setting 30 days before the start of the new financial year to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury.	Submit the tariff setting 30 days before the start of the new financial year to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury.	N/A	N/A	N/A	Submit the tariff setting 30 days before the start of the new financial year to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury.

		Preparation of Annual Financial Statements with no Misstatements.	Submitted GRAP Compliant Annual Financial Statements to Management Team, Audit Committee, Auditor General, National Treasury and Provincial Treasury by the set date.	Submitted GRAP Statements to Management Team, Audit Committee and Auditor General.	R4 585 274		Submit GRAP compliant Annual Financial Statements to Management Team, Audit Committee, Auditor General, National and Provincial Treasury by the 31st August 2018.	Submit GRAP compliant Annual Financial Statements to Management Team, Audit Committee, Auditor General, National and Provincial Treasury by the 31st August 2018.	N/A	N/A	N/A
		Unqualified Audit Opinion	Achieved Unqualified Audit Opinion by set date	Achieved Clean Audit Report with other matters in 2015/16 FY.	N/A		Achieve a Unqualified Audit Opinion issued by the Auditor General and submit it to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by 30 November 2018	Achieve a Unqualified Audit Report issued by the Auditor General and submit it to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury	N/A	N/A	N/A

	<p>To ensure that assets are managed and utilised in line with relevant policies and procedures</p>	<p>Fixed Asset management</p>	<p>Number of asset additions on register and physical verification of non-infrastructure assets done</p>	<p>There is an Updated Fixed Asset Register for 2016/17</p>	<p>N/A</p>	<p>Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly</p>	<p>Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly</p>	<p>Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly</p>	<p>Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly</p>	<p>Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly</p>
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							There is an Updated Fixed Asset Register for 2015/16	N/A	4 Quarterly Asset reconciliation to General Ledger and 4 reports on Updated Assets Register submitted to MTM. STANCO, EXCO and Council	One quarterly Assets reconciliation (Movable and Immovable Assets) to General Ledger and 1 report on Updated Asset Register submitted to MTM. STANCO, EXCO and Council	One quarterly Assets reconciliation (Movable and Immovable Assets) to General Ledger and 1 report on Updated Asset Register submitted to MTM. STANCO, EXCO and Council	One quarterly Assets reconciliation (Movable and Immovable Assets) to General Ledger and 1 report on Updated Asset Register submitted to MTM. STANCO, EXCO and Council	One quarterly Assets reconciliation (Movable and Immovable Assets) to General Ledger and 1 report on Updated Asset Register submitted to MTM. STANCO, EXCO and Council
			Number of recons on Updated Asset Registers submitted to MTM, STANCO, EXCO, Council	Stores management procedures in place	N/A	Number of stock counts, reconciliations, investigations, report by set date	Logistics Management		Quarterly Stock counts, Reconciliation of stock counts to General Ledger, Investigate and report on discrepancies	1 Stock counts, 1 Reconciliation of stock counts to General Ledger, 1 Investigate and report on discrepancies	1 Stock counts, 1 Reconciliation of stock counts to General Ledger, 1 Investigate and report on discrepancies	1 Stock counts, 1 Reconciliation of stock counts to General Ledger, 1 Investigate and report on discrepancies	1 Stock counts, 1 Reconciliation of stock counts to General Ledger, 1 Investigate and report on discrepancies
			Progress towards establishment of the Fleet Management Unit	Fleet management Unit not in existence	N/A		Fleet Management		Establishment of Fleet Management Unit by 2020	Appointment of a fleet management personnel	N/A	N/A	N/A
Supply Chain Management	To ensure that supply chain policies comply with MIFMA and all relevant regulations	Procurement Plan Management & Implementation 2017/18	Approved Procurement Plan and Percentage of implementation	Ineffective procurement plan- 2016/17	N/A				To have an approved Procurement Plan by 31 July 2017	To have an approved Procurement Plan by 31 July 2017	N/A	N/A	N/A

Anti-Corruption	Eradicate corruption throughout the municipality	Strengthen anti-corruption	Progress achieved with the implementation of the anti-corruption plan	Anti-corruption strategy council approved	Formulate Anti-Corruption plan	Request the District Municipality to assist with formulation of the anti-corruption plan	Formulation of the anti-corruption plan	Submission of the anti-corruption plan to council structures	N/A
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