



ADJUSTED SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018/2019

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1. Introduction and Overview

The Service Delivery and Budget Implementation Plan is a mechanism that ensures proper alignment between the municipality's Integrated Development Plan and the Budget. It is central to the monitoring and evaluation of the performance of the municipality in implementing its Integrated Development Plan and Budget.

The Integrated Development Plan is the municipality's five-year principle strategic planning document. Importantly, it ensures close co-ordination and integration between programmes and activities, both internally and externally, with other spheres of government. The Integrated Development Plan therefore ultimately enhances integrated service delivery and development. The Integrated Development Plan priorities inform all planning and budgeting processes.

The Service Delivery and Budget Implementation Plan consist of one-year detailed performance plan, a three-year capital works plan, as well as financial projections of income and expenditure. It outlines the Key Performance Indicators and Targets linked to the Key Performance Areas derived from the Integrated Development Plan. Quarterly targets are identified in the Service Delivery and Budget Implementation Plan, and these are monitored and reported upon accordingly.

The Service Delivery and Budget Implementation Plan comprises of two layers. The top layer is the one that must be presented by the Executive Mayor for approval to Council. The lower layer applies to departments and forms the basis of their performance plans and agreements. This layer consists of additional indicators that support the indicators in the top layer. The lower layer is the responsibility of Directors and the Managers, who develop it in conjunction with their staff. The top layer template and quarterly targets are reflected in the Setsoto Local Municipality Scorecard.

2. Legislative Framework

The Local Government: Municipal Finance Management Act, 56 of 2003, require municipalities to develop Service Delivery and Budget Implementation Plans annually. In terms of section 53(1)(c)(ii), the Service Delivery and Budget Implementation Plan is defined as a detailed plan approved by the Mayor of a municipality for implementing that municipality's delivery of municipal services and its annual budget. It must indicate the following:

- (a) Projections for each month of:
 - (i) Revenue to be collected by source; and
 - (ii) Operational and capital expenditure by vote

- (b) Service delivery targets and performance indicators for each quarter, and
- (c) Other matters as prescribed

The Executive Mayor of the Setsoto Local Municipality is required to approve the Service Delivery and Budget Implementation Plan within 28 days after the approval of the Integrated Development Plan and the Budget and must be publicised within 14 days after such approval by the Executive Mayor.

3. Service Delivery Cycle

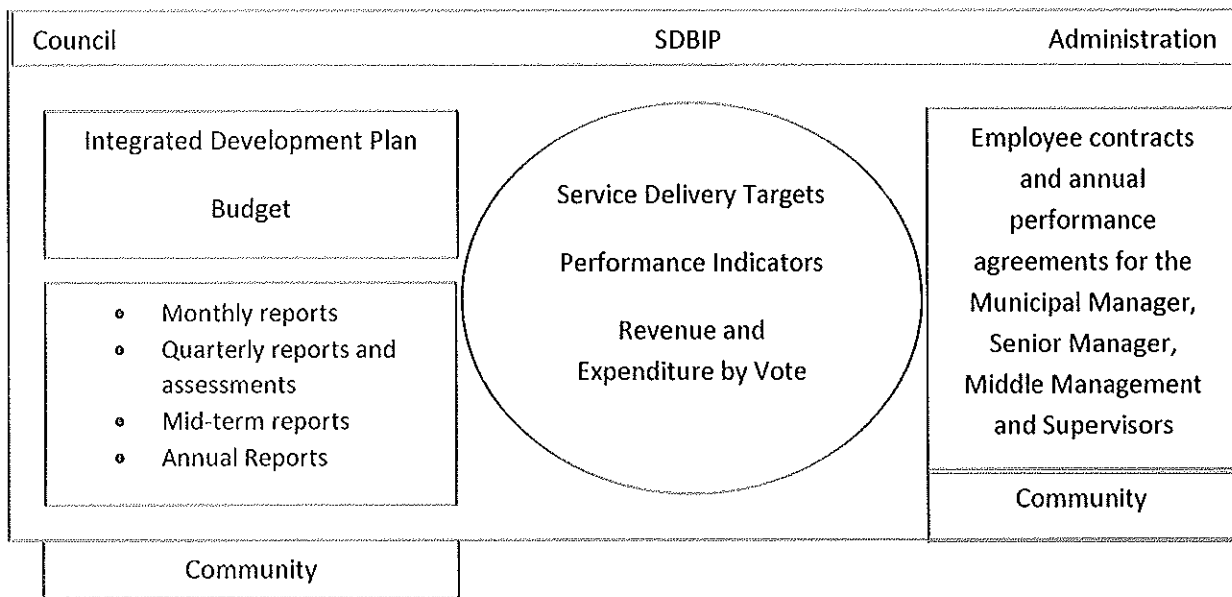


Figure 1

The Service Delivery and Budget Implementation Plan constitutes a contract between the administration, council and the community. It ensures that everyone is moving in the same direction, as mapped in the Integrated Development Plan. It provides a focus on outcomes, outputs and inputs. It enables senior managers to monitor the performance of their sub-ordinates; the Municipal manager to monitor the performance of the senior managers; the Executive Mayor to monitor the performance of the Municipal Manager; the Council to monitor the performance of the administration; and the community to monitor the performance of the Council. Therefore, it is a management and implementation plan, not a policy proposal.

4. Performance Reporting

To enhance performance assessment, accountability, monitoring and evaluation, reporting requirements are outlined below:

Frequency and nature of report	Mandate	Recipients
Monthly reporting on actual revenue targets and spending against budget no later than 10 working days after the end of each month	Section 71 of the Municipal Finance Management Act, 56 of 2003	National Treasury Provincial Treasury Executive Mayor
Quarterly progress report	Section 41(1)(e) of the Municipal Systems Act, 32 of 2000; Section 166(2)(a) of the Municipal Finance Management act, 56 of 2003; and Regulation 7 of Municipal Planning and Performance Management Regulations of 2001	Municipal Manager Executive Mayor Audit and Performance Audit Committee Provincial Treasury National Treasury CoGTA

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Frequency and nature of report	Mandate	Recipients
Mid-year Budget and Performance Assessment Report due by 25 January each year	Section 72 of the Municipal Finance Management act, 56 of 2003; and Section 13(2) of Municipal Planning and Performance Regulation of 2001	Municipal Manager Executive Mayor Mayoral Committee Council Audit and Performance Audit Committee Provincial Treasury National treasury Provincial Government CoGTA
Annual Report to be tabled before Council by 31 January as a draft and approved and published by 31 March	Sections 121 and 127 of the Municipal Finance Management Act, 56 of 2003; and Section 6 of the Municipal Systems Act, 32 of 2000	Municipal Manager Mayoral Committee Council Audit and Performance Audit Committee Auditor-General of South Africa Provincial Treasury National Treasury CoGTA Local Community

5. Setsoto Local Municipality Scorecard

The Setsoto Local Municipality Scorecard reflects the institutions performance targets and indicators in line with the following Key Performance Areas.

- KPA 1 : Basic Services and Infrastructure
- KPA 2 : Local Economic Development
- KPA 3 : Organisational Development and Transformation
- KPA 4 : Financial Viability and Management
- KPA 5 : Good Governance and Public Participation

Based on the outcome of the Mid-Year Budget and Performance Assessment Report 2018/2019 tabled to council on the 24th January 2019, it was evident that the annual budget for the financial year 2018/2019 needed to be adjusted. The application of sound financial management principles for the compilation of the municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The municipality's business and service delivery priorities were reviewed as part of this year's planning and budget processes. A critical review was also undertaken of expenditures on non-core and "nice to have" items. Key areas where savings were realised were on:

- Telephone and internet usage;
- Printing;
- Workshops;
- Accommodation; and
- Catering

The municipality has embarked on a implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the municipality has undertaken various

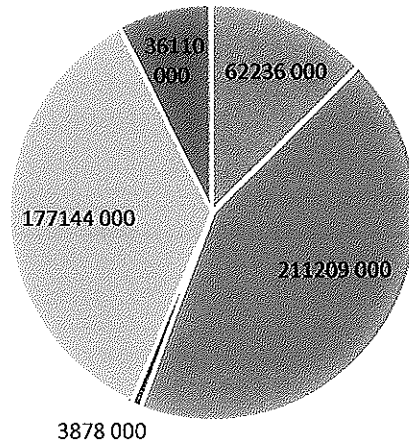
customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people led government.

National Treasury's Municipal Finance Management Act, 56 of 2003, Circulars 89 and 91 were used to guide the compilation of the Adjustment Budget 2018/2019 and the Adjusted Service delivery and Budget Implementation Plan 2018/2019. The mSCOA version 6.2 was also used to capture the data to ensure full legislative compliance. The main challenges that were experienced during the compilation of the above-mentioned documents were:

- The ongoing difficulties in the national and local economy;
- Aging and poorly maintained water, roads and electricity infrastructure; vandalism of infrastructure;
- The need to prioritise projects and expenditure within the limited resource envelope, given the cash flow realities and declining cash position of the municipality;
- The increased cost of electricity (due to tariff increases by Eskom), which is placing upwards pressure on service tariffs to residents;
- Affordability of capital projects-original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the adjustment process;
- Lack of cooperation from some Senior Managers to submit their departmental adjustment proposals within the required timeframe; and decision to adjust indicators and targets without compromising the quality of service provision to communities.

6. Institutional Operational Revenue

Revenue 2018/2019

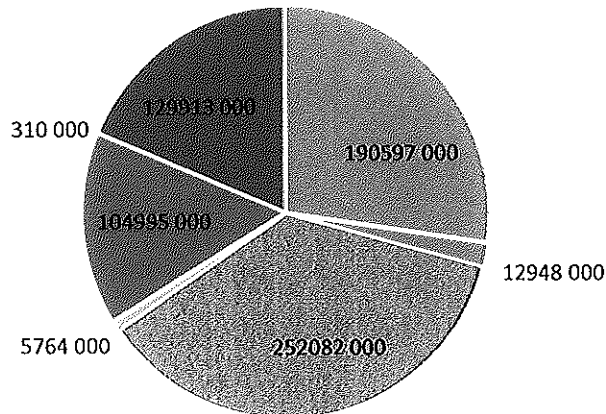


* Property Rates * Service Charges * Investment Revenue * Transfers recognised operational * Own Income

As at the period under review, the operating revenue has grown by 9% or 40 million rand when compared to the original budget for the year. This is mainly due to an increase in property rates, service charges and other revenue. Levies and tariffs will remain unchanged for the remainder of the year as it is legally not permissible to adjust them during the current year.

7. Institutional Operational Expenditure

Operational Expenditure 2018/2019

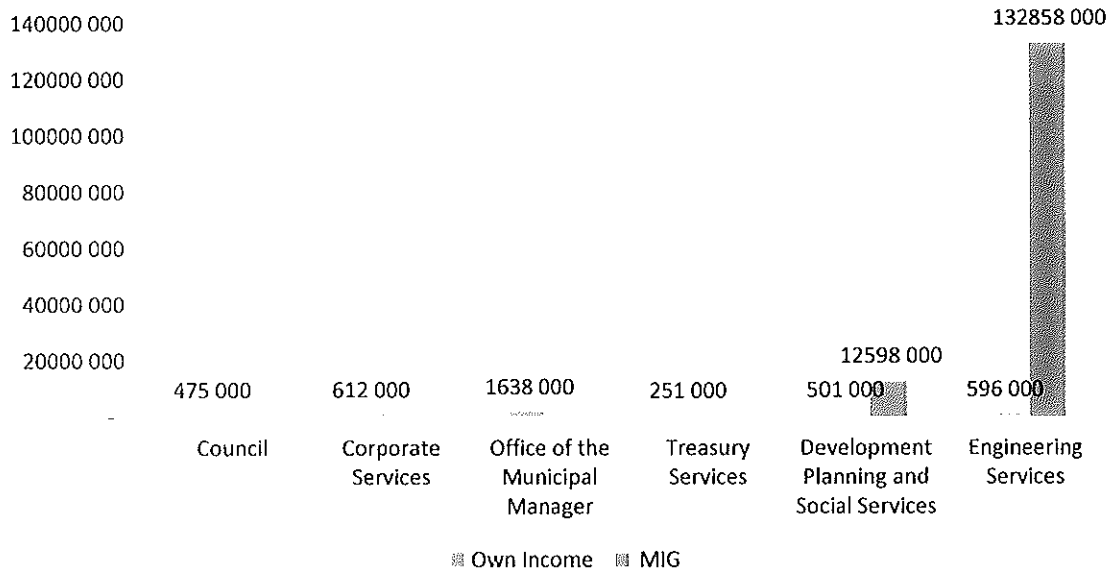


* Employee costs * Remuneration of Councillors
 * Depreciation and Assets Impairment * Finance Charges
 * Material and bulk purchases * Transfers and grants
 * Other Expenditure

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8. Institutional Capital Expenditure

Capital Expenditure 2018/209



For the period under review, the total expenditure has also grown by 6% or 40 460 million rand from the original budget. This increase was brought about by the following votes:

- Increase in councillor remuneration;
- Finance charges;
- Bulk purchases; and
- Depreciation and debt impairment

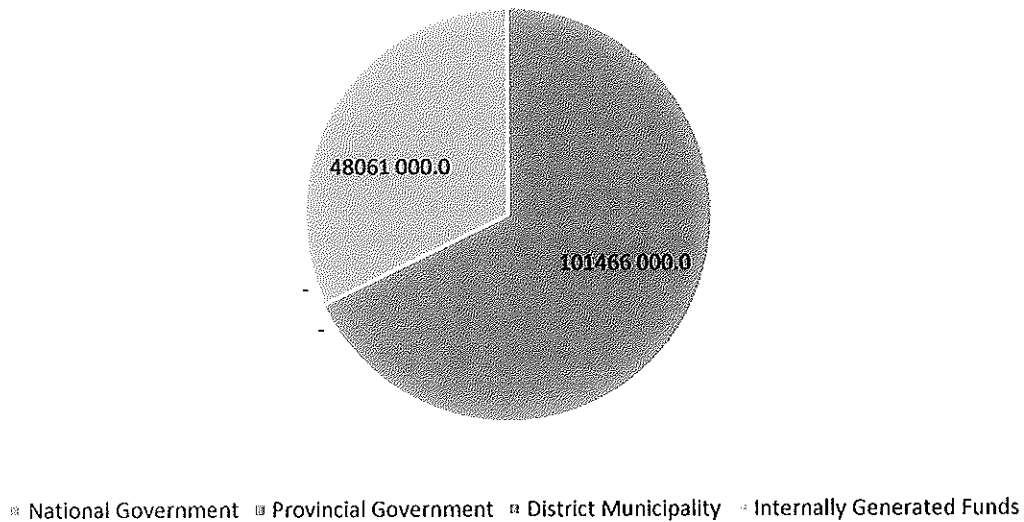
The projected revenue from investment was reduced by 40% or 2 636 million from the original budget, whereas the finance charges were increased by 122% or 3 164 million rand from the original budget. This was as result of lower investments made during the year as well as the current financial constraints the municipality is experiencing.

Due to the financial difficulties that the municipality if currently findings itself, provision for bad debt impairment has to be increased in order to cover for the shortfall incurred by the municipality inability to collect within the approved service delivery and budget implementation target of 85%, and with the current collection rate of 52%, the target is revised to a realistic and achievable target of 55%

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9. Institutional Capital Funding Source

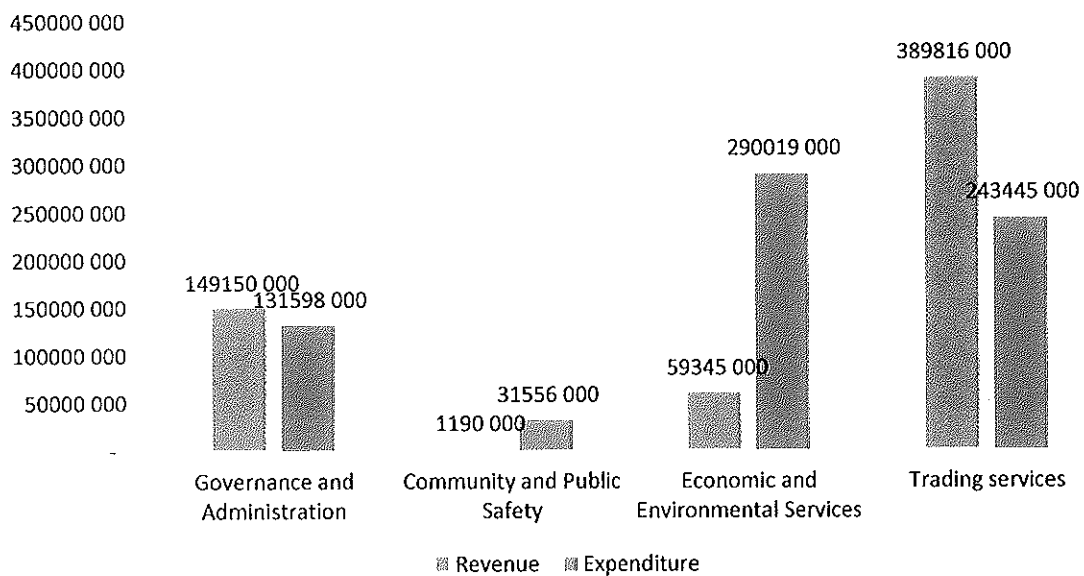
Capital Funding Sources



The municipality’s capital budget is funded from two revenue streams, which is National Government allocation to the tune of 68% and internally generated funding of 32%. The adjustment budget makes provision of an increase in capital funding of 15% or 19 807 million rand which will be funded by internally generated funds. Eighty-nine percent of the capital budget has been directed towards the service delivery departments of the municipality.

10. Institutional Revenue and Expenditure by Standard Classification

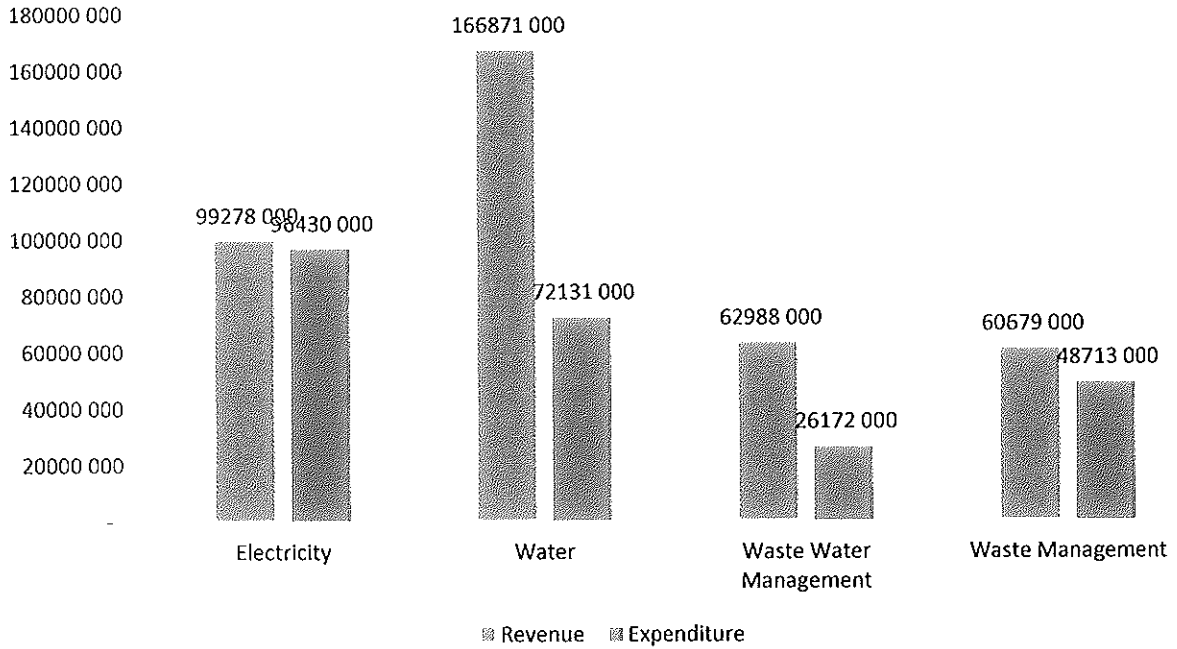
Revenue and Expenditure by Standard Classification 2018/2019



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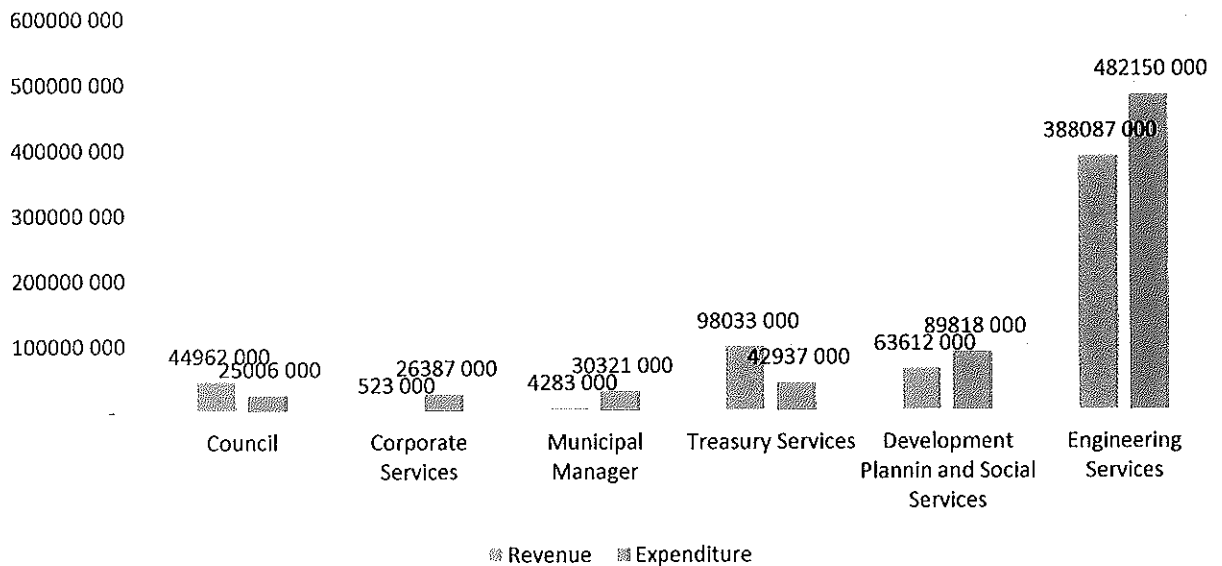
11. Institutional Revenue and Expenditure-Trading Services

Revenue and Expenditure - Trading Services 2018/2019



12. Institutional Revenue and Expenditure by Vote

Revenue and Expenditure by Vote 2018/2019



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13. Institutional Service Delivery and Budget Implementation Plan

13.1 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

13.2 Description of the core functions of the departments, based on its legislative mandates

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

13.3 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

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13.4 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

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- 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

13.5 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 Department and Social Department - 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 Centres, 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 Budget	All Internal and External Stakeholders
Committee Services	Councilors & Management
Records Management	Councilors, Management, Officials and Community, Provincial & National Archives
Administration and Support	Councilors, 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	Councilors, 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	Councilors, Management and Officials
Payroll Administration	Councilors, Management, Officials, SARS and various Third Parties for Deductions
Fleet Management	Councilors, Officials & Community
Traffic	Council, Communities, SAPS, RTMC, Provincial Traffic, CBRTA, Road Users, Department of Justice, EMS, SANDF, SARS and Home Affairs

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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, SMIME's, DETEA, Departments of Agriculture, Mineral and Energy, Trade and Industry, COGTA, SEDA, FABCOS, FDC, NAFCO, 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 registers 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

13.6 Outcome Indicators

Outcome	M/T/S	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	Strategic direction on all strategic operational activities of the municipality
		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
Implement a differentiated approach to municipal financing and support	Organisational Development and Transformation		To provide an effective support services system	By facilitating Policy and Bylaws Development By ensuring effective monitoring of cleaning services of office buildings
			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)
		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)
Implement a differentiated approach to municipal financing and support	Organisational Development and Transformation			

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

Outcome 9	MTAS	Service	Objective	Strategy
Implement a differentiated approach to Municipal financing and support.	Organisational Development and Transformation	Fleet Management	To manage fleet and maintenance of vehicles To avail roadworthy vehicles to user departments.	To monitor fuel consumption of vehicles 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 licenced 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	Implementation of the Community Works Programmes	Municipal contribution to LED	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	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;
	Municipal contribution to Local Economic Development	Local Industrial and Business	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;	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 Local Economic Development	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
	Municipal contribution to Local Economic Development	Local Industrial and Business	To cooperatives participating in the creation of economic conditions which are conducive investors	To further develop skills within the community	To encourage self-sustainable households

Outcome 9	MTAS	Service	Objective	Strategy
Implementation of the Community Works Programmes	Municipal contribution to Local Economic Development	Local Industrial and Business	To cooperatives participating in the creation of economic conditions which are conducive investors	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
A responsive, accountable, effective and efficient local government system	Good governance	Asset Management	Manage and maintain asset register	Regularly updates the asset register with respect to acquisition, additions and disposal

Outcome 9	MTAS	Service	Objective	Strategy
A responsive, accountable, effective and efficient local government system	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.
	Good governance	Expenditure Management	All payment vouchers to be filed 100%	Keep a complete register of all requisitions and invoices received. 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

14. Output Indicators

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

15. Top-Layer Service Delivery and Budget Implementation Plan

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

The methodology of developing the Adjusted Service Delivery is based on a set of indicators for secondary cities. The Top-Layer Service Delivery is organised in terms of the Back to Basic Principles Pillars and is applicable to the Municipal Manager for the outcomes and all Senior Managers for the outputs. The pillars referred to are:

- Putting People First;
- Service Delivery, Good Governance;
- Sound Financial Management; and
- Building Capable Local Government Institutions

The Top-Layer Adjusted Service Delivery and Budget Implementation Plan will be reported on quarterly basis by the Municipal Manager and Managers directly accountable to the Municipal Managers through the Performance Agreements and Plans.

15.1 Municipal Manager

National Development Chapter		8. Corruption Levels are High (9)										
National Outcome		9. A responsive, accountable, effective and efficient system of local government										
Back to Basic Principle		Promoting good governance, transparency and accountability										
Free State Growth and Development Strategies 6 Pillars		Good Governance										
Predetermined Objective		Providing strategic leadership to the strategic operational activities of the municipality										
Key Performance Area		Good Governance and Public Participation										
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Revised Target	Quarterly Targets	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Putting People First	Improved Municipal responsiveness	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	Percentage of ward committees with six or more ward committee members (excluding the ward councillors	Number of ward committees that are established and functional	17	17	17	17	17	17	17	17
Putting People First	Improve municipal responsiveness	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	Number of councillors convened community meetings per ward	Number of councillors who have held ward community meetings as per the ward operational plan	17	17	17	17	17	17	17	17
Good Governance	More effective municipal administration	Audit opinion	Number of repeat findings	Percentage of repeat audit findings responded to and addressed within the required timeframe	100%	100%	100%	100%	100%	100%	100%	100%
Good Governance	More effective municipal administration	Audit opinion	Number of councillors who have declared their financial interests	Percentage of councillors who have declared their financial interest	100%	100%	100%	100%	100%	100%	100%	100%
Good Governance	More effective municipal administration	Audit opinion	Number of administrative staff who have declared their financial interest	Percentage of administrative staff who have declared their financial interest	100%	100%	100%	100%	100%	100%	100%	100%
Good Governance	Improved council functionality	Average percentage of councillors attending council meetings	Number of council items deferred to the next council meetings	Percentage of council items dealt with and resolved in a council meeting	100%	100%	100%	100%	100%	100%	100%	100%
Good Governance	Zero tolerance of fraud and corruption	Number of alleged fraud and corruption cases reported per 100 000 population	Number of active suspensions longer than three months	Percentage of active suspension on allegation of fraud and corruption longer than three months	100%	100%	100%	100%	100%	100%	100%	100%
Good Governance	Zero tolerance of fraud and corruption	Number of dismissals for fraud and corruption per 100 000 population	Quarterly salary bill of suspended officials	Percentage salary bill of suspended official against the total municipal salary bill	2%	2%	0%	0%	0%	0%	0%	0%
Good Governance	Zero tolerance of fraud and corruption	Number of convictions for bribery and/or corruption by municipal officials per 100 000 population	Quarterly salary bill of suspended officials	Percentage of convictions for bribery and/or corruption by municipal officials	100%	100%	100%	100%	100%	100%	100%	100%

15.2 Director Development Planning and Social Security

National Development Chapter		3. Infrastructure is poorly located, inadequate and under-maintained									
National Outcome		3. All people in South Africa									
Back to Basic Principle		2. Supporting the delivery of municipal services to the high standards									
Free State Growth and Development Strategies 6 Pillars		3. Improved Quality of Life									
Predetermined Objective		Provision of effective community services and promotion of local economic development									
Key Performance Area		Service Delivery and Infrastructure									
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Revised Target	Quarterly Targets			
								Quarter 1	Quarter 2	Quarter 3	Quarter 4
Putting People First	Improved Municipal responsiveness	Protest incidents per 10 000 population	Percentage of official complaints resolved per norms and standards for the municipal complaint management system	Percentage of protest complaints reported and resolved within required timeframe	100%	100%	100%	100%	100%	100%	100%
Environment and Waste Management	Increased access to refuse removal	Percentage of households with basic refuse removal services or better	Percentage of known informal settlements receiving integrated waste handling services	Percentage of households receiving basic refuse removal services	100%	100%	100%	100%	100%	100%	100%
Environment and Waste Management	Compliance with national legislation	Integrated Waste Management Plans developed and approved	Number of plans developed and approved	Number of Integrated Waste Management Plans developed, reviewed and approved	1	1	1	0	0	0	1
Fires, disasters and emergency services	Mitigated effects of emergencies and disasters	Number of fire related deaths per 1 000 population	Percentage compliance with the required attendance time for structural and veid firefighting incidents	Percentage firefighting, disaster and emergencies incidents attended to within the required timeframe	100%	100%	100%	100%	100%	100%	100%
Local Economic Development	Growing local economies	Gross Value added by the municipality per capita	Average time take to process business license applications and permits	Percentage business license applications and permits processes and approved within the required timeframe	100%	100%	100%	100%	100%	100%	10 0%
Public Safety and Security	Improved personnel, community and municipal property safety	Disaster Management Plans developed and approved	Number of plans developed and approved	Number of Disaster Management Plans developed, reviewed and approved	1	1	1	0	0	0	1

15.3 Director Engineering Services

National Development Chapter		7. Public services are uneven and often of poor quality (10)									
National Outcome		10. Environmental assets and natural resources that are well protected and continually enhanced									
Back to Basic Principle		2. Supporting the delivery of municipal services to the high quality and standards									
Free State Growth and Development Strategies 6 Pillars		3. Improved Quality of Life									
Predetermined Objective		To provide efficient competitive sustainable economic infrastructure network and service delivery									
Key Performance Area		Service Delivery and Infrastructure									
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Revised Target	Quarterly Targets			
								Quarter 1	Quarter 2	Quarter 3	Quarter 4
Energy and Electricity	Improved access to electricity	Percentage of household with access to electricity	Number of dwellings provided with connections to the mains electricity supply by the municipality	Percentage of household with access to basic electricity	83%	100%	100%	100%	100%	100%	100%
Energy and Electricity	Improved affordability of electricity	Households receiving free basic electricity as a percentage of all household with electricity	Free basic electricity provision levels as a percentage of total residential electricity provision (in terms of MWh)	Percentage of households receiving free basic electricity in terms of the municipality's Indigent Policy	6%	18%	18%	18%	18%	18%	18%
Energy and Electricity	Improved reliability of electricity	System average interruption duration index	Percentage of unplanned outages that are restored to supply within industry standard timeframes	Percentage unplanned outages restored within required timeframe	100%	100%	100%	100%	100%	100%	100%
Energy and Electricity	Improved energy sustainability	Percentage total electricity losses	Currency in rand and cents of the electricity losses against the total bulk purchases	Percentage electricity losses	0	0%	0%	0%	0%	0%	0%
Water and Sanitation	Improved access to sanitation	Percentage of households with access to basic sanitation	Number of sewer connections meeting the minimum standards	Percentage of households with access to basic sanitation	97%	100%	100%	100%	100%	100%	100%
Water and Sanitation	Improved access to water	Percentage of households with access to basic water supply	Number of new water connections meeting minimum standards	Percentage of household with access to basic water supply	100%	100%	100%	100%	100%	100%	100%
Water and Sanitation	Improved quality of water and sanitation services	Frequency of sewer blockages	Percentage of complaints/callouts responded to within 24 hours for water and sanitation provision	Percentage of unplanned water interruptions and sewer blockages complaints/callouts responded to within require timeframe	100%	100%	100%	100%	100%	100%	100%
Water and Sanitation	Improved quality of water	Percentage drinking water compliance to SANS241	Percentage portable water complying to SANS241	Percentage blue drop	73%	100%	100%	100%	100%	100%	100%
Water and Sanitation	Improved quality of water	Percentage waste quality compliance to the water use license	Percentage waste quality compliance to the water use license	Percentage green drop	30%	15%	15%	15%	15%	15%	15%

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National Development Chapter											
7. Public services are uneven and often of poor quality (10)											
10. Environmental assets and natural resources that are well protected and continually enhanced											
Back to Basic Principle											
2. supporting the delivery of municipal services to the high quality and standards											
3. Improved Quality of Life											
Free State Growth and Development Strategies 6 Pillars											
Pre-determined Objective											
To provide efficient, competitive, sustainable economic infrastructure network and service delivery											
Service Delivery and Infrastructure											
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Revised Target	Quarterly Targets			
								Quarter 1	Quarter 2	Quarter 3	Quarter 4
Energy and Electricity	Improved water sustainability	Total water losses	Currency in rand and cents of the total water losses	Percentage of total water losses	0	0%	0%	0%	0%	0%	0%
Housing and community facilities	Improved access to adequate housing, including security of tenure	Percentage of households living in adequate housing	Number of subsidized housing units completed	Percentage of household with subsidized housing	45%	70%	70%	70%	70%	70%	70%
Housing and community facilities	Improved access to adequate housing, including security of tenure	Percentage of households living in adequate housing	Number of formal sites serviced	Percentage of formal sites serviced	100%	100%	100%	100%	100%	100%	100%
Housing and community facilities	Improved access to adequate housing, including security of tenure	Title deed backlog	Average number of days taken to register the title deed on subsidized stands and units	Percentage backlog of title deed on subsidized stand and units	5%	0%	0%	0%	0%	0%	0%
Transport and Roads	Improved quality of municipal road network	Improved road safety and improved access to public transport	Percentage of road and storm water infrastructure network maintained	Percentage of storm water infrastructure network maintained	100%	100%	100%	100%	100%	100%	100%
Transport and Roads	Improved quality of municipal road network	Improved road safety and improved access to public transport	Percentage of road and storm water infrastructure network maintained	Percentage of road infrastructure network maintained	100%	100%	100%	100%	100%	100%	100%

15.4 Chief Financial Officer

National Development Chapter		5. The economy is unstable (resource intensive)									
National Outcome		5.A. responsive, accountable, effective and efficient local government system									
Back to Basic Principle		4. ensuring sound financial management and accounting									
Free State Growth and Development Strategies 6 Pillars		6. Good Governance									
Predetermined Objective		Sound financial management (the planning, directing, monitoring and controlling of the monetary resources of the municipality)									
Key Performance Area		Financial Viability and Management									
Planning Statement	Outcome	Outcome Indicator	Output Indicator	Key Performance Indicator	Baseline Indicator	Annual Target	Revised Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Sound financial management	Improved financial management	Percentage of the total municipal expenditure on awarded tenders against municipal budget	Average length of time from advertisement of a tender to the letter of award	Percentage municipal expenditure on awarded tenders against the annual municipal budget	100%	100%	100%	100%	100%	100%	100%
Sound financial management	Improved financial management	Percentage of the total municipal expenditure on awarded tenders against municipal budget	Average length of time from advertisement of a tender to the letter of award	Percentage expenditure of the annual MIG allocation year-to-date	100%	100%	100%	100%	100%	100%	100%
Sound financial management	More effective poverty alleviation	Percentage of all qualifying households in the municipal area classified as indigent	Percentage of the municipality's operating budget spent on free basic services to indigent households	Percentage of the municipality's operating budget spent on free basic services to indigent households	100%	100%	100%	100%	100%	100%	100%
Sound financial management	More effective poverty alleviation	Percentage of all qualifying households in the municipal area classified as indigent	Percentage of the municipality's operating budget spent on free basic services to indigent households	Number of work opportunities created through EPWP, CWP and other related infrastructure programmes	2 000	2 000	2 000	2 000	2 000	2 000	2 000
Sound financial management	Improved financial management	Percentage of the total municipal budget spending against the approved budget	Percentage deviation on the approved budget	Percentage spending on the approved budget	100%	100%	100%	100%	100%	100%	100%

15.5 Director Corporate Services

National Development Chapter		5. South Africa remains a divided society										
National Outcome		5. A responsive, accountable, effective and efficient local government system										
Back to Basic Principle		5. Building institutional resilience and administrative capability										
Five State Growth and Development Strategies & Pillars		6. Good Governance										
Predetermined Objective		Development of Corporate Services Excellence										
Key Performance Area		Organisational Development and Transformation										
Planning Statement	Outcome	Outcome Indicator	Output Indicator:	Key Performance Indicator	Baseline Indicator	Annual Target	Revised Target	Quarterly Targets				
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Building capable local government institutions	Improved municipal capability	Percentage of municipal skills development levy recovered	Percentage of municipal budget allocated to skills development	Percentage actual spending of the municipal budget on skills development	1%	1%	1%	1%	1%	1%	1%	1%
Building capable local government institutions	Improved municipal capability	Top Management Stability (% of days in a year that all S56 positions are filled by full-time, appointed staff not in an acting capacity)	Staff vacancy rate	Percentage of fulltime appointed s56 Managers	100%	100%	100%	100%	100%	100%	100%	100%
Building capable local government institutions	Improved municipal capability	Top Management Stability (% of days in a year that all S56 positions are filled by full-time, appointed staff not in an acting capacity)	Average time taken by the municipality to make an appointment	Number of days taken by the municipality to make an appointment	0	60	60	60	60	60	60	60
Building capable local government institutions	Improved municipal capability	Percentage effectiveness on the implementation of the Health and Safety Programmes in the workplace	Percentage towards awareness made on Health and safety programmes at the workplace	Percentage towards awareness made on Health and safety programmes at the workplace	100%	100%	100%	100%	100%	100%	100%	100%
Building capable local government institutions	Improved municipal capability	Human Resources Management	Percentage of the effectiveness on the Human Resources Administration	Percentage of the effectiveness on the Human Resources Administration	100%	100%	100%	100%	100%	100%	100%	100%
Building capable local government institutions	Improved municipal capability	Legal Services and Contract Management	Percentage of the effectiveness on the Legal Services and Contract Management	Percentage of the effectiveness on the Legal Services and Contract Management	100%	100%	100%	100%	100%	100%	100%	100%
Building capable local government institutions	Improved municipal capability	Council Support and Administration	Percentage of the effectiveness on the Council Support and administration	Percentage of the effectiveness on the Council Support and administration	100%	100%	100%	100%	100%	100%	100%	100%

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16. Lower-Layer Service Delivery and Budget Implementation Plan

16.1 Department of the Office of the Municipal Manager

Division Key Performance Area Planning Statement	KPI	Communication				Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Targets							
		Good Governance and Public Participation					Quarter 1		Quarter 2		Quarter 3		Quarter 4	
		BI	Original Annual Target	Original Annual Target	Original Annual Target		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To Provide strategic leadership to the strategic operational activities of the municipality	Number of reports developed and submitted. Quarter 1 & 2	4	4	4	4	1	1	1	1	0	0	0	0	
To Provide strategic leadership to the strategic operational activities of the municipality	Number of stakeholder consultative meetings held	4	4	4	4	1	1	1	1	0	0	0	0	
Total		2	2	2	2	2	2	2	2	0	0	0	0	

Division		Office of the Speaker													
Key Performance Area	Planning Statement	KPI	Good Governance and Public Participation												
			BI	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan				Budget Quarterly Targets					
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Putting people first	Visit of farms by the Speaker.		2	4	4	1	1	1	1	1	1	0	0	0	0
Putting people first	Speaker Imbizos.		0	0	4	1	1	1	1	1	0	0	0	0	0
Putting people first	Number of operational plans developed.		0	17	17	17	0	0	0	0	0	0	0	0	0
Putting people first	Training of ward committees.		2	4	4	1	1	1	1	1	1	1	0	0	0
Putting people first	Stakeholder's forum meetings.		0	0	4	1	1	1	1	1	1	1	0	0	0
Putting people first	Reports of the Speaker to Council meetings.		4	4	4	1	1	1	1	1	1	1	0	0	0
Putting people first	Ward committee's reports to Council meetings.		4	4	4	1	1	1	1	1	1	1	0	0	0
Total			4	5	7	7	6	6	6	6	6	6	0	0	0

Division		Internal Audit											
Key Performance Area	Planning Statement	Good Governance and Public Participation											
		KPI	BI	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan				Budget Quarterly Targets			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Good Governance and legislative compliance	Number of the reviewed and approved Internal Audit Unit Charter	1	1	1	1	0	0	0	0	45 061.20	0.00	0.00	0.00
Good Governance and legislative compliance	Number of the reviewed and approved Audit and Performance Audit Committee Charter	1	1	1	1	0	0	0	0	45 061.20	0.00	0.00	0.00
Good Governance and legislative compliance	Number of approved Internal Audit Strategic Plan	1	1	1	1	0	0	0	0	45 061.20	0.00	0.00	0.00
Good Governance and legislative compliance	Number of approved Coverage Plan	1	1	1	1	0	0	0	0	45 061.20	0.00	0.00	0.00
Good Governance and legislative compliance	Number of covering letters on quarterly plans drafted	21	21	21	21	6	6	6	6	45 061.20	90 122.40	90 122.40	90 122.40
Good Governance and legislative compliance	Number of progress report in implementation of Coverage Plan	4	4	4	4	1	1	1	1	45 061.20	45 061.20	45 061.20	45 061.20
Good Governance and legislative compliance	Percentage on ad hoc audit conducted	100%	100%	100%	100%	100%	0%	0%	60%	45 061.20	90 122.40	0.00	90 122.40
Good Governance and legislative compliance	Number of Internal Audit Procedural Manual reviewed and approved	1	1	1	1	0	0	0	0	45 061.20	0.00	0.00	0.00
Good Governance and legislative compliance	Number of Procurement Plan developed	1	1	1	1	0	0	0	0	45 061.20	0.00	0.00	0.00
Good Governance and legislative compliance	Percentage of Attendance Registers; Leave and Overtime processed	100%	100%	100%	100%	100%	100%	100%	100%	45 061.20	45 061.20	45 061.20	45 061.20
Good Governance and legislative compliance	Number of reviewed Quality Assurance and Improvement Programme	1	1	1	1	0	0	0	0	45 061.20	0.00	0.00	0.00
Good Governance and legislative compliance	Number of quarterly audit reports compiled and submitted	31	31	31	31	9	10	10	9	45 061.20	225 306.00	360 48.70	225 306.00
Good Governance and legislative compliance	Number of follow-up audit reports	4	4	4	4	1	1	1	1	45 061.20	45 061.20	45 061.20	45 061.20
Good Governance and legislative compliance	Number of internal assessment reports	4	4	4	4	1	1	1	1	45 061.20	45 061.20	45 061.20	45 061.20
Good Governance and legislative compliance	Number of Quality Assurance Reports compiled and submitted to Audit and Performance Audit Committee.	4	4	4	4	1	1	1	1	45 061.20	90 122.40	90 122.40	90 122.40
Good Governance and legislative compliance	Number of quality assurance reports submitted on action plan.	2	2	2	2	0	0	0	1	45 061.20	0.00	0.00	45 061.20
Good Governance and legislative compliance	Number of quality assurance reports compiled and submitted to Council.	4	4	4	4	1	1	1	1	45 061.20	90 122.40	90 122.40	90 122.40
Good Governance and legislative compliance	Number of resolution registers compiled and submitted to Audit and Performance Audit Committee.	4	4	4	4	1	1	1	1	45 061.20	45 061.20	45 061.20	45 061.20
Good Governance and legislative compliance	Number of reports submitted to council	4	4	4	4	1	1	1	1	45 061.20	45 061.20	45 061.20	45 061.20
Sub-Total		19	19	19	19	11	11	11	12	811 101.70	811 101.70	811 101.70	811 101.70

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Division		Internal Audit											
Key Performance Area	Planning Statement	KPI	Good Governance and Public Participation			Service Delivery and Budget Implementation Plan				Budget Quarterly Targets			
			BI	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Good Governance and legislative compliance		Number of audit steering meetings coordinated	4	4	2	1	1	0	0	45 061.20	45 061.20	0.00	0.00
Good Governance and legislative compliance		Number of registers updated	4	4	4	1	1	1	1	45 061.20	45 061.20	45 061.20	45 061.20
Good Governance and legislative compliance		Number of Internal Audit Findings Control Registers compiled	4	4	4	1	1	1	1	45 061.20	45 061.20	45 061.20	45 061.20
Total			22	22	22	22	14	13	14	991 346.50	991 346.50	991 346.50	991 346.50

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Division		Risk Management											
Key Performance Area		Good Governance and Public Participation										Budget Quarterly Targets	
Planning Statement	KPI	EI	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets				
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
To identify risks, manage them to be within tolerable level and to provide reasonable assurance	Number of Risk Management Committee meetings held	4	4	4	1	1	1	1	1	0	0	0	0
To identify risks, manage them to be within tolerable level and to provide reasonable assurance	Number of Risk Management Committee Reports submitted	4	4	4	1	1	1	1	1	0	0	0	0
To identify risks, manage them to be within tolerable level and to provide reasonable assurance	Number of awareness campaigns on fraud prevention	1	1	1	0	0	1	1	0	0	0	0	0
To identify risks, manage them to be within tolerable level and to provide reasonable assurance	Number of workshops held to facilitate the execution of Enterprise Risk Management process	4	4	4	1	1	1	1	1	0	0	0	0
Total		4	4	4	3	3	4	4	3	0	0	0	0

Information Communication Technologies, Communication and Customer Relations

Division Key Performance Area Planning Statement	KPI	Good Governance and Public Participation										Budget Quarterly Targets				
		BI	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan				Quarterly Targets				Quarter 1	Quarter 2	Quarter 3	Quarter 4
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4				
Good Governance	Number of Information Communication Technology Steering Committee meeting held	4	4	4	1	1	1	1	1	1	1	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Good Governance	Number of security reports produced	4	4	4	1	1	1	1	1	1	1	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Good Governance	Number of email internet maintenance reports produced	4	4	4	1	1	1	1	1	1	1	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Good Governance	Number of Information Communication Technology Policy reviewed	1	1	1	0	0	0	0	0	0	0	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Good Governance	Number of CIBECs licenses renewed	200	200	200	0	0	0	0	0	0	0	0	0	0	70 000	0
Good Governance	Number of MICROSOFT volume licenses renewed	1	1	1	1	0	0	0	0	0	0	8 500 000	0	0	0	0
Good Governance	Number of Anti-malware and Anti-spyware licenses renewed	200	250	250	0	0	0	0	0	0	250	0	0	0	0	100 000
Good Governance	Number of IMPERO licenses renewed	200	200	200	0	0	0	0	0	0	200	0	0	0	0	63 456
Good Governance	Number of ePMS licenses renewed	1	1	1	1	0	0	0	0	0	0	500 000	0	0	0	0
Good Governance	Number of Disaster Recovery test conducted on HRS-Server	4	4	4	1	1	1	1	1	1	1	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Good Governance	Number of Disaster Recovery test conducted on BARN-Server	4	4	4	1	1	1	1	1	1	1	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Good Governance	Number of Disaster Recovery test conducted on TERM-Server	4	4	4	1	1	1	1	1	1	1	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Good Governance	Percentage of external and internal audit queries responded to and addressed within required timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Good Governance	Number of monthly updates of progress on Audit Action Plan	2	2	2	1	0	0	0	0	0	2	23 183.30	23 183.30	23 183.30	23 183.30	23 183.30
Total		15	15	15	11	8	10	11	11	11	11	9 231 833	231 833	231 833	231 833	395 289

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Integrated Development and Performance Management systems

Good Governance and Public Participation

Division Key Performance Area Planning Statement	KPI	BI	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan				Budget Quarterly Targets					
					Quarterly Targets				Quarterly Targets					
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Public Participation and Strategic Planning	Number of Integrated Development Planning process Plan developed and approved	1	1	1	1	0	0	0	0	350 000	0	0	0	0
Good Governance and Administration	Number of progress reports on the implementation of Back to Basic Principles	4	4	4	1	1	1	1	1	273 000	273 000	273 000	273 000	273 000
Good Governance and Administration	Number of quarterly reports developed and submitted	4	4	4	1	1	1	1	1	273 000	273 000	273 000	273 000	273 000
Good Governance and Public Participation and Administration	Number of Performance Management Systems Handbook reviewed and approved	1	1	1	0	0	0	0	1	0	0	0	0	273 000
Good Governance and Public Participation	Number of draft Integrated Development Plan document developed, reviewed and approved	1	1	1	0	0	1	0	0	273 000	0	0	0	0
Good Governance and Public Participation	Number of Integrated Development Plan document developed, reviewed and approved	1	1	1	0	0	0	1	0	0	0	0	0	570 000
Good Governance and Administration	Number of employee appraisals conducted	4	4	4	1	1	1	1	1	273 000	273 000	273 000	273 000	273 000
Good Governance and Administration	Number of Service Delivery and Budget Implementation Plan developed and approved	1	1	1	1	0	0	0	0	273 000	0	0	0	0
Good Governance and Administration	Number of Adjusted Service Delivery and Budget Implementation Plan developed and approved	1	1	1	1	0	0	1	0	0	0	0	273 000	0
Good Governance and Administration	Number of Risk Registers developed and submitted	1	1	1	1	0	0	0	0	273 000	0	0	0	0
Good Governance and Administration	Number of progress report on the implementation of Audit Action Plan	4	4	4	1	1	1	1	1	273 000	273 000	273 000	273 000	273 000
Good Governance and Administration	Percentage internal and external audit queries responded to and addressed	100%	100%	100%	100%	100%	100%	100%	100%	273 000	273 000	273 000	273 000	273 000
Total		12	12	12	9	5	7	7	7	2 184 350	1 365 000	1 638 000	2 208 000	2 208 000

16.2 Department of Corporate Services

Division		Human Resource Development												
Key Performance Area	Planning Statement	KPI	Organisational Development and Transformation			Service Delivery and Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets				
			BI	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Effective implementation of the municipality's Workplace Skills Plan	Percentage to which planned WSP programmes are implemented and achieved		85%	100%	100%	100%	100%	100%	100%	100%	-	-	-	-
Completion of the municipality's Workplace Skills Plan	Number of approved Workplace Skills Plans		1	1	1	0	0	0	1	-	-	-	-	-
Ensuring proper and effective facilitation of skills development within the municipality	Percentage of municipality's budget spent on implementing its Workplace Skills Plan		100%	100%	100%	100%	100%	100%	100%	100%	147 000	147 000	570	570
Managing the municipal workforce and ensuring the achievements of the employment equity targets	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's Employment Equity Plan		45%	100%	60%	60%	60%	50%	60%	-	-	-	-	-
Ensuring that the workforce adhere to good governance and ethical conduct	Percentage reduction in Disciplinary Hearings		49%	100%	50%	50%	50%	50%	50%	50%	25 000	25 000	16	16
Total			5	5	5	4	4	4	5	5	172 000	172 000	586 000	586 000

Division		Human Resource Management															
Key Performance Area Planning Statement	KPI	Organisational Development and Transformation					Service Delivery and Budget Implementation Plan Quarterly Targets					Subject Quarterly Targets					
		Bi	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	R'000
Ensuring the proper and transparent co-ordination of recruitment processes	Percentage of coordinated positions filled	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	231 000	231 000	15 000	15 000	15 000
Managing the municipal workforce and ensuring the achievements of the employment equity targets	Percentage of the effectiveness on the administration of Human Resources Management	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	232 000	232 000	289 000	289 000	289 000
Ensuring that the employee benefits are administered properly and effectively	Percentage of employee benefits administered	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	231 000	231 000	289 000	289 000	289 000
Promoting awareness regarding Health and Safety within the working environment	Percentage towards awareness made on Health and Safety at the workplace	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	232 000	232 000	35 000	35 000	35 000
Promoting awareness regarding Health and Safety within the working environment	Percentage towards the effectiveness of impact on wellness programmes conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	232 000	232 000	289 000	289 000	289 000
Total		5	5	5	5	5	5	5	5	5	5	5	1 158 000	1 158 000	867 000	867 000	867 000

Division		Administration and Support Services											
Key Performance Area Planning Statement	KPI	Good Governance and Public Participation		Service Delivery and Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets					
		BI	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Proper and effective management and disposal of records	Percentage of planned Records Management programmes implemented	100%	100%	100%	100%	100%	100%	100%	54 000	54 000	54	54	54
Ensuring effective implementation and monitoring of council resolutions	Percentage of resolutions implemented	100%	100%	100%	100%	100%	100%	201 000	201 000	201	201	201	201
Proper management of telephones and reprographic services and systems	Percentage of complaints attended to in respect of Telephone and Reprographic Services and System	100%	100%	100%	100%	100%	100%	705 000	705 000	705	705	705	705
Ensuring that offices are clean and in good working conditions	Percentage of cleaning programmes implemented	100%	100%	100%	100%	100%	100%	61 000	61 000	61	61	61	61
Facilitating the bylaw development, review and approval processes	Number By-laws development and/or reviewed	21	2	2	0	0	2	0	0	0	0	0	150
Total		5	5	5	4	4	5	1 021 000	1 021 000	1 021 000	1 021 000	1 021 000	1 021 000

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Division Key Performance Area	KPI	Payroll Services												
		Organisational Development and Transformation				Service Delivery and Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets				
		B:	Original Annual Target	Revised Annual Target		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	R'000
Timeously processing of payment of salaries	Number of payrolls processed on or before 25 th of every month	12	12	168 000	3	3	3	3	3	168 000	168 000	168 000	168 000	168 000
Timeously processing of payment of third parties	Number of months that Third parties are processed on or before the 3 rd of every month	12	12	167 000	3	3	3	3	3	167 000	167 000	167 000	167 000	167 000
Effective administration and maintenance of leave	Percentage of leave processed	100%	100%	168 000	100%	100%	100%	100%	100%	168 000	168 000	168 000	168 000	168 000
Total		3	3	3	3	3	3	3	3	503 000	503 000	503 000	503 000	503 000

Division		Legal Services and Contract Management														
Key Performance Area	KPI	Good Governance and Public Participation		Service Delivery and Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets								
		BI	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4				
Effective provision of legal and contract management services	Number of audit analysis conducted to measure the effectiveness of legal services on contingent liability	1	1	1	0	0	0	1	0	0	0	0	328 000	328 000	1 059 000	1 060 000
Effective provision of legal and contract management services	Number of audit analysis conducted to measure the effectiveness of contract management	0	1	1	0	0	0	1	0	0	0	0	-	-	-	-
Effective facilitation of development and review of corporate policies	Number of Corporate Policies developed, reviewed and approved	35	35	4	0	0	2	2	0	0	0	0	-	-	-	-
Total		2	3	3	0	0	1	3	0	0	1	3	328 000	328 000	1 059 000	1 060 000

16.3 Department of Treasury Services

Division	Key Performance Area Planning Statement	KPI	Asset Management													
			Financial Viability and Management					Service Delivery and Budget Implementation Plan								
			BI	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4			
	Ensure that the asset register is compliant in all aspect	Percentage of Compliant Asset Registers as per GRAP requirement	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	285 000	285 000	285 000	285 000
	Ensure that the asset register is compliant in all aspect	Number of updates completed on the asset register	12	12	12	3	3	3	3	3	3	3	285 000	285 000	285 000	285 000
	Ensure that the asset register is compliant in all aspect	Number of verifications conducted on the asset register	1	4	4	1	1	1	1	1	1	1	285 000	285 000	285 000	285 000
	Ensure that the asset register is compliant in all aspect	Number of reconciliations completed between the fixed asset register and the general ledger	12	12	12	3	3	3	3	3	3	3	285 000	285 000	285 000	285 000
	Good governance and monitoring of compliance	Percentage of audit external and internal audit queries responded to and addressed	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	285 000	285 000	285 000	285 000
	Adherence to legislative requirement	Number of asset management policy reviewed and approved	1	1	1	0	0	0	0	0	0	1	285 000	285 000	285 000	285 000
		Number of the policy review	1	1	1	0	0	0	0	0	1	1	285 000	285 000	285 000	285 000
	Good governance and administration	Number of reports submitted to Finance Committee	12	12	12	3	3	3	3	3	3	3	285 000	285 000	285 000	285 000
	Total		8	8	8	6	6	6	6	6	6	8	2 280 000	2 280 000	2 280 000	2 280 000

Division	Budget and Reporting															
	Key Performance Area Planning Statement	KPI	Financial Viability and Management				Service Delivery and Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets					
			BI	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4			
Financial viability and management	Percentage of legislative compliance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	551 000	551 000	551 000	551 000
Financial viability and management	Number of mSCOA compliant draft budget submitted	1	1	1	0	0	1	0	0	1	0	0	551 000	551 000	551 000	551 000
Financial viability and management	Number of mSCOA compliant final budget submitted	1	1	1	0	0	0	1	0	0	1	0	551 000	551 000	551 000	551 000
Financial viability and management	Number of mSCOA compliant adjustment budget submitted	1	1	1	0	0	1	0	0	0	1	0	551 000	551 000	551 000	551 000
Financial viability and management	Percentage reporting in relation to spending within the approved budget	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	551 000	551 000	551 000	551 000
Financial viability and management	Number of section 71 reports submitted	12	12	12	3	3	3	3	3	3	3	3	551 000	551 000	551 000	551 000
Financial viability and management	Number of Mid-year Budget and Performance Assessment reports submitted	1	1	1	0	0	1	0	0	1	0	0	551 000	551 000	551 000	551 000
Financial viability and management	Number of section 52 (d) submitted	1	1	1	1	1	0	0	1	0	0	0	551 000	551 000	551 000	551 000
Financial viability and management	Number of GRAP compliant Annual Financial Statements compiled and submitted	1	1	1	1	1	0	0	1	0	0	0	551 000	551 000	551 000	551 000
Financial viability and management	Number of Budget related policies reviewed and approved	3	3	3	0	0	0	0	0	0	0	3	551 000	551 000	551 000	551 000
Financial viability and management	Percentage debt coverage ratio	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	551 000	551 000	551 000	551 000
Financial viability and management	Percentage outstanding service debtors ratio	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	103%	551 000	551 000	551 000	551 000
Financial viability and management	Percentage cost coverage ratio	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	551 000	551 000	551 000	551 000
Financial viability and management	Percentage of audit opinion received on clean audit	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	551 000	551 000	551 000	551 000
Total		14	14	14	9	9	10	9	7	10	9	9	7 714 000	7 714 000	7 714 000	7 714 000

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Division	Expenditure Management															
	Key Performance Area Planning Statement	KPI	Financial Viability and Management				Service Delivery and Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets					
			B:	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4			
Financial viability and management	Percentage of reports on the actual amount of cash on hand in terms of cash flow forecast	12	12	12	3	3	3	3	3	3	3	3	569 000	569 000	569 000	569 000
Financial viability and management	Percentage of creditors paid within 30 days	65%	65%	60%	60%	60%	60%	60%	60%	60%	60%	60%	569 000	569 000	569 000	569 000
Financial viability and management	Percentage of reconciled creditors	90%	90%	85%	85%	85%	85%	85%	85%	85%	85%	85%	569 000	569 000	569 000	569 000
Financial viability and management	Number of insurance reports generated	12	12	12	3	3	3	3	3	3	3	3	569 000	569 000	569 000	569 000
Financial viability and management	Number of section 32 report submitted	12	12	12	3	3	3	3	3	3	3	3	569 000	569 000	569 000	569 000
Total		5	5	5	5	5	5	5	5	5	5	5	2 845 000	2 845 000	2 845 000	2 845 000

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Division		Supply Chain Management												
Key Performance Area		Financial Viability and Management										Budget Quarterly Targets		
Planning Statement	(P)	BI	Original Annual Target	Revised Annual Target	Service Delivery and Budget Implementation Plan				Quarterly Targets					
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Adherence to legislative requirement	Percentage of reviewed SCM policy submitted for approval	100%	100%	100%	0	0	0	100%	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Number of stock take conducted	4	4	4	1	1	1	1	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Monthly update of progress on audit action plan	90%	100%	100%	100%	100%	100%	100%	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Percentage of queries cleared within time frames	100%	100%	95%	95%	95%	95%	95%	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Number of workshops with departments on SCM Challenges	5	5	5	0	0	5	0	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Number of quarterly update of supplier database	4	4	4	1	1	1	1	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Percentage of BSC meetings held	90%	100%	100%	100%	100%	100%	100%	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Percentage of BEC meetings held	90%	100%	100%	100%	100%	100%	100%	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Percentage of BAC meetings held	90%	100%	100%	100%	100%	100%	100%	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Number of supply chain management deviation reports submitted	12	12	12	3	3	3	3	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Number of quarterly reports on contract management submitted	4	4	4	1	1	1	1	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Number of reports on the preparation and monitoring of the procurement plan	4	4	4	1	1	1	1	16 400	16 400	16 400	16 400	16 400	16 400
Adherence to legislative requirement	Number of quarterly update of risk registers against progress of risk actions	4	4	4	1	1	1	1	16 400	16 400	16 400	16 400	16 400	16 400
Total		13	13	13	11	11	12	12	213 200	639 600	639 600	639 600	639 600	639 600

Division		Revenue Management														
Key Performance Area	Planning Statement	KPI	Financial Viability and Management				Service Delivery and Budget Implementation Plan				Budget Quarterly Targets					
			%	Original Annual Target	Revised Annual Target	%	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Financial viability and management	% payment rate on monthly billing		63%	80%	55%	75%	80%	55%	55%	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485
Financial viability and management	Number of monthly billing conducted		12	12	12	3	3	3	3	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485
Financial viability and management	Number of indigent registered households		6,833	7,000	7,000	2,000	4,500	6,000	7,000	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485
Financial viability and management	% queries resolved within 3 days		60%	75%	70%	60%	65%	70%	75%	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485
Financial viability and management	% of daily cash banked		100%	100%	100%	100%	100%	100%	100%	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485
Financial viability and management	% implementation of valuation roll		100%	100%	100%	100%	100%	100%	100%	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485
Financial viability and management	Number of Revenue Related policies reviewed		5	5	5	0	0	0	5	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485	1,236,485
Total			7	7	7	6	6	6	7	8,655,395	8,655,395	8,655,395	8,655,395	8,655,395	8,655,395	8,655,395

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16.4 Department of Development, Planning and Social Security

Division Key Performance Area Planning Statement	KPI	Waste Management and Infrastructure				Service Delivery and Budget Implementation Plan				Budget Quarterly Targets						
		31	Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Ensuring proper and continuous provision of refuse removal	Percentage of household with access to basic service level of refuse removal	91%	90%	90%	90%	674	674	674	674	674	674	674	3 753 166,58	3 753 166,58	3 753 166,58	3 753 166,58
Ensuring proper and continuous provision of refuse removal	Number of businesses with access to basic service level of refuse removal	674	674	674	674	674	674	674	674	674	674	674	3 753 166,58	3 753 166,58	3 753 166,58	3 753 166,58
Conducting regular awareness campaign on waste management	Number of Public Awareness campaigns conducted with the Friday Mayoral Cleaning Campaign.	35	36	30	50%	9	9	9	9	6	6	6	3 753 166,58	3 753 166,58	3 753 166,58	3 753 166,58
Ensuring compliance to environmental management requirement	Percentage compliance of the four (4) landfill sites as per quarterly evaluation	62%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	46 235,16	46 235,16	46 235,16	46 235,16
Proper data collection of disposal of waste at the Senekal landfill site	Number of reports of data collected at Ficksburg landfill site submitted to the S A Waste Information Centre	12	12	12	100%	3	3	3	3	3	3	3	46 235,16	46 235,16	46 235,16	46 235,16
Proper data collection of disposal of waste at the Senekal landfill site	Number of reports of data collected at Senekal landfill site submitted to the S A Waste Information Centre	12	12	12	100%	3	3	3	3	3	3	3	46 235,16	46 235,16	46 235,16	46 235,16
Ensuring proper and continuous provision of refuse removal	Number of partnerships forged with local recyclers.	4	4	4	100%	1	1	1	1	1	1	1	46 235,16	46 235,16	46 235,16	46 235,16
Ensuring compliance to environmental management requirement	Number of Reports submitted as designated Waste Management Officer	0	4	4	100%	1	1	1	1	1	1	1	46 235,16	46 235,16	46 235,16	46 235,16
Ensuring compliance to environmental management requirement	Number of Integrated Waste Management Plan reviewed.	1	1	1	100%	0	0	0	0	0	0	0	46 235,16	46 235,16	46 235,16	46 235,16
Ensuring that risks are managed and mitigated to a tolerable level within the municipality	Number of updates on the risk register	4	4	4	100%	1	1	1	1	1	1	1	46 235,16	46 235,16	46 235,16	46 235,16
Ensuring good governance and monitoring of compliance	Percentage internal/ external audit responds to and addressed within timeframe.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	46 235,16	46 235,16	46 235,16	46 235,16
Total		10	11	11	10	10	10	10	10	10	10	11	11 629 381,02	11 629 381,02	11 629 381,02	11 629 381,02

Division		Parks and Cemeteries												
Key Performance Area Planning Statement	KPI	Service Delivery and Infrastructure					Service Delivery and Budget Implementation Plan							
		SI	Original Annual Target	Revised Annual Targets	Quarterly Targets				Quarterly Targets					
					Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Ensure proper management and maintenance of parks	Number of parks managed	7	7	6	7	7	6	6	7	7	408 148,78	408 148,78	408 148,78	408 148,78
Ensure proper management and maintenance of recreational facilities	Number of recreational facilities managed	6	6	150	6	0	6	0	6	6	408 148,78	408 148,78	408 148,78	408 148,78
Conversation of the environment	Number of trees planted in public places	132	150	150	10	10	11	11	11	408 148,78	408 148,78	408 148,78	408 148,78	
Ensure proper management and maintenance of municipal properties	Number of halls cleaned and prepared	12	10	11	10	10	11	11	11	408 148,78	408 148,78	408 148,78	408 148,78	
Ensure compliance with environmental regulations	Number of approved reviewed Integrated Environmental Management Plan	1	1	1	0	0	0	0	1	408 148,78	408 148,78	408 148,78	408 148,78	
Ensure proper management and maintenance of cemeteries	Number of cemeteries managed	21	8	8	8	8	8	8	8	297 771,38	297 771,38	297 771,38	297 771,38	
Ensure proper management and maintenance of cemeteries	Number of Burial Registers updated	8	8	8	8	8	8	8	8	297 771,38	297 771,38	297 771,38	297 771,38	
Ensuring proper management of risk and mitigation to the tolerable level within the municipality	Number of updates on the risk register	4	4	4	1	1	1	1	1	297 771,38	297 771,38	297 771,38	297 771,38	
Good governance and monitoring of compliance	Percentage external and internal audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	297 771,38	297 771,38	297 771,38	297 771,38	
Total		9	9	9	9	9	9	9	9	3 231 829,42	3 231 829,42	3 231 829,42	3 231 829,42	

Division		Public Safety													
Key Performance Area Planning Statement	KPI	Service Delivery and Infrastructure										Budget Quarterly Targets			
		Original Annual Target	Revised Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4				
Ensuring proper control of traffic flow within the municipal area	Number of traffic operational plan complied and approved	1	1	3	1	0	0	0	0	0	0	383 306,67	383 306,67	383 306,67	383 306,67
Ensuring proper control of traffic flow within the municipal area	Number of roadblocks conducted	40	30	30	6	10	8	6	10	3	6	383 306,67	383 306,67	383 306,67	383 306,67
Ensuring that traffic offences are managed and controlled	Percentage of Traffic fines issued	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	383 306,67	383 306,67	383 306,67	383 306,67
Ensuring proper control of traffic flow within the municipal area	Percentage on point duty and escorts performed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	383 306,67	383 306,67	383 306,67	383 306,67
Ensuring that traffic offences are managed and controlled	Percentage of Rand received from escorts performed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	383 306,67	383 306,67	383 306,67	383 306,67
Ensuring that all emergencies are attended to and managed	Percentage of emergencies incidents reported and attended to	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100 898,63	100 898,63	100 898,63	100 898,63
Ensuring that communities are made aware regarding public safety	Number of Public Awareness campaigns on public safety conducted	8	12	12	3	3	3	3	3	3	3	100 898,63	100 898,63	100 898,63	100 898,63
Ensuring compliance with disaster management regulations	Number of Disaster Management Fora established	1	3	2	2	0	0	0	0	0	0	46 384,57	46 384,57	463 845,63	463 845,63
Ensuring that risks are managed and within a tolerable level	Number of risk assessments conducted for events hosted	0	3	3	1	2	0	0	2	0	0	46 384,57	46 384,57	46 384,57	46 384,57
Ensuring compliance with disaster management regulations	Number of Disaster Management Plans reviewed and approved	1	1	1	0	0	1	1	0	1	0	46 384,57	46 384,57	46 384,57	46 384,57
Ensuring that risks are managed and within a tolerable level	Number of updates on the risk register	4	4	4	1	1	1	1	1	1	1	46 384,57	46 384,57	46 384,57	46 384,57
Ensuring good governance and monitoring compliance	Percentage external and internal audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	46 384,57	46 384,57	46 384,57	46 384,57
Total		11	12	12	11	10	9	8	10	9	8	2 346 069,54	2 346 069,54	2 346 069,54	2 346 069,54

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17. Resourcing of the Strategic Activities of the Institution

Vote	July 2013		August 2013		September 2013		October 2013		November 2013		December 2013		Total Second Quarter 2013			
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	
Properties	5 194 666			5 194 666			5 194 666			5 194 666			15 583 998			
Service Charges	17 209 000			17 209 000			17 209 000			17 209 000			51 627 000			
Investment	542 833			542 833			542 833			542 833			1 628 500			
Grants	14 762 000			14 762 000			14 762 000			14 762 000			44 286 000			
Other	2 558 083			2 558 083			2 558 083			2 558 083			7 674 250			
Sub-Total	40 266 582			40 266 582			40 266 582			40 266 582			120 799 748			
Employee Costs		16 962 083			16 962 083			16 962 083			16 962 083					
Depreciation and Impairment		21 082 000			21 082 000			21 082 000			21 082 000					
Finance Charges		48 033			48 033			48 033			48 033					
Materials and Bulk Purchases		8 749 583			8 749 583			8 749 583			8 749 583					
Transfers and grants		26 500			26 500			26 500			26 500					
Other		10 826 083			10 826 083			10 826 083			10 826 083					
Sub-Total	(40 266 582)	57 694 282	12 460 583	(40 266 582)	57 694 282	12 460 583	(40 266 582)	57 694 282	10 826 083	57 694 282	12 460 583	(40 266 582)	173 082 846	173 082 846	37 380 846	

Vote	October 2013		November 2013		December 2013		Total Second Quarter 2013		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Properties	5 194 666			5 194 666			15 583 998		
Service Charges	17 209 000			17 209 000			51 627 000		
Investment	542 833			542 833			1 628 500		
Grants	14 762 000			14 762 000			44 286 000		
Other	2 558 083			2 558 083			7 674 250		
Sub-Total	40 266 582			40 266 582			120 799 748		
Employee Costs		16 962 083			16 962 083				
Depreciation and Impairment		21 082 000			21 082 000				
Finance Charges		48 033			48 033				
Materials and Bulk Purchases		8 749 583			8 749 583				
Transfers and grants		26 500			26 500				
Other		10 826 083			10 826 083				
Sub-Total	(40 266 582)	57 694 282	12 460 583	(40 266 582)	57 694 282	12 460 583	(120 799 748)	173 082 846	37 380 846

Vote	January 2019			February 2019			March 2019			Total 1st Quarter 2019		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Properties	5 194 666			5 194 666			5 194 666			15 583 998		
Service Charges	17 209 000			17 209 000			17 209 000			51 627 000		
Investment	542 833			542 833			542 833			1 628 500		
Grants	14 762 000			14 762 000			14 762 000			44 286 000		
Other	2 558 083			2 558 083			2 558 083			7 674 250		
Sub-Total	40 266 582			40 266 582			40 266 582			120 799 748		
Employee Costs		16 962 083			16 962 083			16 962 083				
Depreciation and Impairment		21 082 000			21 082 000				21 082 000			
Finance Charges		48 033			48 033				48 033			
Materials and Bulk Purchases		8 749 583			8 749 583				8 749 583			
Transfers and grants		26 500			26 500				26 500			
Other		10 826 083			10 826 083				10 826 083			
Sub-Total	(40 266 582)	57 694 282	12 460 583	(40 266 582)	57 694 282	12 460 583	(40 266 582)	57 694 282	12 460 583	(120 799 748)	173 082 846	37 380 846

Vote	April 2019			May 2019			June 2019			Total Fourth Quarter 2018		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Properties	5 194 666			5 194 666			5 194 666			15 583 998		
Service Charges	17 209 000			17 209 000			17 209 000			51 627 000		
Investment	542 833			542 833			542 833			1 628 500		
Grants	14 762 000			14 762 000			14 762 000			44 286 000		
Other	2 558 083			2 558 083			2 558 083			7 674 250		
Sub-Total	40 266 582			40 266 582			40 266 582			120 799 748		
Employee Costs		16 962 083			16 962 083			16 962 083				
Depreciation and Impairment		21 082 000			21 082 000			21 082 000				
Finance Charges		48 033			48 033			48 033				
Materials and Bulk Purchases		8 749 583			8 749 583			8 749 583				
Transfers and grants		26 500			26 500			26 500				
Other		10 826 083			10 826 083			10 826 083				
Sub-Total	(40 266 582)	57 694 282	12 460 583	(40 266 582)	57 694 282	12 460 583	(40 266 582)	57 694 282	12 460 583	(120 799 748)	173 082 846	37 380 846

17.1 Expenditure Classification

Expenditure Classification	Anticipated Expenditure
Personnel Expenditure	156 331 764
General Expenses	23 665 742
Repairs and Maintenance	16 901 505
Other	103 782 670
Capital Charges	997 000
Contracted Services	16 952 913
Member Contribution	1 277 350
Total	387 599 642

18. Institutional Staffing

Staffing and Budget	Number of Posts	Rand Value
Management	25	24 700 733
Professionals	30	18 698 638
Technicians and Trade Workers	38	17 029 375
Community and Personal Services Workers	59	18 127 467
Clerical and Administrative Workers	133	40 470 551
Machine Operators and Drivers	38	11 796 561
General Workers	346	59 773 675
Total	669	190 597 000

19. Approval

Section 54 of the Municipal Finance Management Act, 56 of 2003, states:

- (1) On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72, the mayor must-
- (a) consider the statement or report;
 - (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
 - (c) consider and, if necessary, make any revision to the service delivery targets provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of the adjustment budget;
 - (d) issue any appropriate instructions to the accounting officer to ensure-
 - (i) that the budget is implemented in accordance with the service delivery and budget implementation plan; and
 - (ii) that spending of funds and revenue collection proceed according to the budget;
 - (e) identify any financial problems facing the municipality, including any emerging or impeding financial problems; and
 - (f) in the case of section 72 report, submit the report to the council by 31 January of each year.
- (2) if the municipality faces any serious financial problems, the mayor must-
- a. promptly respond to and initiate any remedial or corrective steps proposed by the accounting officer to deal with such problems, which may include-
 - (i) steps to reduce spending when revenue is anticipated to be less than projected in the municipality's approved budget;
 - (ii) the tabling of adjustments budget; or
 - (iii) steps in terms of Chapter 13; and
 - b. alert the council and the MEC for local government in the province to those problems
- (3) The mayor must ensure that any revision of the service delivery and budget implementation plan are made public promptly.

In accordance with the above, the adjustments budget was approved by council in February 2019 and informed by that a revision was done on the service delivery and budget implementation plan of the municipality. The plan was submitted to the executive mayor by the accounting officer on 18 March 2019 and approved by the executive mayor for submission to council on the 25 March 2019.

Signed by _____ and _____
MUNICIPAL MANAGER EXECUTIVE MAYOR