

2014/2015

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

WHAT GETS MEASURED GETS DONE!!!

MOLAHLEHI SILVANUS MAKHELE
SETSOTO LOCAL MUNICIPALITY
27 VOORTREKKER STREET, FICKSBURG 9730

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Abbreviations

BI	:	Baseline Indicator
CS	:	Community Services
DRP	:	Disaster Recovery Plan
EXCO	:	Executive Committee
FS	:	Financial Services
GFS	:	General Financial Standard
IDP	:	Integrated Development Plan
IIA	:	Institute of Internal Audit
IT	:	Information Technology
KPA	:	Key Performance Area
KPI	:	Key Performance Indicator
MFMA	:	Municipal Finance Management Act
MM	:	Municipal Manager
MTAS	:	Municipal Turnaround Strategy
OPEX	:	Operational Expenditure
CAPEX	:	Capital Expenditure
PMS	:	Performance Management Systems
Q1	:	Quarter One
Q2	:	Quarter Two
Q3	:	Quarter Three
Q4	:	Quarter Four
SAPS	:	South African Police Services

The Service Delivery and Budget Implementation Plan 2014/2015 for the Setsoto Local Municipality is the culmination of work done over a period of four months. This plan serves as the means through which the Council track the overall performance of the institution against financial and non-financial targets. It forms the basis for the Council oversight over the Administration.

The process followed in developing this plan was through a structured approach in terms of the approved Integrated Development Plan Review Process Plan 2013/2014 with Budgeted Costs and was broken down into the following steps:

1. Submission of budget forms by department to Treasury Services
2. Deliberation on the Annual Report and the Auditor General Report 2012/2013 on the Audited Annual Financial Statements 2012/2013.
3. The recommendations of the Municipal Public Accounts Committee through the Oversight Report 2012/2013
4. Community Based Planning 2014/2015 inputs
5. Budget and Integrated Development Planning Roadshows
6. Alignment of the IDP and the Budget through the Implementation of Municipal Finance Management Act, 56 of 2003, Circulars 12 and 13
7. Recommendations of the Integrated Development Plan Assessment Report 2013/2014 on the credibility of the Integrated Development Plan 2014/2015 by Free State COGTA
8. Inclusion of the Quick Wins resolutions taken during the Management Strategic Planning session of the 26th to 28th May 2014

Management of Setsoto Local municipality endorsed the Service Delivery and Budget Implementation Plan 2014/2015 during its deliberations held over two weeks from the 09th to the 18th June 2014, in compliance with legislation that stipulates that the Accounting Officer of the Municipality is to approve the Service Delivery and Budget Implementation Plan within fourteen days after the approval of the Budget and the Integrated Development Plan for submission to the Mayor who in turn needs to approve it within twenty-eight days after the approval of the Budget and the Integrated Development Plan.

The Action Plan of the Municipality on the issues raised by the Auditor General in the Audit Report 2012/2013 of the municipality states clearly what actions are to be implemented in order to curb the recurrence of all those shortcomings identified during the audit. This document compliments the Integrated Development Plan, the Budget, the Quick Wins and the Action Plan approved by Council and Management within their respective resolutions, and must be read in conjunction therewith.

It is the view that if the targets set out in this plan are achieved, the Political Leadership and Administrative Leadership components will have performed for the benefit of those we jointly serve and indeed this municipality will be the place where we would like our people's experience of local government to be a pleasant one.

The Integrated Development Planning and Performance Management Systems Division would like to thank all who participated in the development of this plan; and it is the division's understanding that the targets set in this plan can only be achieved through co-operation, interaction between departments and support from all departments, divisions and stakeholders needed to make the plan work to address the needs of our people.

MAKHELE MOLAHLEHI SILVANUS
IDP MANAGER
18 June 2014

The Mayor

The production of the Service delivery and Budget Implementation Plan is a requirement under the Municipal Finance Management Act, 56 of 2003, section 53 (1)(c)(ii). The legislation defines and sets out the requirement for a Service Delivery and Budget Implementation Plan as follows:

'A Service Delivery and Budget Implementation Plan approved by the Mayor of a municipality for implementing the municipality's ;

- (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 indicator for each quarter

The Service Delivery and Budget Implementation Plan can be viewed as a 'contract' between the council and community, as well as between the municipality's administration and council. It promises the community on what the municipality will deliver in the coming financial year. It lays the basis for measuring the performance and progress against end-of-year targets in service delivery and budget implementation.

The Service Delivery and Budget Implementation Plan serves as an input into the performance agreements of the Municipal Manager, Directors, Managers and Supervisors. It also forms the basis for the quarterly, mid-year and annual performance assessment reports for the 2014/2015 financial year.

Being a management and implementation plan (not a policy proposal); the Service Delivery and Budget Implementation Plan is not required to be approved by the council. Its approval is a competence reserved for the Mayor under section 53 of the MFMA. The legislation requires of the Mayor to take all reasonable steps to ensure that the Service Delivery and Budget Implementation Plan is approved within 28 days of the budget being approved by council.

This plan has been developed in accordance with the legislative requirements and formats.

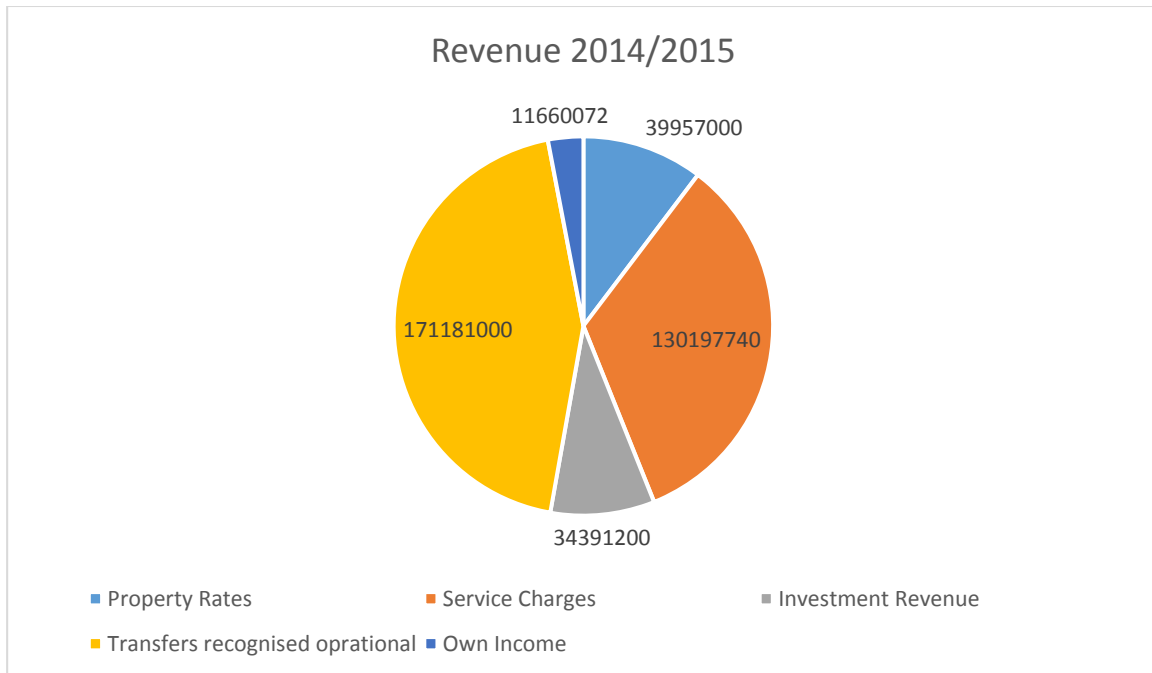
STR RAMAKARANE
MUNICIPAL MANAGER

The Political Leadership of Setsoto Local Municipality is proud to endorse this Service Delivery and Budget Implementation Plan 2014/2015.

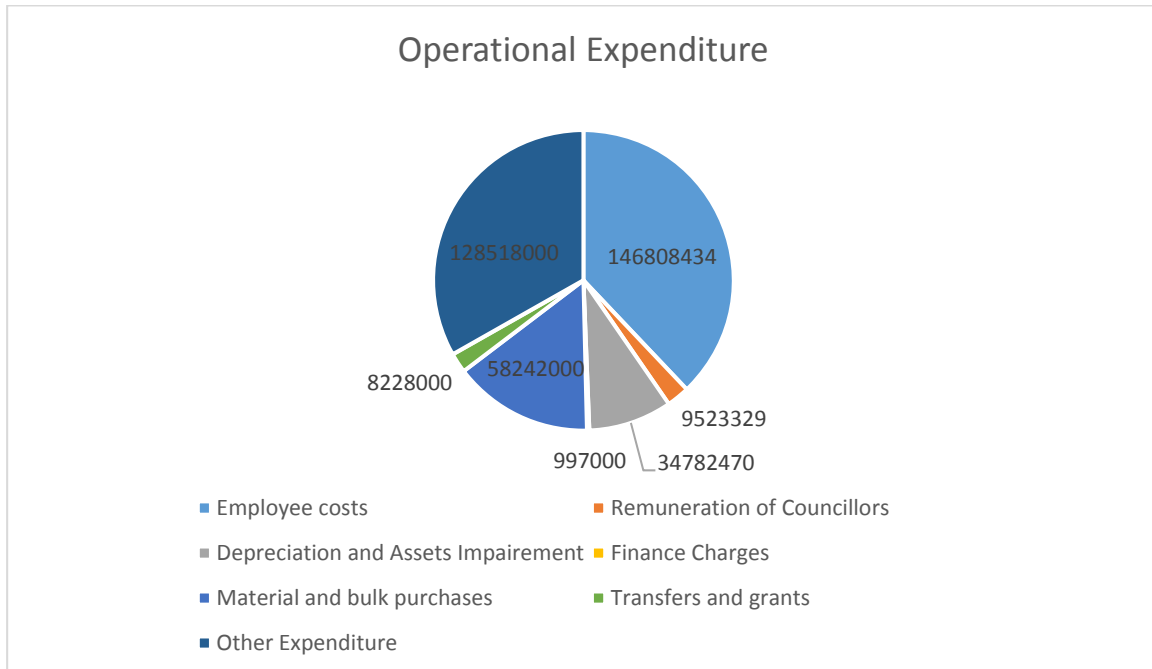
This plan serves as a contract with the community as much as contract with the Municipal Manager and all section 56 Managers who are responsible to implement this plan.

JAKOBO T B
MAYOR
26 JUNE 2014

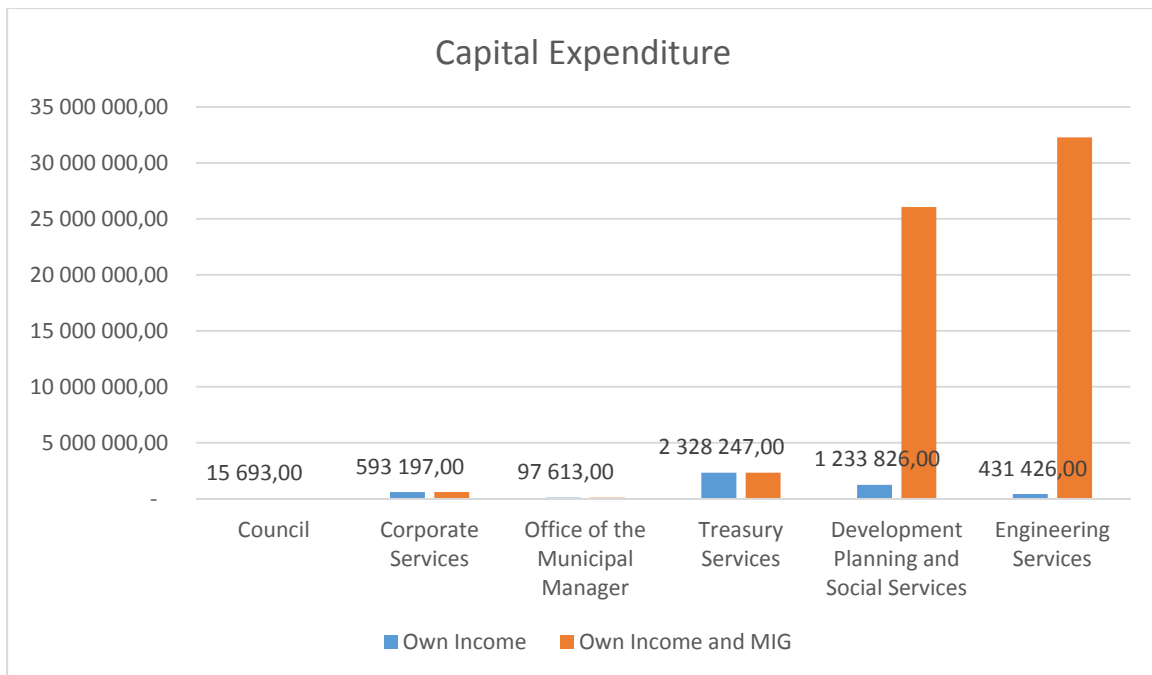
1. Institutional Operational Revenue



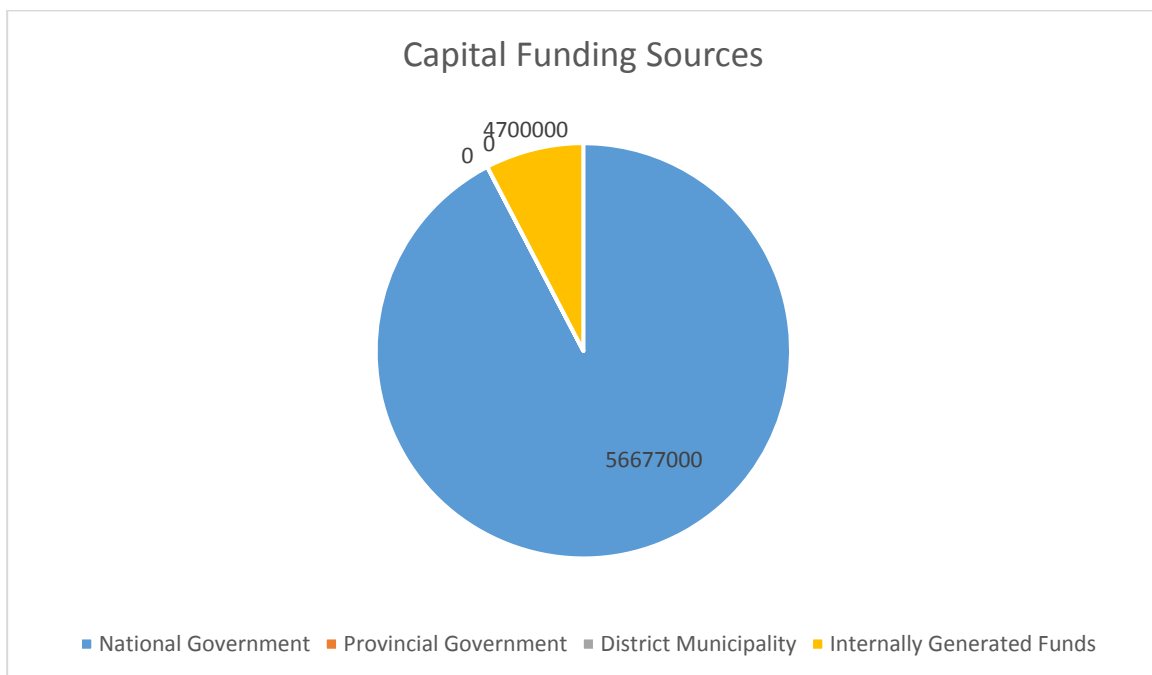
2. Institutional Operational Expenditure



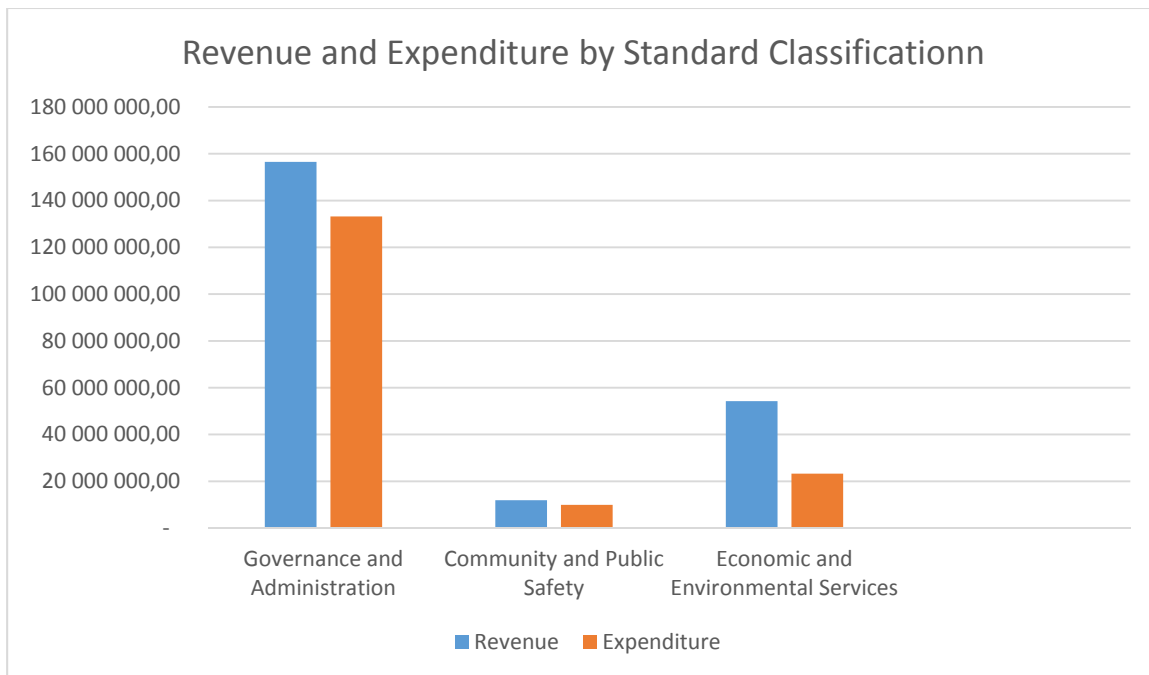
3. Institutional Capital Expenditure



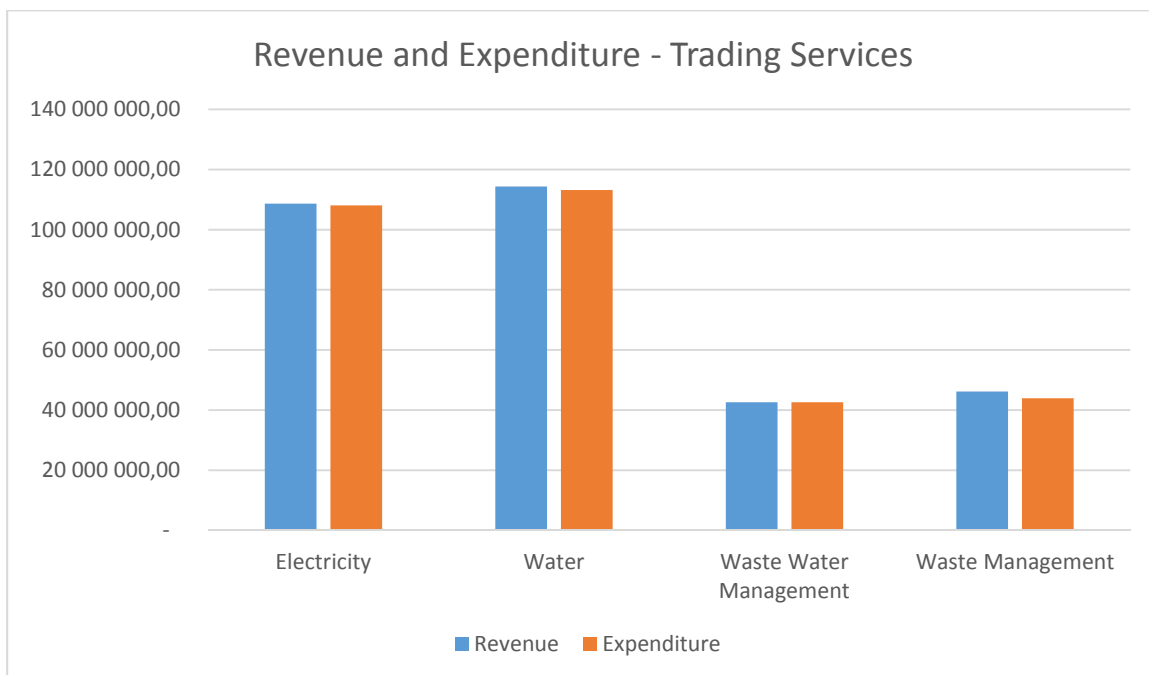
4. Institutional Capital Funding Sources



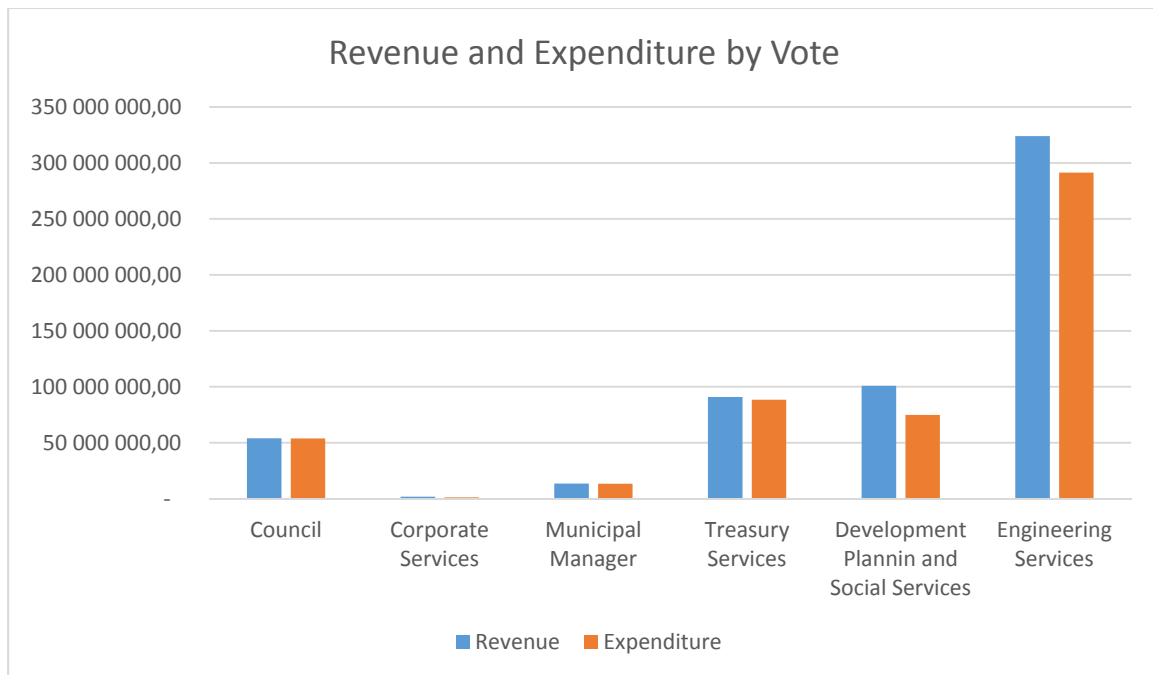
5. Institutional Revenue and Expenditure by Standard Classification



6. Institutional Revenue and Expenditure-Trading Services



7. Institutional Revenue and Expenditure by Vote



8. Institutional Service Delivery and Budget Implementation Plan

8.1 Link with the IDP

The organisational structure of the municipality is linked to the Integrated Development Plan through the Institutional Plan attached to the Integrated Development Plan on the high level macrostructure consisting of the following structures:

- (i) Council
- (ii) Office of the Municipal Manager
- (iii) Treasury Services
- (iv) Corporate Services
- (v) Development Planning and Social Services
- (vi) Engineering Services

8.2 Description of the core functions of the department, based on its legislative mandate

The municipality's core functions are derived from the constitution and its primary objective is to provide basic services, namely;

- (a) Water
- (b) Electricity
- (c) Refuse Removal
- (d) Waste Water

8.3 Summary of the core functions

Based on the key priority areas as identified in the Integrated Development Plan, the municipality will focus on the following five core functions:

- Infrastructure and Service Delivery
- Local Economic Development
- Organisational Development and Transformation
- Financial Viability and Management
- Good Governance and Public Participation

8.4 Mandate and outcomes

- Section 166 of the Municipal Financial Management Act, 56 of 2003
- Municipal Planning and Performance Management Regulation of 2001

- Section 45 of the Municipal System Act, 32 of 2000
- Section 18 and 21 of the Municipal System Act, 32 of 2000
- Section 75 and 95 of the Municipal Financial Management Act, 56 of 2003
- The Constitution of Republic of South Africa, Act 108 of 1996;
- Municipal Systems Act, Act 32 of 2000;
- MFMA Act 56 of 2003;
- National Youth Development Agency Act 54 of 2008;
- National Youth Policy 2009-2014;
- National Policy Framework on Women's Empowerment and Gender Equality;
- National Policy Framework for Public Participation;
- Framework for an Integrated Local Government response to HIV/AIDS
- Disability Framework for Local Government 2009-2014
- Section 62 (1) c (i) of the Municipal Financial Management Act, 56 of 2003
- The Constitution of Republic of South Africa, Act 108 of 1996
- Chapters 4, 5 and 6 of the Local Government: Municipal Systems Act, 32 of 2000
- Municipal Planning and Performance Management regulation of 2001
- Municipal Systems Amendment Act, 7 of 2011
- Regulations on the Appointment of Section 56 Managers
- Municipal Finance Management Act, 56 of 2003
- Municipal Structures Act
- Municipal Systems Amendment Act
- Employment Equity Act
- Employment Equity Amendment Act
- Skills Development Act
- Skills Development Levies Act
- SAQA Act
- Medical Scheme Act,
- Pension Act, Occupational Health and Safety Act
- Labour Relations Act
- National Archives Act
- South African Local Bargaining Council Collective Agreements
- Municipal Code of Municipal Bylaws
- All Municipal Policies
- Standing Rules and Orders
- System of Delegation.
- National Road Traffic Act, Act 93 of 1996

- Occupational Health and Safety Act
- National Environment Management Act 107 of 1998
- Environmental Conservation Act 73 of 1989
- Disaster Management Act, Act 57 of 2002
- Fire Brigade Services, Act 99 of 1987
- Veld and Forest Fire Act 101 of 1998
- SANS 10900, SANS 0400
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8.5 Customer and Service of the Institution

Services	Customers
Compliance and operational audit on human resource management, Human Resource Development and payroll administration	Corporate Department - Human Resource Division, Human Resource Development and payroll administration
Environmental audit	Corporate Dept and Social Dept - Human Resource Division & Protection Division
Operational audit on fleet management	All departments including Municipal Manager's department
Compliance and operational audit on housing related	Housing Division
Compliance audit on the Supply Chain Management	Treasury - Expenditure and Procurement Division
Compliance and financial audit	Treasury - Income & Budget Division
Auditing performance information	IDP Division & All departments
Information technology	Information technology Unit
Review & Update of Policies	Corporate Services
Hardware & Software Support	All Departments
LAN & WAN Maintenance and Support	All Departments
Website Uploads	All Departments
Youth Development	NYDA, Youth organizations, Schools, Sector Departments, HIV/ AIDS Organisations, Non- Governmental Organisations and DETEA & SMME's

Services	Customers
Gender, Children & support to the vulnerable (Special programmes)	Disability Centers, Women, HIV/ AIDS Organisations & Councils, Non-Governmental Organisation, Faith Based Organisations Sector Departments; Children; Traditional Healers Association
Commemoration of National, Provincial & Global events	Community and State Departments
Public Participation	Ward Committee; CDWs; NARYSERC and Community
Effective Risk Management	National treasury, Provincial Treasury, Auditor General, Risk Management Committee, Audit and Performance Audit Committee and All Departments
Management support	All Departments
Administration support	All Departments
Coordination of the crafting of the IDP	All Departments, Communities, Relevant Stakeholders and Sector Departments
Management support	All Departments
Administration support	All Departments
Public Participation	Internal and External community
Implementation and monitoring of the IDP and the	All Internal and External Stakeholders
Committee Services	Councillors & Management
Records Management	Councillors, Management, Officials and Community, Provincial & National Archives
Administration and Support	Councillors, Management, Officials and Community
Personnel Administration	Officials and Management
Occupational Health and Safety	Officials, Management, Department of Labour, Compensation Commission
Employee Wellness	Officials, External Institutions
Employee Benefits	Officials , All approved Pension Funds and Medical Aids
Training& Development	Councillors, Management, Officials & Community
Employment Equity (Affirmative Action)	Management, Officials and Community.
Discipline and Sound Labour Relations.	Management and Officials
Contract Management	Management, Officials and Community.
Legal advice and opinions	Councillors, Management and Officials
Payroll Administration	Councillors, Management, Officials, SARS and various Third Parties for Deductions
Fleet Management	Councillors, Officials & Community
Traffic	Council, Communities, SAPS, RTMC, Provincial Traffic, CBRTA, Road Users, Department of Justice, EMS, SANDF, SARS and Home Affairs

Services	Customers
Fire Services	Council, Communities, SAPS, SANDF, Provincial Traffic, Department of Agriculture, EMS, District Municipality, NGO's, Fire Protection Associations, Working on Fire, Department of Justice, Ad hoc Committees and Department of Environmental Affairs
Disaster Management	Council, Communities, SAPS, SANDF, Provincial Traffic, EMS, District Disaster Management, National and Provincial Disaster Management Centre's, NGO's, Ad hoc Committees, Business Sector, Faith Based Sector and Relevant Government Departments
Parks and Cemeteries	Council, Communities, Department of Environmental Affairs, IERM, and Funeral Undertakers
Solid Waste Management	Council, Communities, Business and Industrial ,DEA
Security	Council, Communities, SAPS, Provincial Traffic, Department of Justice, CoGTA, EMS, SANDF, SARS, Cross Border Crime Prevention, State Security Agency and Home Affairs
LED, and Tourism Development	Council, Communities, SAPS, District Municipality, SMME's, DETEA, Departments of Agriculture, Mineral and Energy, Trade and Industry, COGTA, SEDA, FABCOS, FDC, NAFCOC, Department of Rural Development, Department of Tourism, Tourism Formation,
Sports, Arts Culture, Recreational Development	Council, Communities, District Municipality, Department of Sports, Arts , Culture and Recreations, Sports Council, Sports Federations, Department of Education
Fixed asset register of all types of assets	Municipal Manager, all departments, Auditor-General and other stakeholders
Monitor and maintain asset register	Municipal Manager, and all departments
Acquisition, upgrading and disposing of assets cost-effectively	Municipal Manager, and all departments
Safeguarding municipal assets against loss and theft	Municipal Manager, and all departments
All money owing by the municipality be paid	Suppliers of goods and services
Payments to be effected within 30 days	Suppliers of goods and services
Service Delivery	Community

8.6 Outcome Indicators

Outcome 9	MTAS	Service	Objective	Strategy
Implement a differentiated approach to municipal financing and support	Good Governance and Public Participation	Information Technology Management	To ensure efficient operation of information technology within the municipality.	Integrated, consistent, reliable, well maintained policies & computer systems (Software, Hardware, Network)
		Office and Unit Administration	Effective administrative leadership on all operations	
		Committee Services	To provide efficient Secretariat Services to Council, Exco Committee and Management	By providing for effective and functional committee systems.
		Records Management	To improve and strengthen the management of records and archives	By ensuring development and linking of operational modules to the National and Provincial Archive Regulations.
		Administration and Support	To provide telephone communication system within the workplace	By ensuring the smooth and effective operation and usage of the telephone systems
			To provide an effective support services system	By facilitating Policy and Bylaws Development By ensuring effective monitoring of cleaning services of office buildings
Implement a differentiated approach to municipal financing and support	Organisational Development and Transformation	Personnel Administration	Effective administration and support services systems	To provide efficient and effective Human Resources Administration to the entire institution.
				Effective an efficient administration of employee benefits

Outcome 9	MTAS	Service	Objective	Strategy
		Occupational Health and Safety	Healthy workforce	Promote the total well-being in the workplace.
			To provide health and safety in workplace	To protect employees against hazards to health and safety arising in connection with activities at work.
		Employee Wellness	To provide Employee Assistance Programme	To identify potential risk through screening and testing
				Implementation of employee assistance programmes.
		Training and Development	To provide specialized Human Resources to meet the objectives of the institution	Promotion of training and development of the Officials, through the implementation of the Workplace Skills Plan (WSP)s
Employment Equity	To ensure that there is equity of opportunities for all Employees.	The effective implementation of the Affirmative Action Measures as per stipulations of the Employment Equity Plan (EEP)		
Implement a differentiated approach to municipal financing and support	Organisational Development and Transformation	Discipline & Sound Labour Relations	To promote and maintain discipline and sound labour relations through Applicable Collective Agreements	Effective implementation of the South African Local Government Bargaining Council (SALGBC)

Outcome 9	MTAS	Service	Objective	Strategy
	Good Governance and Public Participation	Contract Management	To improve and strengthen the management of contracts	By creating various types of contracts and ensuring that they comply with applicable laws. By monitoring the implementation of contracts and the terms of the contract.
		Contingent Liability Register	To assess and monitor the liability that the Municipality might be exposed to in terms of civil claims.	Creating a contingency liability register
				By processing the claims expeditiously and in a cost effective manner
		Legal advice and opinions	To provide legal advice to the Council and Administration. To reduce and control legal costs.	By ensuring the provision of legal advice and opinions timeously
				By speedily negotiating settlements when settlement is warranted
				By being costs effective in handling all the matters.
Implement a differentiated approach to Municipal financing and support.	Organisational Development and Transformation	Payroll Administration	To administer remuneration of employees and payments of third parties.	To effectively use the VIP Payroll system to manage and control the payroll administration.
			To administer personnel leave applications.	To integrate the VIP Payroll with the VIP HR system.
		Fleet Management	To manage fleet and maintenance of vehicles.	By developing allocation plans and maintenance programme for vehicles

Outcome 9	MTAS	Service	Objective	Strategy
				To monitor fuel consumption of vehicles
			To avail roadworthy vehicles to user departments.	By ensuring vehicles are timeously licensed and insured accordingly.
Improve access to basic services	Parks and Greening	Parks	To provide parks and greening environment	To develop parks in each unit and plant trees
				To upgrade and maintain existing parks
				To eradicate open spaces and improve landscaping
Improve access to basic services	Refuse removal and solid waste disposal	Waste Disposal	To have an efficient waste disposal system, which is safe and cost effective	To provide licenced waste disposal sites that will neither negatively affect the environment nor any residential areas
				Continue to provide a regular, healthy and effective refuse removal service in all urban and residential areas;
				To efficiently operate licensed Landfill site
				To appoint skilled personnel for operation and maintenance of a landfill site
				Collection and reporting on accurate waste data.

Outcome 9	MTAS	Service	Objective	Strategy
Implementation of the Community Works Programmes	Municipal contribution to LED	Tourism Development	To create sustainable economic growth and alleviate poverty by maximizing local agricultural, tourism and industrial opportunities and exploitation of international export markets	<p>Implementation of the principles of waste management (reduce, re-use, recycle, create energy and disposal)</p> <p>To investigate and introduce effective waste recycling methods.</p> <p>To develop credible Tourism Sector Plan</p> <p>To establish and sustain Tourism forums</p> <p>To encourage and support the development of cultural tourism;</p> <p>To mobilize local talented people to become involved in tourism activities and art festivals</p> <p>To facilitate the establishment of local information tourism centres throughout the municipality;</p> <p>To ensure cleaner natural environment.</p>

Outcome 9	MTAS	Service	Objective	Strategy	
				Conduct eco-educational programmes to sensitize residents in terms of environmental Conservation	
				To facilitate the availability of municipal land and services that are affordable to the residents with a low tax base to inspire farming activities;	
				To establish light industry and small business sector as a stable contributor towards creating employment opportunities.	To identify and encourage potential entrepreneurs to become involved in SMME development and other business initiatives within the framework of available resources;
				To cooperatives participating in the creation of economic conditions which are conducive investors	Develop and implement training and Mentorship programmes amongst previously disadvantaged people with the Assistance of voluntary organizations.
Implementation of the Community Works Programmes	Municipal contribution to LED	Local Industrial and Business	To cooperatives participating in the creation of economic conditions which are conducive investors	To identify available skills within the community;	
				To encourage local spending and prevent the outflow of money	
				To further develop skills within the community	
				To encourage self-sustainable households	

Outcome 9	MTAS	Service	Objective	Strategy
				Contribute toward a clean and healthy environment
				To implement Local Economic Development Strategy in the municipality
				Support anchor businesses with functional infrastructure and effective municipal administration
Formulate sports, Arts, and culture development policy	Assisting in promotion of healthy and cultural lifestyle to the communities	Sports, Arts, Culture Development	To have a guiding tool that the municipality can work with regarding sports ,arts and culture and usage of relevant facilities.	Development of a Policy for Sports, Arts, Culture and Recreation.
				Establishment of Sports, arts and culture Council in the Municipality
				To promote and host indigenous games
	Sports and Recreation Tournaments		Development and promotion of sports and recreation activities	Hosting of the Mayoral Cup, Golden Games; Indigenous Games; Motlalepula Ntsala Games, OR Tambo Games, Rural Football Tournaments, Boxing Tournaments, Choral Music competitions; Stage drama competitions.
A responsive, accountable, effective and efficient local government system	Financial Viability and Management	Asset Management	GRAP compliant Fixed Asset Register	Effective asset management
	Good governance	Asset Management Management	Manage and maintain asset register	Regularly updates the asset register with respect to acquisition, additions and disposal

Outcome 9	MTAS	Service	Objective	Strategy
	Financial Viability and Management	Asset Management	Safeguarding municipality's assets	Regular reports on the asset's status quo.
A responsive, accountable, effective and efficient local government system	Financial Viability and Management	Expenditure Management	Ensure that 80% of service providers are paid within 30 days from date of invoice	Invite all suppliers to provide all outstanding supporting documentation by the 25 th of each of month. Keep a complete register of all requisitions and invoices received.
	Good governance	Expenditure Management	All payment vouchers to be filed 100%	Filing documents in a systematic manner
	Good governance	Expenditure Management	To ensure effective and efficient internal control system	Document and train staff on internal control system
	Financial Viability and Management	Expenditure Management	To ensure that creditors are reconciled on a monthly basis	To request all service providers legible for reconciliations to submit statements
A responsive, accountable, effective and efficient local government system	Financial Viability and Management	Supply Chain Management	To ensure effective acquisition management system	Establish a reliable database of preferred suppliers.
		Supply Chain Management	To ensure effective demand management	Develop sourcing strategy
		Supply Chain Management	To implement and maintain an effective logistic management system	Establish a cross-functional team to address the demand analysis of the municipality
Implement a differentiated approach to municipal financing and support	Budget and Reporting	Budget Management and Financial Reporting	To ensure efficient and efficient budget management and financial reporting within the municipality.	Integrated, consistent, reliable, well maintained policies & budget control systems

9. Output Indicators

- Effective and professional internal audit function
- Internal auditors registered with the IIA as members
- Purpose, authority and responsibility of internal audit functions properly defined
- Submission of report to Management and Audit and Performance Audit Committee regarding performance against operational plan
- Timeous end users support
- Effective network support
- Timeous response to customer enquiries
- Submission of report to IT Steering Committee
- Effective administration in the Municipal Manager's Office, Political Offices and Administrative Units
- Credible IDP
- Implementable PMS Policy Framework
- Approve Public Participation Strategy
- Payments be done within 30 days
- Monthly reconciliations
- Payment vouchers to be filed in a systematic manner
-

10. Measurable Performance Objective

- Provide high quality and professional internal audit services
- Provide professional advisory and consulting services
- Ensure effective risk management within Setsoto
- Build a strong client relationship
- Provide high quality and professional end-user support
- Provide effective network support
- Effective administrative leadership on all operations
- an effective system of expenditure control
- maintains an accounting and information system that recognize expenditure when it is incurred; accounts for creditors of the municipality and accounts for payments
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11. Measurable Performance Objectives

FOCUS AREA	OBJECTIVE	ACTIVITY	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET	QUARTERLY TARGET				Frequency of Reporting	Risk	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and public participation	Ensure compliance with International standard for the Professional practice of internal auditing - performance standards and internal audit charter	Auditing Annual Financial Statements	Number of reports to be produced that are in line with the IIA standard and number of ad hoc audit to be executed.			1	0	0	0		MM 142, 146, 149 & 150	
		Evaluating Risk Management system				1	1	1	1			
		Auditing Expenditure Management including contracts				0	1	1	1			
		Auditing Employee Related Costs				1	1	1	1			
		Auditing Cash and Cash Equivalent				1	1	1	1			
		Auditing Receivables				0	1	1	1			
		Auditing Credit Control				0	1	1	1			

FOCUS AREA	OBJECTIVE	ACTIVITY	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET	QUARTERLY TARGET				Frequency of Reporting	Risk	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and public participation	Ensure compliance with International standard for the Professional practice of internal auditing - performance standards and internal audit charter	Auditing Property, Plant & Equipment				1	1	1	1			
		Compliance Audit				1	1	1	1			
		Auditing IDP process including SDBIP				1	1	1	1			
		Conducting special assignment	Number of Ad hoc reports	5	4	1	1	1	1		MM146	

FOCUS AREA	OBJECTIVE	ACTIVITY	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET	QUARTERLY TARGET				Frequency of Reporting	Risk	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	Ensure compliance with International standard of Professional practice for the internal auditing and legislation	Development of the system descriptions; audit programs and quarterly plan.	Number of system descriptions; audit programs and quarterly plans to be compiled:-System description	61	36	36	0	0	0		MM143	
		Audit Program		48	48	8	0	0	0			
		Quarterly plan		39	39	8	11	11	11			
	Personnel belong to affiliation	Number of membership of personnel to be renewed	6	6	0	0	0	6		MM145		

FOCUS AREA	OBJECTIVE	ACTIVITY	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET	QUARTERLY TARGET				Frequency of Reporting	Risk	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	Ensure compliance with International standard of Professional practice for the internal auditing and legislation	Personnel belong to affiliation	Number of departmental meetings to be held to improve client/customer relationship	4	4	3	3	3	3			
	Ensure compliance with International standard for the Professional practice of internal auditing - performance standards	Signed declarations	Number of declarations of independency and secrecy to be signed for the adoption of the standards of professional practice of internal audit.	58	48	12	12	12	12		MM145	
		Drafting of the Strategic and Coverage plan	Number of strategic and coverage plan to be compiled that will determine the focus and priority of auditable areas.	2	2	0	0	0	2			

FOCUS AREA	OBJECTIVE	ACTIVITY	KEY PERFORMANCE INDICATOR	BASE-LINE	ANNUAL TARGET	QUARTERLY TARGET				Frequency of Reporting	Risk	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	Ensure compliance with section 2040 International standard for the Professional practice of internal auditing	Drafting of the procedural manual that is inclusive of quality improvement program	Number of procedural manual	1	1	1	0	0	0		MM145	
	Ensure compliance with International standard for the Professional practice of internal auditing, King 3 Report and section 165 & 166 of the MFMA.	Drafting of the audit and performance audit committee charter and internal audit charter	Number of audit policy inclusive of audit and performance audit committee charter and internal audit charter	1	1	1	0	0	0		MM144 & STR 28	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	To conduct IT systems compatibility analysis.	To Compile the Compatibility analysis report.	Number of Reports.	1	1	1	0	0	0	Annually	None	
	To produce email/internet maintenance reports.	To Compile Reports on e-mail/internet maintenance.	Number of Reports.	12	12	3	3	3	3	Monthly	Email/Internet logs should be generated and reviewed on a quarterly basis; in addition exception report should be generated to identify harmful websites & emails	
	To produce security reports on systems to ensure a secure I.T. environment.	To Compile Security reports on systems.	Number of Reports.	12	12	3	3	3	3	Monthly	Firewall logs should be generated and reviewed on a quarterly basis; in addition exception report should be generated to identify potential attacks.	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	To co-ordinate the IT Steering Committee Meetings.	To prepare for Steering committee meetings.	Number of agendas	4	4	1	1	1	1	Quarterly	Without clear IT management oversight, it is likely to have poor IT plans, policies and major expenditures which adversely impacts on the municipality business objectives. Furthermore, management will not ensure that IT issues are prioritised and that any obstacles IT faces in achieving their objectives are dealt with on time.	
			Number of minutes	4	4	1	1	1	1			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	To provides IT support to user-base	Provide I.T. support to users.	% of support provided within 3 days.	0	100 %	100%	100%	100%	100%	Ongoing	None	
	To ensure that compliance with section 75 of the MFMA	Website Uploads.	% of Website updates done within 3 days.	0	100 %	100%	100%	100%	100%	Ongoing	none	
	Disaster Recovery Site – Enviro Rac	To Ensure That Our Disaster Recovery Server Is Protected.	Number of Racks Purchased.	0	1	0	0	1	0	End Of Project	Theft of DRP Server.	
	Fibre Optic Links Between Buildings	To Ensure That Our Local Area Network Connectivity Is Stable.	Number Of Connection Established.	0	9	0	9	0	0	End Of Project	Loss of packets of data across the LAN.	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	To comply with Microsoft licensing	Review of volume license agreement.	Number of License Agreements reviewed.	1	1	1	0	0	0	Annually	Use of Unauthorised Software.	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	Advocacy for youth development programmes	Youth Dialogue	Number of dialogues held	1	1	1	0	0	0	Quarterly	Non-attendance/lack of interest	
		Turnout	Number of delegates in attendance	0	100	100	0	0	0			
		Substance Abuse	Number of campaigns held	2	4	1	1	1	1	Quarterly	Lack of interest from stakeholders e.g. SAPS & Dept. of Social Dev.	
		Turnout	Number of delegates in attendance	0	100	100	0	0	0			
		Career exhibitions	Number of exhibitions held	2	2	1	0	1	0	Quarterly	Lack of interest from stakeholders	
		Turnout	Number of delegates in attendance	0	100	100	0	0	0			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	Advocacy for youth development programmes	Cultural groups	Number of meetings held	8	4	1	1	1	1	Quarterly	None	
		Turnout	Number of delegates in attendance	0	200	50	50	50	50			
		Training of young entrepreneurs	Number of trainings	4	4	0	4	0	0		Financial Constraints	
		Turnout			100	0	100	0	0		None	
	Poetry & Drama	Number of sessions held	2	2	0	2	0	0				
		Turnout	0		100	0	100	0	0			
	Back to School	Number of campaigns	1	1	0	0	1	0	0			
	Youth Council	Number of Youth Council Established	0	1	0	1	0	0	0			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	Advance the interest of the vulnerable and advocacy for special programmes	Disability Forum	Profile of the disabled/Data collection	1	1	1	0	0	0		None	
	Disability Forum	Number of meetings	0	4	1	1	1	1		Quarterly		
	Initiation School Committee	Number of meetings	1	4	1	1	1	1	1			
	Local Action for Children Affected and Infected by HIV/AIDS (LACCA)	Number of Meetings	2	12	3	3	3	3	3	Quarterly		
	Visit farms	Household profile	1	4	1	1	1	1				
	Disability Games	Number of games	1	1	0	0	1	0		Quarterly		
	NGOs/CBO & Sector Departments	Number of meetings	6	12	3	3	3	3		Quarterly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	Celebrations, Awareness, Anniversaries and Campaigns	Heritage celebration	Number of celebration held	1	1	1	0	0	0	Quarter	None	
		Women's Month	Number of events held	1	1	1	0	0	0			
		World Mental day	Number of events held	1	1	0	1	0	0			
		16 Days of activism against gender based violence	Number of events held	1	1	0	1	0	0			
		World Disability Day	Number of events held	1	1	0	1	0	0			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	Celebrations, Awareness, Anniversaries and Campaigns	Freedom's Day Celebration	Number of events held	1	1	0	0	1	0	Quarter	None	
		Learner motivational session (Provincial event)	Number of impoverished learners identified	1	100	1	0	0	0			
		Human Rights Day Celebration	Number of events held	1	1	0	0	1	0			
	To identify and prioritise potential risk events within the municipality	To conduct operational risk assessment	No of assessments conducted	1	1	1	0	0	0	Annually		
	To identify and prioritise potential risk events within the municipality	To conduct an institutional fraud risk assessment	No of assessments conducted	1	1	0	1	0	0			
		To report to the RMC on the progress of Risk management & Fraud activities.	No of Risk Management Committee meetings	4	4	1	1	1	1	Quarterly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	To identify and prioritise potential risk events within the municipality	To promote a risk culture in the institution	No of risk management workshops for creating awareness & understanding of risk management.	1	1	0	1	0	0	Quarterly		
		To promote zero tolerance culture to fraud & corruption	No of Fraud & corruption awareness campaigns & workshops.	1	1	0	0	0	1			
		Protection of Whistle blowers and anonymous reporting	Percentage of whistle blowers protected	0	100 %	100%	100%	100%	100%			
		Risk Monitoring	No of Risk reports from departments	5	60	15	15	15	15		Monthly	
	To provide effective secretariat services to management	To compile a year plan for management meetings	Number of year plans compiled	1	1	1	0	0	0	Annually		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Organisational Development and Transformation and Good Governance and Public Participation	To ensure that the institution adhere to legislative requirement	Formulation and review of the IDP	Approved IDP	1	1	0	0	0	1	Annually		
	To ensure that communities participate in the development and budgeting processes	Development of IDP Review Process Plan	Approved IDP Review Process Plan	1	1	1	0	0	0			
	Formulation and implementation of the PMS Policy Framework	Approved PMS	1	1	0	0	0	1				

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Good Governance and Public Participation	To provide efficient Secretariat Services to Council, Executive Committee and Management.	To compile a Year Plan for all Standing Committee, Executive Committee and Council Meetings.	Compiled Year plan for 2014	1	1			1		Annually	CS1	
		To prepare for Executive Committee and Council Meetings	Number of agendas for Executive Committee Meetings	18	12	3	3	3	3	Quarterly	CS2	
			No of Minutes for Executive Committee Meetings	18	12	3	3	3	3			
			Number of agendas for council meetings	9	4	1	1	1	1			
			Number of minutes for council meetings	9	4	1	1	1	1			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action	
						Q1	Q2	Q3	Q4				
Good Governance and Public Participation	To provide efficient Secretariat Services to Council, Executive Committee and Management.	To report any absenteeisms to Speaker for application of Standing Rules and Orders	Number of reports	3	4	1	1	1	1	Quarterly	CS50		
	To implement mechanism to ensure compliance to National and Provincial Archives	To obtain disposal authority on records in archives and implement disposals and/or transfers	No of disposal authorities received	0	1	1					Quarterly	CS9	
			Report of documents disposed	0	1		1				Quarterly	CS9	
			Report of documents transferred	0				1			Quarterly	CS9	
		Communication of records management principles to other departments	No of presentations	2	2	1		1		Biannually	CS8		
	To monitor that remittances received are processed accordingly.	To review the remissions register.	No of reviews of register	1	4	1	1	1	1	Quarterly	Emerging Risk to be incorporated		
To implement the effective operation, management and usage of the telephone systems	To install new service to area without telephone systems	No of new systems installed		2	1		1		Once off	CS5 & Emerging Risk to be incorporated			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Organisational Development and Transformation	To implement the effective operation, management and usage of the telephone systems	Circulation of Telephone Bills	No of circulations.	12	12	3	3	3	3	Monthly	CS5	
		Salary Deductions for Personal Calls	No of deductions lists submitted.	12	12	3	3	3	3	Monthly	CS5	
	To process the newly developed and reviewed Policies and Bylaws	Conduct stakeholder consultation and promulgation of bylaws.	No of Stakeholder presentations arranged	14	8		8			Quarterly	Emerging Risk to be incorporated	
			No of Bylaws Promulgated		2			2				
	To provide a cleaning services in offices	Conducting Inspections	No of Monthly Inspections Reports manager	12	12	3	3	3	3	Monthly	CS6	
	Personnel Management	Organising divisional meetings	Number of divisional meetings	12	12	3	3	3	3	Monthly	CS17	
		Filling of all critical positions as per new structure.	No of critical positions to be filled		45	15	15	15	0	Monthly	CS20	
		Employee Placement	Number of employees to be placed		1158	1158	0	0	0	Bi-annually	CS18	
		Development of Job Descriptions	Number of job descriptions to be updated	31	60	15	15	15	15	Quarterly	CS17	
		Compilation of Data Bank	Number of data banks developed	4	3	1	1	1		Quarterly	CS21	

Focus Are Organisational Development and Transformation a	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Personnel Management	Compilation of duty sheets	Number of duty sheets to be reviewed	111	1158	290	290	290	288	Monthly	CS18		
	Induction of new and existing employees	No of inductions conducted for new and existing employees	9	16	4	4	4	4	Quarterly	CS17		
Occupational Health and Safety	Safety Risk assessment	Number of health and safety risk assessment conducted	29	32	8	8	8	8	Quarterly	CS33		
	Health and Safety Awareness Workshops	Number of health and safety awareness	0	4	1	1	1	1	Quarterly	CS32		
	Processing of injury cases	% of cases managed	100%	100%	100%	100%	100%	100%	Monthly	CS34		
Employee Wellness	Implementation of Employee Wellness Programmes	Number of programmes conducted	13	20	5	5	5	5	Quarterly	CS31		
	Employee Wellness Plan	Compilation of Terms of Reference	0	1	0	0	1	0	Annually	CS31		
Employee Benefits	Administration of Terminations – Benefits	Percentage of terminations administered	100%	100%	100%	100%	100%	100%	Monthly	CS17		
		(Previous financial year)	54	0	0	0	0	0				

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action	
						Q1	Q2	Q3	Q4				
Organisational Development and Transformation	Employee Benefits	Processing of death claims	Percentage of death claims attended	100%	100%	100%	100%	100%	100%	Monthly	CS17		
		Untraceable death claims		3	8	2	2	2	2				
		Medical Aid Window Period Presentations	Number of presentations	4	4	0	4	0	0	Annually	CS17		
	To provider Specialized Human Resources	Creation of the Training & Development Policy.	Policy adopted by Council		1	1					Annually	CS25	
		Awareness Campaign on the Training & Development Policy	No of Awareness campaigns to be staged		1	1					Once-off	CS25	
		Establishment of the Training & Development Committee (TDC).	Programme of Activities & Meetings drafted.		1		1				Annually	CS22	
		Conduct Skills Audit	No. of Skills Audit Programmes to be implemented	1	1			1			Annually	CS22	
Compilation of the Workplace Skills Plan & Submission to Management, Council & LGSETA	No. of the Workplace Skills Plans to be submitted to the Management, TDC, Local Labour Forum & LGSETA	1	1					1	Annually	CS22			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Organisational Development and Transformation	To provide Specialized Human Resources	Implementation of the Workplace Skills Plan(WSP)	No. of Reports on the Implementation of the WSP to Management, TDC & Council.	12	12	3	3	3	3	Monthly	CS23	
		Compilation of the Annual Training Report & Submission to Management, Council & LGSETA	No. of the Annual Training Reports to be submitted to the Management, TDC, Local Labour Forum & LGSETA	1	1				1	Annually	CS24	
	Ensure that there is equity of opportunities for all Employees	Declaration by the Employees(EEA1 Forms completions	All Employees will have completed the EEA1 Forms	1	1			1		Annually	CS27	
		Review the Employment Equity Plan (EEP)	Reviewed Employment Equity Plan adopted/approved by Council		1			1		Annually	CS27	
		Establishment of the Employment Equity Forum (EEF)	Programme of Activities for the EEF.		1					Annually	CS27	
		Submissions of the quarterly EEF Reports to Management, LLF & Council	No. of reports to be submitted to Management, Local Labour Forum (LLF)		4	1	1	1	1	Quarterly	CS27	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Organisational Development and Transformation	Ensure that there is equity of opportunities for all Employees	Reports on the appointment done as per EEP.	No. of reports to be submitted to Management and Council.		12	3	3	3	3	Monthly	CS27	
		Submission of the EEA 2 & EEA Forms to the Department of Labour.	Acknowledgement letter from the Department of Labour & submission to Management and Council.	1	1	1				Annually	CS27	
		Awareness Campaign on the EEP(Affirmative Action Measures)	No. of the Awareness Campaigns/Road Shows to be staged.	1	1			1		Annually	CS27	
	To maintain discipline and sound labour relations through applicable disciplinary procedures	Management of the Disciplinary Tribunals/Cases, Conciliations and Arbitrations	% of the cases resolved/ finalised		100%	100%	100%	100%	100%	Quarterly	CS28	
		Submission of the reports on disciplinary cases to Management & Council	No. of reports to be submitted to the Management and Council.		12	3	3	3	3s	Monthly	CS28	
		Conducting the Awareness Campaign/Roadshow on SALGBC Collective Agreements	No. of the awareness campaign/ road show to be staged.	1	1	1				Annually	CS30	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Organisational Development and Transformation	To promote effectiveness and efficiency within HRD	Organize the divisional meetings	No. of the divisional meetings held		12	3	3	3	3	Monthly	CS45	
	To analyse cases to determine contingent liability	Compile a contingent liability register	No of Contingent Liability Register	1	1	1				Annually	Emerging Risk to be incorporated	
			No of Reviews of the Liability Register	4	4	1	1	1	1			
	To provide efficient and effective contract management	Compile a contract register.	No of Reviews of the Contract Register	12	12	3	3	3	3	Quarterly	CS42 & CS47	
		Compile payments monitoring tools	No of Monitoring Tools compiled	0	1	1	0	0	0	Annually	CS42 & CS47	
		Conducting the Awareness Campaign/Roadshow on SALGBC Collective Agreements	No. of the awareness campaign/ road show to be staged.	1	1	1				Annually	CS30	
	To provide legal advice to the Council and Administration	Provide legal advice and opinions timeously.	Percentage of legal advises and opinions requested against provided.	100%	100%	100%	100%	100%	100%	Monthly	CS46	
To reduce and control legal costs.	Negotiate settlements when settlement is warranted	Number of Settled matters		200	50	50	50	50	Quarterly	CS46		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Organisational Development and Transformation	To administer remuneration of employees and payments of third parties.	Create a complete payroll.	No of generated salary advises.	731	731	731	731	731	731	Monthly	Emerging Risks to be incorporated.	
		Create a complete third party file.	No of third party payments made before the 7 th of each month.	155	155	155	155	155	155	Monthly	Emerging Risks to be incorporated.	
	To administer personnel leave applications.	Monthly capturing on VIP and filing of leave vouchers	% of leave captured.	731	100%	100%	100%	100%	100%	Monthly	Emerging Risks to be incorporated.	
	To manage fleet and maintenance of vehicles.	Vehicle Allocation and Maintenance	Develop Maintenance Schedule of Vehicles	0	1	1	0	0	0	Quarterly		
			% of Vehicles Services	0%	100%	100%	100%	100%	100%			
		Control of Fuel Consumption	Monthly Fuel Consumption Reports		12	3	3	3	3	Monthly	CS16	
	Licensing of Vehicles	Develop Licensing Schedule/Roster	0	1	1	0	0	0	Quarterly	Emerging Risk to be incorporated		
			% of vehicles licensed	0%	100%	100%	100%	100%				100%
	Insurance Claims	Number of list of vehicles to be insured developed	0	1	1	0	0	0		CS13		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	To manage fleet and maintenance of vehicles.	Insurance Claims	% of insurance claims for vehicles processed	0%	100 %	100%	100%	100%	100%	Quarterly	CS13	
	To encourage compliance to traffic Act, law enforcement and municipal by-laws	Roadblocks conducted	No of roadblock conducted	35	24	6	6	6	6	Quarterly		
		Traffic fines issued	No of traffic fines issued	3186	0	0	0	0	0	Quarterly		
		Amount received	Rand received	240120	0	0	0	0	0	Quarterly		
	To promote road safety	Point Duty and escorts	No of Point Duty and escort performed	148	0	0	0	0	0	Quarterly		
		Amount received	Rand received per escorts	32 280	0	0	0	0	0	Quarterly		
		Purchase of Speed measuring device	No of speed measuring device purchased	2	1	0	0	1	0	Yearly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	To ensure road visibility by traffic signs and road markings	Maintenance of traffic signs and road markings	No of traffic signs replaced and installed	130	70	25	15	15	15	Quarterly		
		Road marking	No of km painted	54	80	25	15	15	25	Quarterly		
	To provide an efficient and effective Fire services	Risk assessment conducted	No of risk assessment conducted	4	4	1	1	1	1	Quarterly		
		Inspections	No of inspections conducted	72	50	20	10	10	10	Quarterly		
		Emergencies reported	No of emergencies / accident attended to	198	0	0	0	0	0	Quarterly		
	To provide disaster management services	Fire reported	No of fires	228	0	0	0	0	0	Quarterly		
		Disaster incidents occurred	No of incident/ Disaster reported and attended	0	0	0	0	0	0	Quarterly		
		Public Awareness	No of public awareness conducted	2	6	2	1	1	2	Quarterly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery		Establishment of the fora	No of fora established	0	4	1	1	1	1	Quarterly		
		Acquire store room	No of store room allocated	0	1	0	1	0	0	Once off		
	To provide and maintain cemeteries	Provision of Cemeteries.	No of graves provided	1426	0	0	0	0	0	Quarterly		
	Fenced cemetery site	Fencing of cemeteries	No of cemeteries fenced	8	5	0	5	0	0	Quarterly		
	Provision of proper cemetery records	Recording of graves provided	No of Registers developed	0	8	8	0	0	0	Quarterly		
	To develop and maintain parks	Parks developed	No of Parks developed in units	14	4	0	2	2	0	Quarterly		
	To improve access to basic services by removal of solid waste	Refuse removal and solid waste	No of households & business serviced	34 519	34 519	34519	34519	34519	34519	Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery		Register 2 landfill sites with South African Waste Information System	Approval of registration	0	2	2	0	0	0	Monthly		
	To ensure safety of municipal property and personnel	Installation of CCV TV cameras and monitor at Municipal Properties	No of CCTV cameras installed at Properties	27	10	0	10	0	0	Quarterly		
		Building of guard rooms	No of guardrooms	2	4	0	1	1	2	Quarterly		
	To ensure safety of municipal property and personnel	Installation of alarm system	No of alarm installed	10	6	0	2	2	2	Quarterly		
Local Economic Development	To promote of local economic development	Train interventions for SMMEs	No of training interventions made to SMMEs	0	4	1	1	1	1	Yearly		
		Conduct resource Audit and systematic analysis to identify Agricultural products that can be processed locally	No of audit conducted	0	1	0	1	0	0			
		Support initiatives for Agro-processing industries	No of Agro-processing initiatives supported	0	1	0	0	1	0			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
		Assist potential entrepreneurs in Development & Marketing	No of Entrepreneurs assisted	25	50	10	15	10	15			
Local Economic Development	To promote of local economic development	Issuing of permits to small businesses	No of permits issued	288	300	0	100	100	100			
		Issuing of trading license for small businesses	No of trading license	102	102	0	34	34	34			
		Establishment and Reviving of Agricultural Forums	No of forums established and revived	2	4	0	2	2	0			
		Reactivation of Tourism Forums	No of Functionally sustained fora	1	5	1	1	1	2			
		Marketing of Tourism Activities in the Municipal	No of Activities promoted	6	9	3	3	2	1			
		Attending Tourism Events Indaba /Expo	No of Indaba/ Expo attended	2	1	0	0	0	1			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Local Economic Development and Good Governance and Public Participation	To promote of local economic development	Development of Marketing Material	Marketing Material	0	1	0	0	1	0			
		Reactivation of Tourism Forums	No of Functionally sustained fora		1	5	1	1	1			
		Marketing of Tourism Activities in the Municipal	No of Activities promoted		6	9	3	3	2			
		Attending Tourism Events Indaba /Expo	No of Indaba/ Expo attended		2	1	0	0	0			
		Development of multi-purpose sport stadium.	Multi-purpose sport stadium		1	0	0	0	0			
		Develop Sports Development policy	Approved Sports Development policy		0	1	0	0	0			
		Establishment of sports and recreation councils	Functional sports and recreation councils		0	5	4	1	0			
		Sports Development meetings	No of meetings held with sports council	0	8	2	2	2	2			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	To promote of local economic development											
		Mass participation programmes/ games	No of sports tournaments held	6	8	2	2	2	2			
		Capacity workshop for sports councils	No of capacity workshops held	0	4	0	0	2	0			
	Effective asset management	Update assets register in accordance with requirements	% of GRAP standards complied with.	100%	100%	100%	100%	100%	100%	Quarterly	FS 92	
	Generate Accurate & Reliable reports on the assets status	Collect information with regard to assets	Number of reports generated	12	12	3	3	3	3	Monthly	FS 97	
	Regular Assets verification	Physical verification of movable assets and high value assets	Number of verification conducted	1	4	1	1	1	1	Quarterly	FS 99	
	Safeguard all municipality's assets	Create & Update the inventory list Of all movable assets	Number of inventory list created and updated	0	4	1	1	1	1	Quarterly	FS 98 and FS 99	
	Create and maintain Asset Registers	Update asset register regularly	Number of asset register updated.	12	12	3	3	3	3	Monthly	FS 91	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	Develop asset management strategy for assets	Consult relevant stakeholders	Number of consultations	0	1	0	0	0	1	Yearly	FS 91	
	Reconciliation of assets	Prepare a monthly reconciliation reports.	Number of reconciliation reports	0	12	3	3	3	3	Monthly	FS 99	
	Effective implementation of 3 Key control measures	Generate reports on 3 key control measures	Number of key controls reports generated	12	12	3	3	3	3	Monthly	FS 121	
	Maintain effective system of good internal controls	Monitoring of systems.	Number of reports on monitoring.	0	12	3	3	3	3	Monthly	FS 97	
	To resolve audit queries	Responding to audit queries within stipulated time period	% of audit queries answered.	700%	90%	90%	90%	90%	90%	As requested	FS 120	
	To implement and resolve PROPAC resolutions.	Responding and implementing resolutions taken	The number of PROPAC resolutions taken and implemented	0	1	0	0	0	1	Annually	FS 121	
	Asset management policy	To review asset management policy	Council approval.	1	1	0	0	0	1	Annually	FS 97	
	To reduce risk to an acceptable level	To implement risk register	Number of reports on risk implementation	0	4	1	1	1	1	Quarterly	FS 94	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	Insurance Control	Report on loss of assets	Number of reports generated	3	12	3	3	3	3	Monthly	FS90	
	Effective expenditure management	Control of payment vouchers	% of documents filed	90%	100%	100%	100%	100%	100%	Daily	FS81	
		Invoices to be Paid within 30 days	% of supplier paid within 30 days.	80%	90%	80%	80%	85%	90%	Daily	FS79	
		Regular reconciliations between suppliers statement and creditors register	% of reconciled accounts	80%	90%	80%	80%	85%	90%	Monthly	FS121	
		Recording and reporting on irregular, fruitless and wastefully expenditure	Number of report generated	12	12	3	3	3	3	Monthly	Non-compliance	
	Effective Cash out flow management	Review unreleased payments on the bank	Number of unreleased payments reported	0	48	12	12	12	12	Weekly	Outstanding Payments	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management		Perform cash outflow projections	Number of report generated	0	44	8	12	12	12	Weekly	Incorrect projections	
	Effective control system	Monitor and implement internal controls	Report on implementation of internal controls.	0	48	12	12	12	12	Weekly	Ineffective systems	
		Monitor 5 Key controls	Reports on 5 Key controls	12	12	3	3	3	3	Monthly	FS121	
		Responding and implementing resolutions taken	The number of PROPAC resolutions taken and implemented	100%	100%	100%	100%	100%	100%	Daily	Impact on unconditional grant	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management		Responding to audit queries within stipulated time period	% of audit queries	70%	90%	90%	90%	90%	90%	As requested	Audit queries not answered correctly	
		Control and monitor risk register	Quarterly report on risk implementation	90%	90%	80%	80%	85%	90%	Quarterly	Risk not identified	
	To resolve internal audit queries	Responding to audit queries within stipulated time period	% of audit queries resolved	70%	90 %	90%	90%	90%	90 %	Quarterly	Negative audit opinion	
	Budget related policies to be reviewed at least on a yearly basis and adopted. (Tariff policy, Credit control and debt collection policy, Indigent policy, Property rates policy)	To review budget related policies at least on a yearly basis for adoption. (Tariff policy, Credit control and debt collection policy, Indigent policy, Property rates policy)	Number of budget related policies.	6	6	0	0	0	6	Annually	Non-compliance with legislation	
	Report in terms of section 71 of the MFMA	Report in terms of section 71 of the MFMA at least 10 working days after the end of each month	Number of reports	12	12	3	3	3	3			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	To implement effective Budget committee	To establish and implement an effective budget committee that oversee the budget process and implementation.	Number of meetings held	4	4	1	1	1	1			
	Intensive training on the usage of votes	To provide training to all relevant departments	Number of effective training conducted	0	4	1	1	1	1			
	Report in terms of section 72 of the MFMA	Reporting in terms of section 72 of the MFMA by the 25 of January	Number of the Mid-Year assessment report on 25 January to Council	1	1	0	0	1	0		Noncompliance with legislation	
	Report in terms of section 52 of the MFMA	Reporting in terms of section 52 of the MFMA	Number of reports submitted.	4	4	1	1	1	1		Noncompliance with legislation	
	Compile and submit AFS	To compile and submit AFS by 31 August	Number of AFS within the stipulated timeframe	1	1	1	0	0	0		Noncompliance with legislation	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	Compile the budget according to MFMA and other relevant legislations	To compile the budget according to MFMA and other relevant legislations	Adoption of Budget	1	1	0	0	0	1			
	To install New Financial System	Installation of fully operational financial system	Number of system installed	0	1		1			Once off	Incorrect reporting	
	To implement effective acquisition management system	Establish a reliable database of preferred suppliers.	Approved list of accredited service providers list of database	1	1	0	0	0	1	Annually		
		Maintain and update a reliable database of preferred suppliers.	Percentage of approved accredited database	100%	100%	100%	100%	100%	100%	Monthly		
	To improve turnaround time in issuing of orders.	%Quotations processed within 5 days	50%	70%	50%	60%	60%	70%				
		% seven day quotations processed within 12 days		80%	60%	65%	70%	80%				
		% bids processed within 90 days		100%	60%	70%	80%	100%				

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	To improve turnaround time in issuing of orders.	To reduce number of deviations	Report on the percentage of deviations per month	60%	10%	30%	20%	15%	10%	Monthly		
		Implementation and reviewing of SCM policy and procedure manuals	Number of report generated	3	12	3	3	3	3	Monthly		
		Monitor and implement procurement plans	Number of reports generated	0	4	1	1	1	1	Quarterly		
	Contribute toward SMME's development.	Support towards SMME's	% of spending against operations expenditure on service delivery.	40%	700%	500%	600%	650%	70%	Monthly		
	Implementation of effective demand management	Develop sourcing strategy	Approved Sourcing strategy	0	1	0	1	0	0	Annually		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	Implementation of effective demand management	Establishment of effective cross-functional team with clear terms of reference with approved schedules of needs analysis.	Number of cross functional team established	0	1	0	1	0	0	Annually		
	To implement and maintain an effective logistic management system	Establish a system of receiving and dispatch.	Number of description system developed	0	1	0	1	0	0	Once Off		
		Develop a strategic inventory list	Number of approved inventory list	0	1	0	0	1	0	Annually		
		Stock tacking	Number of stock taking undertaken	4	4	1	1	1	1	Quarterly		
		Develop and implement store rectification plan	Approved number of store rectification plan	0	1	0	1	0	0	Once off		
	To resolve I audit queries	Responding to audit queries within stipulated time period.	% of audit queries resolves	50%	90%	90%	90%	90%	90%	Monthly		

	To implement and resolve PROPAC resolutions.	Responding and implementing resolutions taken	The number of PROPAC resolutions taken and implemented	100%	100%	0%	0%	0%	100%	Annually		
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Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	Intensive training on SCM policy	To capacitate the SCM officials to be competitive in terms of the legislation	% of SCM staff competent.	10%	80%	0%	0%	0%	80%	Annually		
	Establish a register of bids	Update information about service provider on a regular basis	Complete and update of the bid register	80%	100%	100%	100%	100%	100%	Monthly		
	Accurate reporting and feedback	Reporting monthly and quarterly	Submission of legislative report on due dates	10%	100%	100%	100%	100%	100%	Monthly and Quarterly		
	To resolve audit queries	Responding to internal audit queries within 7 working days of receiving the query	The percentage of queries answered within 7 working days of receiving the query	10%	90 %	90 %	90 %	90 %	90 %	Monthly	Negative audit opinion	
	To improve customer care relations	Implementations of customer care complaints register Relating to debtors.	Percentage of customer queries resolved within three working days	20%	60%	25%	35%	45%	60%	Monthly	Consumer queries not addressed	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	To review Revenue related policies	Consultation with relevant stakeholders	Number of revenue related policies reviewed and adopted	5	5	0	0	0	5	Annually	Outdated policies	
	To maximize revenue billing	By billing every site with the applicable services	Percentage of sites billed with applicable services as per approved tariff	80%	95%	83%	85%	90%	95%	Monthly	Consumers not paying for services	
	To maximize billing revenue	Ensure all meters are read monthly	% of meters read	75%	95%	80%	85%	90%	95%	Monthly	Consumers not paying for consumption	
	To maximize revenue collection	Implementation of credit control and debt collection policy	Percentage payment rate on monthly billing	55%	90%	60%	70%	80%	90%	Quarterly	Cash flow shortage	
	To ensure poverty alleviation	Registration of Indigent consumers	Number of indigents registered households	4700	8 000	3500	2 000	1475	1025	Monthly	FBS does not reach indigents	
	Poverty alleviation	Allocate 100% of basic charges	Percentage of subsidy allocated per benefit category	100%	100%	100%	100%	100%	100%	Monthly	No reduction in debt book	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	To review Revenue related policies	Consultation with relevant stakeholders	Number of revenue related policies reviewed and adopted	5	5	0	0	0	5	Annually	Outdated policies	
	To maximize revenue billing	By billing every site with the applicable services	Percentage of sites billed with applicable services as per approved tariff	80%	95%	83%	85%	90%	95%	Monthly	Consumers not paying for services	
	To maximize billing revenue	Ensure all meters are read monthly	% of meters read	75%	95%	80%	85%	90%	95%	Monthly	Consumers not paying for consumption	
	To maximize revenue collection	Implementation of credit control and debt collection policy	Percentage payment rate on monthly billing	55%	90%	60%	70%	80%	90%	Quarterly	Cash flow shortage	
	To ensure poverty alleviation	Registration of Indigent consumers	Number of indigents registered households	4700	8 000	3500	2 000	1475	1025	Monthly	FBS does not reach indigents	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	Poverty alleviation	Allocate 100% of basic charges	Percentage of subsidy allocated per benefit category	100%	100%	100%	100%	100%	100%	Monthly	No reduction in debt book	
	To safeguard daily takings	Review daily cash banking	Number of reports generated and signed off	0	240	60	60	60	60	Daily	Fraud/Theft	
	To reduce electricity losses	Report to electricity division all queries on electrical meters	Number of exception reports sent to the electricity division	3	12	3	3	3	3	Monthly	Theft/ tampering/ineffective metering	
	To compile and/ update the new valuation roll	Implement new valuation roll	% Implementation of valuation roll	100%	100%	100%	0%	0%	0%	Every 5 years		
			Number of reconciliations –A & B Part in terms of Property Rates Act	1	4	1	1	1	1	Quarterly		
	To ensure that banking is done timeously	Review contract with Cash-in-transit Service Provider	Number of Duly signed contract in place	1	1	1	0	0	0	Annually	Theft/ Fraud	
To ensure that a Revenue Protection Strategy is formulated	Formulate a Revenue Protection Strategy	Number of Developed Revenue Protection Strategy	0	1	0	1	0	0	Annually	Illegal connections/ Failure to collect		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Financial Viability and Management	To improve Revenue stream	Implementation of Revenue Enhancement Strategy	Number of reports generated	0	3	0	1	1	1	Quarterly	Non generation of revenue	
Infrastructure and Service Delivery	To ensure good quality water and affordable infrastructure	Purification of water	Mega litres of water to be purified	845ML	845 MI	2112.75 MI	2112.75 MI	2112.75 MI	2112.75 MI	Monthly		
		Improve water quality	Ficksburg	90.39%		0	0	50%	0	Monthly		
			Clocolan	89.47%		0	0	50%	0	Monthly		
			Marquard	87.15%		0	0	50%	0	Monthly		
			Senekal	87.00%		0	0	50%	0	Monthly		
		Number of water quality compliance monitoring reports submitted	300	300	75	75	75	75	Monthly	N/A		
No of tests of operational monitoring of water quality	3000	3000	750	750	750	750	Monthly	N/A				

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	To ensure good quality water and affordable infrastructure	No of Full SANS 241 analysis reports submitted	5	5	0	5	0	0	Monthly	N/A		
		safety inspection	Number of dam inspections	48	48	12	12	12	12	Monthly		
			Number of reservoir inspections	48	48	12	12	12	12	Monthly		
	Conservation of natural resources	Quality of effluent discharged to source	% Green Drop Risk Rating	60%	50%	80%	80%	80%	80%	Monthly	Waterborne diseases	
		Waste water quality	Number of compliance monitoring reports	48	48	12	12	12	12	Monthly	N/A	
	To provide the community /clients with portable water	Maintenance of filters	Number of filter Backwashes	5500	5500	1385	1385	1385	1385	Monthly		
		Cleaning of clarifier overflow	Number of clarifier overflow weirs cleaned	48	48	12	12	12	12	Monthly		
		Fixing of leaking water meters	% of leaking water meters fixed	3650	50%	10%	10%	10%	20%	Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	To provide the community /clients with portable water	Fixing of main pipe	% of main pipes fixed	120	50%	10%	10%	10%	20%	Monthly	Lack equipment and material	
		Fixing of service connections	% of service connections fixed	280	100%	100%	100%	100%	100%	Monthly	Lack equipment and material	
		Replacement of isolating valves	% of isolating valves replaced	25	100%	100%	100%	100%	100%	Monthly	Lack equipment and material	
		Replacement of air valves	% of air valves replaced	76	100%	100%	100%	100%	100%	Monthly	Lack equipment and material	
		Replacement of fire hydrants	% of fire hydrants replaced	12	100%	100%	100%	100%	100%	Monthly	Lack equipment and material	
		Replacement of bulk water meters	% of bulk water meters replaced	21	100%	1005	100%	100%	100%	monthly	Lack equipment and material	
	To ensure access to acceptable sanitation to comply with minimum standards	Removal of Buckets	Number of buckets removed	68286	11381	68286	68286	68286	68286	Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action	
						Q1	Q2	Q3	Q4				
Infrastructure and Service Delivery	To ensure access to acceptable sanitation to comply with minimum standards	Servicing of septic tanks and VIP toilets	Number of septic tanks and VIP toilets serviced	1562	1562	1562	1562	1562	1562	Monthly	Solid material that cannot be suctioned and lack of equipment		
		Cleaning of clarifier overflow weirs	Number of clarifier weirs to be cleaned	48	48	12	12	12	12	Monthly	Lack of equipment		
		Unblocking of sewer spillages.	% of sewer Unblocked	4472	100%	100%	100%	100%	100%	Monthly	Lack of equipment		
	To ensure that electricity is made available to all industrial, commercial and household even	Supply by street lights to all the Setsoto Communities	% of fittings replaced	5000	100%	100%	100%	100%	100%	100%	Monthly		
		Servicing of transformers	Number of Transformers serviced	4	30	0	10	10	10	10	Monthly		
		Repairing of street lights	Number of street light repaired	300	400	100	100	100	100	100	Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	To ensure that electricity is made available to all industrial, commercial and household even	Supply of LV cables.	Km of LV cables supplied	0.25km	1.2km	300m	300m	300m	300m	Monthly		
		Supply of HV cables	Km of HV cable replaced	0	1.9km	900m	1km	0	0	Monthly		
		Supply of 10.5HV tar poles	Number of 10,5HV Tar Poles installed	15	50	20	10	10	10	Monthly		
		Supply of 11kv insulators.	Number of 11,KV insulator installed	45	50	20	10	10	10	Monthly		
		Supply of Lt panels and substation	Replace Lt Panels Substation	0	2	1	0	1	0	Monthly		

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	To ensure that electricity is made available to all industrial, commercial and household even	Supply of electricity to Setsoto Residents.	Maintenance of substations	19	20	10	0	10	0	Monthly		
		Supply of electricity to Setsoto Residents.	Housekeeping mini & substations	52	65	17	16	16	16	Monthly		
		Supply of electricity to Setsoto Residents.	Install mini substations	0	3	0	1	1	1	Monthly		
		Supply of electricity to Setsoto Residents.	Replace overhead lines	0	10km	3km	3km	3km	1km	Monthly		
		Supply of electricity to Setsoto Residents.	Replace Transformers	1	1	0	0	1	0	Monthly		
		Supply of electricity to Setsoto Residents.	Service main Substations	2	2	1	0	1	0	Monthly	Lack of material	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	To ensure a proper road & storm water network throughout the entire municipal area to benefit all residents	Grading of municipal roads	Km of roads graded		150km	35km	35km	35km	45km			
		Importing gravel	Km of gravel imported		15km	3km	3km	3km	6km			
		Construction of new gravel roads	Km of new gravel roads		22km	7km	4km	4km	7km			
		Maintenance of Townlands Roads	Km of townlands roads		45km	12km	12km	9km	12			
		Maintenance of storm water canals & conduits	Km of storm water canals of & conduits Maintenance		185km	46km	46km	46km	47km			
		Maintenance of storm water canals & conduit repairs	Km of storm water canals & conduit repaired and maintained		15km	4km	4km	3km	4km			

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	To ensure a proper road & storm water network throughout the entire municipal area to benefit all residents	Construction of new channels	Km of new channels constructed		3.4km	0	1.7km	0	1.7km			
		Storm water catch pits maintenance	Km of Storm water catch pits maintained		475	118	118	121	118			
		Maintain sidewalks	Km of sidewalks maintenance		5km	1km	1.5km	1.5km	1km			
		Repair potholes	Km of potholes to be repaired		170km	42km	42km	42km	44km			
		Re-seal (Slurry)	m ² of Re-seal (Slurry)		40000m ²	10000m ²	10000 m ²	10000m ²	10000m ²			
		Rebuild paved and tarred street	m ² of paved and tarred street to be Rebuild		2000m ²	500m ²	500m ²	500m ²	500m ²			
	To promote adherence to building standards	Receive building plans and processing of building plans.	Percentage of building plans approved	100	100%	100%	100%	100%	100%	Monthly		
	Quality control and site inspection on formal structures	No of inspections conducted on formal structures	1000	300	0	100	100	100	100	Monthly	None	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery	Regulate illegal structures	To conduct inspections and issue notices for building plans	Number of inspections	500	300	75	60	75	90	Monthly	Non-compliance by the community	
	Eradication of dilapidated structures	Demolition of unsafe structures	Number of demolitions	0	08	0	02	03	03	Monthly	communities Upoar	
	Avail land for formal human settlements	Conduct a feasibility study	Number of Feasibility study report	46	1	0	0	1		Quarterly	No skill to conduct feasibility study	
	Formalizing Informal settlements	Conduct enumeration and feasibility study for informal settlements	Number of Enumeration and feasibility study report	0	1	0	0		1	Quarterly	Non submission of the progress report	
	Addressing sites backlog	Allocation of serviced sites	Number of sites to be allocated	34402	120		10	20	90	Monthly	Non completion of installation of services	
	To rectify Title Deeds	To verify the number of title deeds to be rectified	Number of verified title deeds to be rectified	582	2000	500	500	500	500	Monthly	Poor performance of service provider	

Focus Area	Objective	Activity	Key Performance Indicator	Baseline	Annual Target	Quarterly Target				Frequency Of Reporting	Risks	Corrective Action
						Q1	Q2	Q3	Q4			
Infrastructure and Service Delivery		Issue Title Deeds	Number of Title Deeds issued	12000	1000	250	250	250	250	Quarterly	No response from the public	
	Management of council properties	Inspection of municipal houses	Number of municipal houses inspected	20	66	22	22	22	0	Quarterly		
		Inspection of municipal properties	Number of municipal properties inspected	0	20	5	5	5	5	Quarterly		

12. Resourcing of the Strategic Activities of the Institution

Vote	July 2014			August 2014			September 2014			Total First Quarter 2014		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Service Charges	14 224 542	0	0	14 224 542	0	0	14 224 542	0	0	42 673 626	0	0
Grants	19 432 500	0	0	19 432 500	0	0	19 432 500	0	0	58 297 500	0	0
Other	3 792 606	0	0	3 792 606	0	0	3 792 606	0	0	11 377 818	0	0
Employee Costs	0	13 027 647	0	0	13 027 647	0	0	13 027 647	0	0	39 082 941	0
Bulk	0	4 853 500	0	0	4 853 500	0	0	4 853 500	0	0	14 560 500	0
Repairs and Maintenance	0	1 408 458	0	0	1 408 458	0	0	1 408 458	0	0	4 225 376	0
Other	0	12 264 622	0	0	12 264 622	0	0	12 264 622	0	0	36 793 868	0
	0		5 114 750	0		5 114 750	0		5 114 750	0		15 344 250
Total	37 449 648	31 554 227	5 114 750	37 449 648	31 554 227	5 114 750	37 449 648	31 554 227	5 114 750	112 348 944	94 662 681	15 344 250
Vote	October 2014			November 2014			December 2014			Total Second Quarter 2014		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Service Charges	14 224 542	0	0	14 224 542	0	0	14 224 542	0	0	42 673 626	0	0
Grants	19 432 500	0	0	19 432 500	0	0	19 432 500	0	0	58 297 500	0	0
Other	3 792 606	0	0	3 792 606	0	0	3 792 606	0	0	11 377 818	0	0
Employee Costs	0	13 027 647	0	0	13 027 647	0	0	13 027 647	0	0	39 082 941	0
Bulk	0	4 853 500	0	0	4 853 500	0	0	4 853 500	0	0	14 560 500	0
Repairs and Maintenance	0	1 408 458	0	0	1 408 458	0	0	1 408 458	0	0	4 225 376	0
Other	0	12 264 622	0	0	12 264 622	0	0	12 264 622	0	0	36 793 868	0
	0		5 114 750	0		5 114 750	0		5 114 750	0		15 344 250
Total	37 449 648	31 554 227	5 114 750	37 449 648	31 554 227	5 114 750	37 449 648	31 554 227	5 114 750	112 348 944	94 662 681	15 344 250

Vote	January 2015			February 2015			March 2015			Total Third Quarter 2015		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Service Charges	14 224 542	0	0	14 224 542	0	0	14 224 542	0	0	42 673 626	0	0
Grants	19 432 500	0	0	19 432 500	0	0	19 432 500	0	0	58 297 500	0	0
Other	3 792 606	0	0	3 792 606	0	0	3 792 606	0	0	11 377 818	0	0
Employee Costs	0	13 027 647	0	0	13 027 647	0	0	13 027 647	0	0	39 082 941	0
Bulk	0	4 853 500	0	0	4 853 500	0	0	4 853 500	0	0	14 560 500	0
Repairs and Maintenance	0	1 408 458	0	0	1 408 458	0	0	1 408 458	0	0	4 225 376	0
Other	0	12 264 622	0	0	12 264 622	0	0	12 264 622	0	0	36 793 868	0
	0		5 114 750	0		5 114 750	0		5 114 750	0		15 344 250
Total	37 449 648	31 554 227	5 114 750	37 449 648	31 554 227	5 114 750	37 449 648	31 554 227	5 114 750	112 348 944	94 662 681	15 344 250
Vote	April 2015			May 2015			June 2015			Total Fourth Quarter 2015		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Service Charges	14 224 542	0	0	14 224 542	0	0	14 224 542	0	0	42 673 626	0	0
Grants	19 432 500	0	0	19 432 500	0	0	19 432 500	0	0	58 297 500	0	0
Other	3 792 606	0	0	3 792 606	0	0	3 792 606	0	0	11 377 818	0	0
Employee Costs	0	13 027 647	0	0	13 027 647	0	0	13 027 647	0	0	39 082 941	0
Bulk	0	4 853 500	0	0	4 853 500	0	0	4 853 500	0	0	14 560 500	0
Repairs and Maintenance	0	1 408 458	0	0	1 408 458	0	0	1 408 458	0	0	4 225 376	0
Other	0	12 264 622	0	0	12 264 622	0	0	12 264 622	0	0	36 793 868	0
	0		5 114 750	0		5 114 750	0		5 114 750	0		15 344 250
Total	37 449 648	31 554 227	5 114 750	37 449 648	31 554 227	5 114 750	37 449 648	31 554 227	5 114 750	112 348 944	94 662 681	15 344 250

Expenditure Classification	Anticipated Expenditure
Personnel Expenditure	156 331 764
General Expenses	23 665 742
Repairs and Maintenance	16 901 505
Other	103 782 470
Capital Charges	997 000
Contracted Services	16 952 913
Member Contribution	1 277 350
Total	387 599 642

13. Projects: Integrated Development Plan and Performance Management System

Project Number	Project Deliverables	Planned/Actual Starting Date	Planned/Actual Finishing Date	Project Cost	Ward
	Design, Layout, Printing and Delivery of IDP document	July 2014	July 2014	300 000.00	Setsoto
	Design, Layout, Printing and Delivery of IDP Annual Report	February 2015	February 2015	300 000.00	Setsoto
	Disaster Recovery Site – Enviro Rac	01 January 2015	28 February 2015	100 000.00	Setsoto
	Fibre Optic Links Between Buildings	01 September 2014	30 December 2014	150 000.00	Setsoto
	Review Volume Licences – Microsoft	01 July 2014	30 September 2014	250 000.00	Setsoto

14. Human Resources

Posts/ Positions on the Staff Establishment	Quantity (Number of Posts)	Filled	Vacant	Female	African	Coloured	Indian	White
Type of Staffing								
Management	28	21	7	7	4	0	0	3
Professionals	38	23	15	13	10	0	0	3
Technicians and Trade Workers	94	40	54	6	6	0	0	0
Community and Personal Services Workers	94	1	93	0	0	0	0	0
Clerical and Administrative Workers	157	109	48	63	54	3	0	7
Machine Operators and Drivers	49	41	8	0	0	0	0	0
General Workers	423	403	20	86	85	1	0	0
Total	883	638	245	175	159	4	0	13

Staffing and Budget	Number of Posts	Rand Value
Management	21	
Professionals	23	
Technicians and Trade Workers	40	
Community and Personal Services Workers	1	
Clerical and Administrative Workers	109	
Machine Operators and Drivers	41	
General Workers	403	
Total	638	156 331 764

15. Institutional Wide Budget Plan

15.1 Revenue Forecasting

Projected Revenue by Source	July 2014	Aug 2014	Sept 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	2014/2015
Property rates	3 329 730	3 329 730	3 329 730	3 329 730	3 329 730	3 329 730	3 329 730	3 329 730	3 329 730	3 329 730	3 329 730	3 329 730	39 956 760
Electricity	5 292 153	5 292 153	5 292 153	5 292 153	5 292 153	5 292 153	5 292 153	5 292 153	5 292 153	5 292 153	5 292 153	5 292 153	63 505 836
Water	2 514 325	2 514 325	2 514 325	2 514 325	2 514 325	2 514 325	2 514 325	2 514 325	2 514 325	2 514 325	2 514 325	2 514 325	30 171 900
Sanitation	1 397 458	1 397 458	1 397 458	1 397 458	1 397 458	1 397 458	1 397 458	1 397 458	1 397 458	1 397 458	1 397 458	1 397 458	16 769 496
Refuse Removal	1 645 875	1 645 875	1 645 875	1 645 875	1 645 875	1 645 875	1 645 875	1 645 875	1 645 875	1 645 875	1 645 875	1 645 875	19 750 000
Grants	19 432 500	19 432 500	19 432 500	19 432 500	19 432 500	19 432 500	19 432 500	19 432 500	19 432 500	19 432 500	19 432 500	19 432 500	233 190 000
Interest and Investments income	165 516	165 516	165 516	165 516	165 516	165 516	165 516	165 516	165 516	165 516	165 516	165 516	1 981 872
Interest earned on outstanding debtors	2 703 333	2 703 333	2 703 333	2 703 333	2 703 333	2 703 333	2 703 333	2 703 333	2 703 333	2 703 333	2 703 333	2 703 333	32 439 996
Rent of facilities and equipment	67 626	67 626	67 626	67 626	67 626	67 626	67 626	67 626	67 626	67 626	67 626	67 626	811 512
Fines	24 300	24 300	24 300	24 300	24 300	24 300	24 300	24 300	24 300	24 300	24 300	24 300	291 600
Licenses and permits	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	39 996
Income from agency services	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Interdepartmental Charges	11 318 727	11 318 727	11 318 727	11 318 727	11 318 727	11 318 727	11 318 727	11 318 727	11 318 727	11 318 727	11 318 727	11 318 727	135 824 724
Other	254 713	254 713	254 713	254 713	254 713	254 713	254 713	254 713	254 713	254 713	254 713	254 713	3 056 556
Total	48 149 589	48 149 589	48 149 589	48 149 589	48 149 589	48 149 589	48 149 589	48 149 589	48 149 589	48 149 589	48 149 589	48 149 589	577 795 068

16. IDP Costing

IDP Priority	GFS Classification	GFS Sub Classification	Budget Previous FY	Budget Current Financial Year					Budget NY +1	Budget NY + 2
				Q1	Q2	Q3	Q4	Total		
Organisational Development and Transformation; and Good Governance and Public Participation	Service Charges		157 819 000	42 673 626	42 673 626	42 673 626	42 673 626	170 694 504	181 790 000	197 240 000
	Grants		173 335 000	44 128 306	44 128 306	44 128 306	44 128 306	176 513 224	180 223 000	171 950 000
	Other		28 644	19 418 218	19 418 218	19 418 218	19 418 218	77 672 872	41 994 000	47 408 000
	Total		359 799 000	87 939 650	87 939 650	87 939 650	87 939 650	359 799 000	406 737 000	416 598 000
	Employee Costs		140 305 000	39 082 941	39 082 941	39 082 941	39 082 941	156 331 764	166 493 000	176 483 000
	Bulk		53 671 000	14 560 500	14 560 500	14 560 500	14 560 500	58 242 000	62 028 000	65 749 000
	R & M		15 211 318	4 225 366	4 225 366	4 225 366	4 225 366	16 901 464	18 591 610	20 451 000
	Other		217 265 000	36 793 868	36 793 868	36 793 868	36 793 868	147 175 472	177 824 000	153 416 000
	Total		426 452 000	94 662 679	94 662 679	94 662 679	94 662 679	378 650 700	406 345 000	416 099 000
	Capital		79 977 000	15 344 250	15 344 250	15 344 250	15 344 250	61 377 000	44 450 000	46 454 000