



Service Delivery and Budget Implementation Plan

SDBIP 2015/2016

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ACRONYMS

AT	ANNUAL TARGET
BI	BASLINE INDICATOR
CAPEX	CAPITAL EXPENDITURE
CS	COMMUNITY SURVEY
DORA	DIVISION OF REVENUE ACT
DRP	DISASTER RECOVERY PLAN
EMP	ENVIRONMENTAL MANAGEMENT PLAN
EXCO	EXECUTIVE COMMITTEE
FS	FINANCIAL SERVICES
GFS	GENRAL FINANCIAL STATISTICS
IDP	INTEGRATED DEVELOPMENT PLAN
IIA	INTITUTE OF INTERNAL AUDITORS
IWMP	INTEGRATED WASTE MANAGEMENT PLAN
KPA	KEY PERFORMANCE AREA
KPI	KEY PERFORMANBCE INDCATOR
MFMA	MUNICIPAL FIANANCIAL MANAGEMENT ACT
MM	MUNICIPAL MANAGER
MSA	MUNICIPAL SYSTEM ACT
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK
OPEX	OPERATIONAL EXPENDITURE
PMS	PERFORMANCE MANAGEMENT SYSTEMS
Q1	QUARTER 1
Q2	QUARTER 2
Q3	QUARTER 3
Q4	QUARTER 4
SAPS	SOUTH AFRICAN POLICE SERVICES

FOREWORD

The core service delivery that local government provides-clean drinking water, sanitation, electricity, shelter, waste removal and roads- are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights. Our vision of developmental local government was that it would be the building block on which the reconstruction and the development of our municipality and society was built, a place in which the citizen of our municipality could engage in a meaningful and direct way with the departments of the municipality. Local government is where most citizens interface with government, and its foundational ethos must be about serving people.

This Service Delivery and Budget Implementation Plan 2015/2016 is the culmination of work done over a period of nine months. This plan serves as the means through which the Council track the overall performance of the institution against the financial and non-financial targets. It forms the basis for the Council oversight over the administration. The process followed in developing this plan was through a structured approach in terms of the approved Integrated Development Plan Review Process Plan 2014/2015 with the Programme of Action and Budgeted Costs, and was broken down into the following steps:

- Submission of budget forms by all departments to the Budget and Reporting Division of the municipality;
- Deliberation on the annual Report 2013/2014 and the Auditor-General Report 2013/2014 on the audited Annual Financial Statement 2013/2014;
- The recommendation of the Municipal Public Accounts Committee through the Oversight Report 2013/2014
- Back to Basics programme of action and the Council resolution that the projects within the Back to Basics should be synergized in the municipal planning and budgeting processes;
- Budget 2015/2016 and Integrated Development Plan 2015/2016 roadshows;
- Submission of sectional, divisional and consolidated departmental Service Delivery and Budget Implementation Plans 2015/2016
- Recommendations of the Integrated Development Plan Assessment Report 2014/2015 on the credibility of the Integrated Development Plan 2015/2016 by Free State COGTA; and
- Local Government Municipal Improvement Toolkit Assessment Report findings regarding the status of the governance issues of the municipality.

All these activities helped us to understand where we are, where we could be and what needs to be done to improve performance. Our goal is to improve the function of the municipality to better serve our communities by getting the basics right, and ultimately receive a clean audit report from the Office of the Auditor-General. The National Development Plan-Vision 2013 makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at local level that can create safe and healthy and economically sustainable areas where citizens and people work, live and socialize.

Management of Setsoto Local Municipality, in endeavouring to provide better services to our communities, acquired an automated performance management system to assist the municipality to monitor and evaluate personnel effectively and efficiently. The planning workshop on the system was held on the 09 June 2015 and the follow-up workshop with the Executive Committee, Senior Managers, Managers and Supervisors was held on the 22nd to the 23rd June 2015 at Aldam Estate. It is envisaged that the system will initially assess the performance of the first four levels of management.

All efforts were made to ensure that the predetermined objectives, strategies, activities, targets and indicators contained in this plan are aligned to the Integrated Development Plan 2015/2016 and are addressing the Key Performance Areas as identified by the municipality and informed by the 5 Year Local Government Strategic Agenda, namely:

1. Infrastructure and Service Delivery
2. Local Economic Development
3. Organisational Development and Transformation
4. Financial Viability and Management
5. Good Governance and Public Participation


Changing strategic orientation is not easy and it requires bold leadership and political will. At the same time we need a collective effort and unity of purpose and partnership with all relevant stakeholders. We need to improve the political and administrative management of the municipality and be responsive to the needs and aspirations of all our communities, whether in Senekal and Matwabeng; or Marquard and Moemaneng; or Clocolan and Hlohlolwane; or Ficksburg, Caledon Park and Meqheleng. In order to achieve this we urgently require:

- The Executive Committee with vision to change and the caliber of leadership to drive change process.
- Speaker to effectively manage the business of Council and lead it in engagement and outreach programmes.

- Councillors that will inspire and organise for our common purpose of serving our people, and creating a dynamic link with their constituencies.
- Municipal Manager and Senior Managers to understand the core mandate and orientation, who understand their specific role in delivering the local government vision as envisaged in the White Paper and act in a manner that ensures that local government primarily serves its people by delivering basic services.

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

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



M S MAKHELE
IDP MANAGER

MUNICIPAL MANAGER'S HANDOVER

The Mayor

The production of the Service Delivery and Budget Implementation Plan 2015/2016 is a requirement under the Municipal Finance Management Act, 56 of 2003, section 53(1)(c)(ii). The legislation defines and sets out the requirement for Service Delivery and Budget Implementation Plan as follows:

- (a) Projections for each month of;
 - (i) Revenue to be collected by source; and
 - (ii) Operational and capital expenditure by vote
- (b) Service delivery targets and performance indicator for each quarter

The Service Delivery and Budget Implementation Plan 2015/2016 can be viewed as a "contract" between the Council and the community, as well as between the municipality's administration and council. It promises the community on what the municipality will deliver in the coming financial year. It lays the basis for measuring the performance and progress against end-of-year targets in service delivery and budget implementation.

This plan for 2015/2016 serves as an input into the performance agreements of myself, the Municipal Manager, Section 56 Managers, Managers and Supervisors. It also forms the basis for the quarterly, mid-year and annual performance assessment for the 2015/2016 financial year.

Being a management and implementation plan-not a policy proposal- the Service Delivery and Budget Implementation Plan 2015/2016, is not required to be approved by Council. Its approval is a competency reserved for the Mayor under section 53 of the Municipal Finance Management act, 56 of 2003. The legislation requires of the Mayor to take reasonable steps to ensure that the service Delivery and Budget Implementation Plan is approved within 28 days after the Budget and the Integrated Development Plan being approved by Council.

To the best of my knowledge, this Service Delivery and Budget Implementation Plan 2015/2016, has been developed in accordance with the legislative requirements and formats.



STR RAMAKARANE
MUNICIPAL MANAGER

MAYOR'S APPROVAL

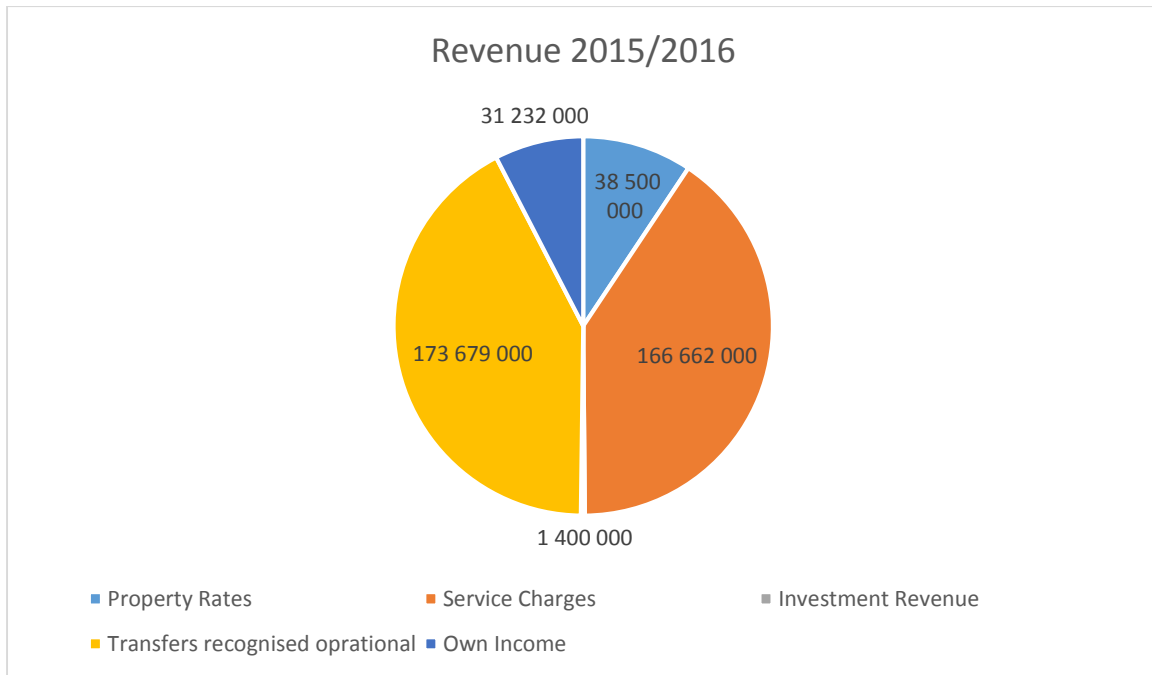
The Political Leadership of Setsoto Local Municipality is proud to endorse this service Delivery and Budget Implementation Plan 2015/2016.

This Plan serves as a contract with the community as uch as contract with the Municipal manager, section 56 Managers, Managers and Supervisors, who are responsible to implement this Plan.

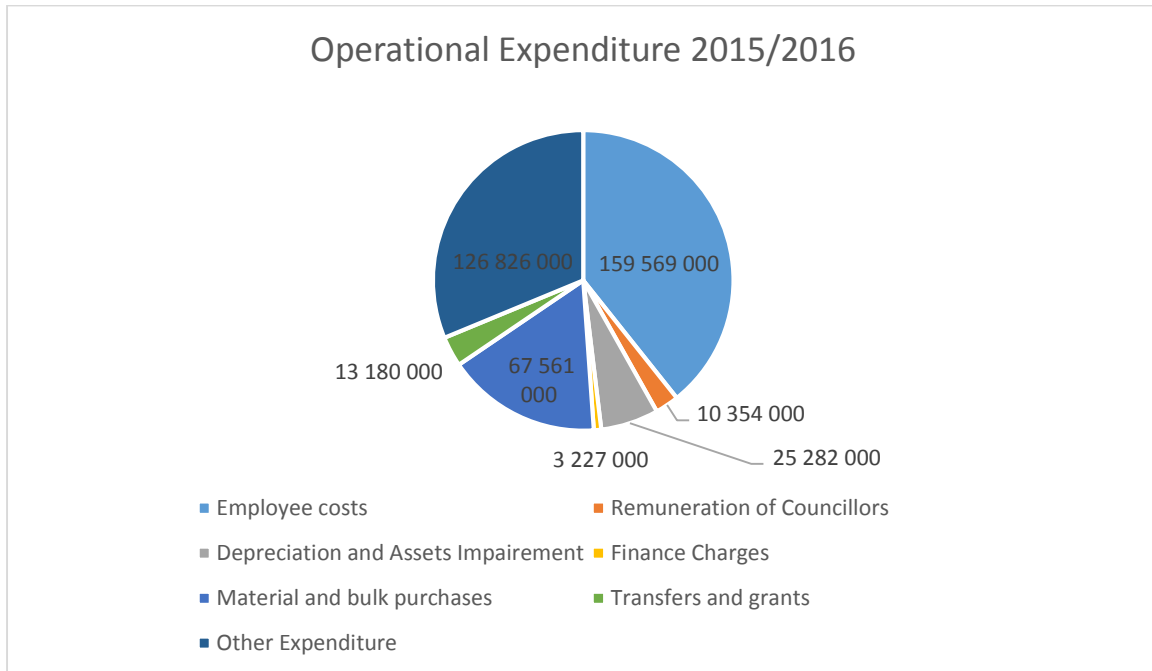


GERT JAKOBO T B
MAYOR

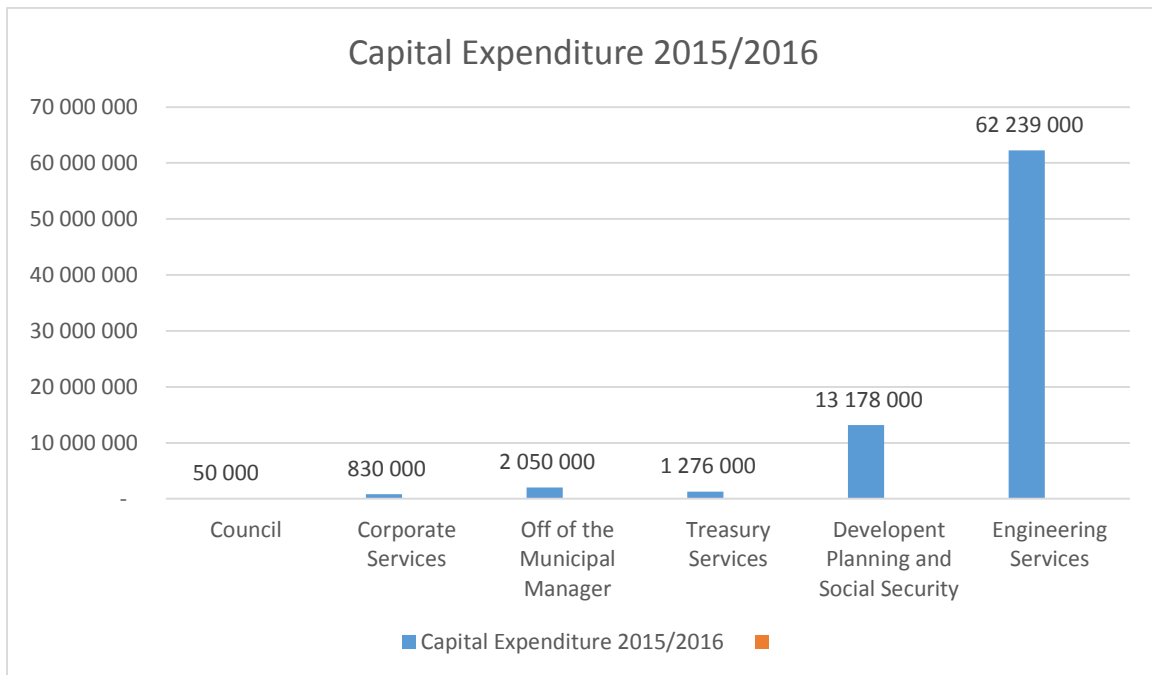
1. Institutional Operational Revenue 2015/2016



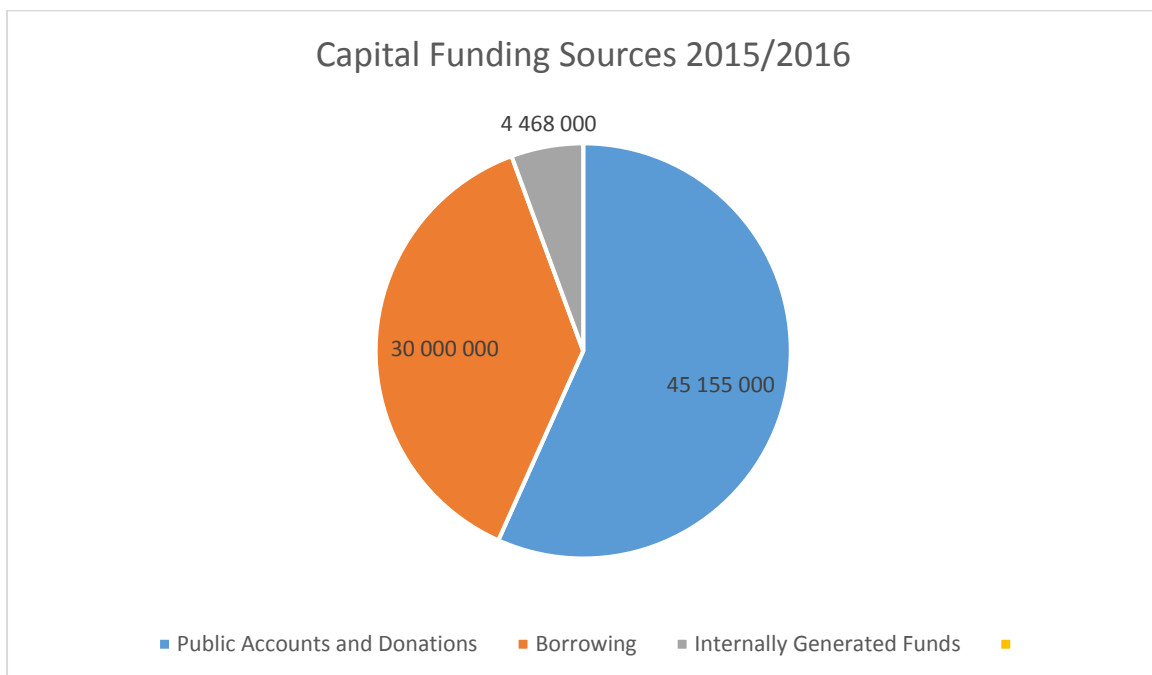
2. Institutional Operational Expenditure 2015/2016



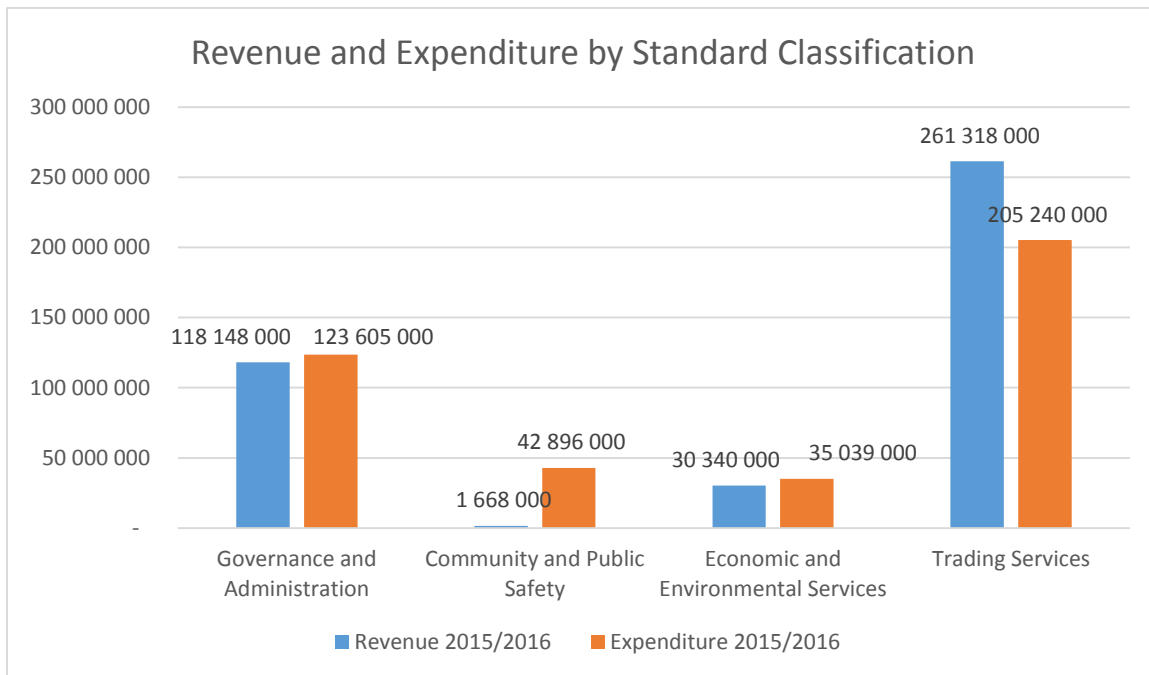
3. Institutional Capital Expenditure 2015/2016



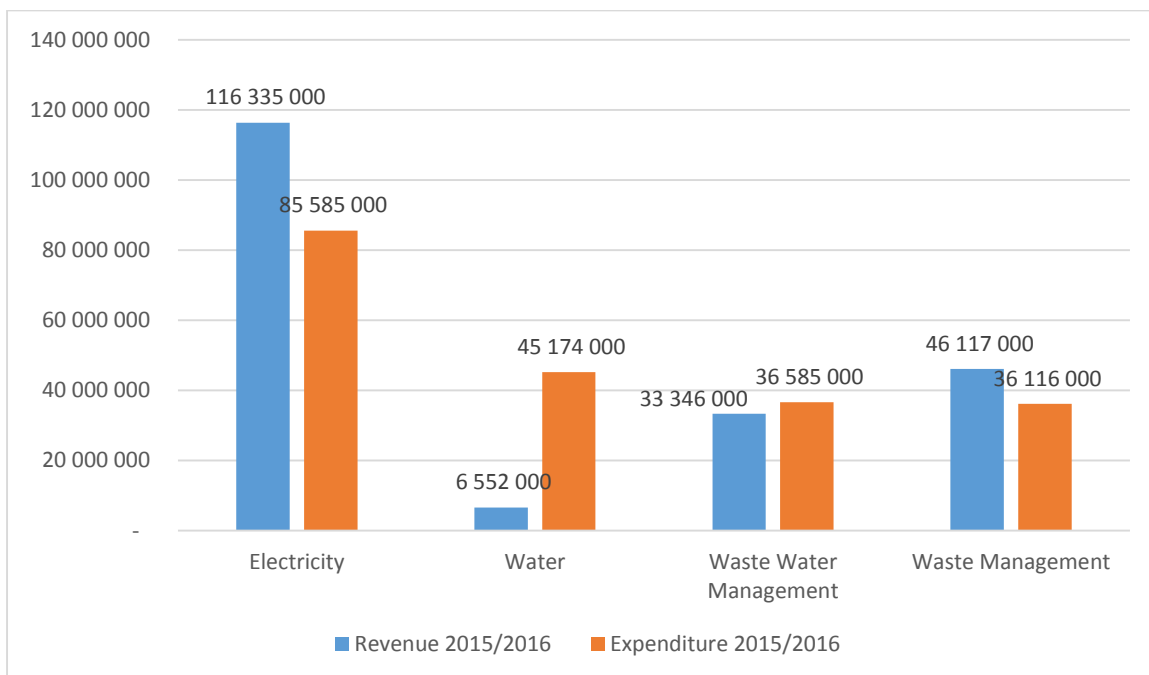
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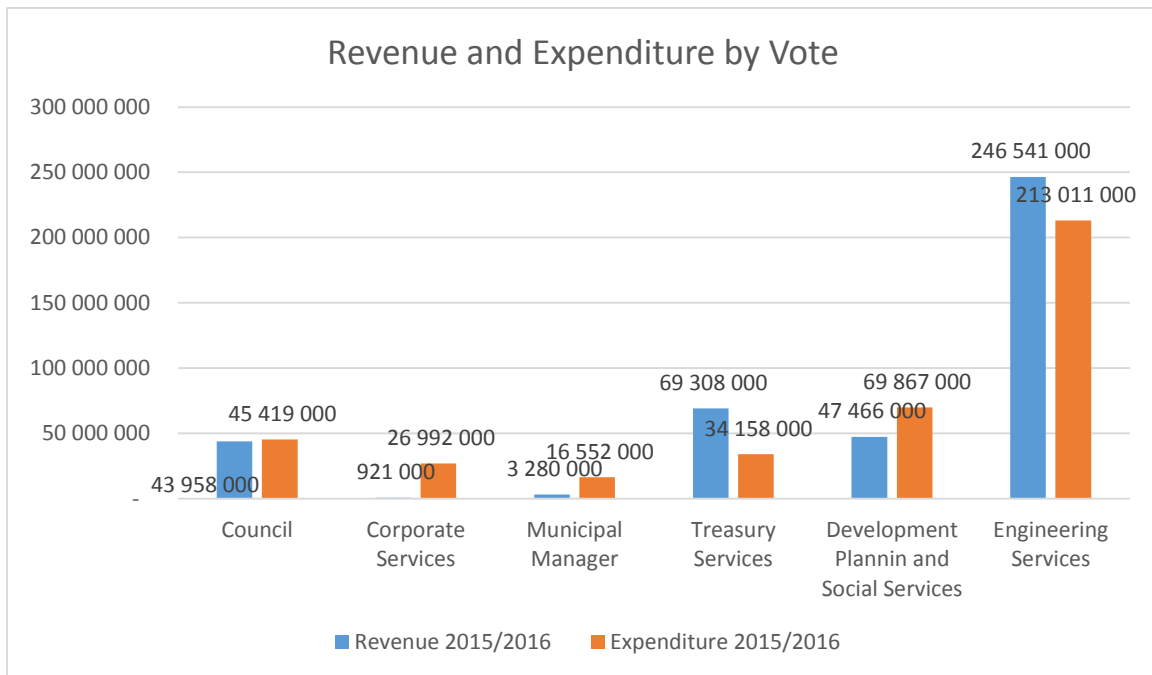
5. Institutional Revenue and Expenditure by Standard Classification 2015/2016



6. Institutional Revenue 2015/2016 and Expenditure 2015/2016-Trading Services



7. Institutional Revenue 2015/2016 and Expenditure 2015/2016 by Vote



8. Institutional Service Delivery and Budget Implementation Plan

8.1 Link with the IDP

The organisational structure of the municipality is linked to the Integrated Development Plan 2015/2016 through the Institutional Plan 203/2014 attached to the Integrated Development Plan 2015/2016 on the high level macrostructure consisting of the following structures:

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

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

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

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

8.3 Summary of the core functions

Based on the Key Performance Areas as identified in the Integrated Development Plan 2015/2016, the municipality will focus on the following five core functions:

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

8.4 Mandate and outcomes

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

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

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

8.5 Customer and Service of the Institution

Services	Customers
Compliance and operational audit on human resource management, Human Resource Development and payroll administration	Corporate Department - Human Resource Division, Human Resource Development and payroll administration
Environmental audit	Corporate Services Department and Development Planning and Social Security Department- Human Resource Division & Protection
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 Committee Services	All Internal and External Stakeholders
Records Management	Councillors & Management
Administration and Support	Councillors, Management, Officials and Community, Provincial & National Archives
Personnel Administration	Councillors, Management, Officials and Community
Occupational Health and Safety	Officials and Management
Employee Wellness	Officials, Management, Department of Labour, Compensation Commission
Employee Benefits	Officials, External Institutions
Training & Development	Officials, All approved Pension Funds and Medical Aids
Employment Equity (Affirmative Action)	Councillors, Management, Officials & Community
Discipline and Sound Labour Relations.	Management, Officials and Community.
Contract Management	Management and Officials
Legal advice and opinions	Management, Officials and Community.
Payroll Administration	Councillors, Management and Officials
Fleet Management	Councillors, Management, Officials, SARS and various Third Parties for Deductions
Traffic	Councillors, Officials & Community
	Council, Communities, SAPS, RTMC, Provincial Traffic, CBRTA, Road Users, Department of Justice, EMS, SANDF, SARS and Home Affairs

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

8.6 Outcome Indicators

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

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

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

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

Outcome 9	Back to Basics	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	Implementation of the principles of waste management (reduce, re-use, recycle, create energy and disposal)
				To investigate and introduce effective waste recycling methods.
				To develop credible Tourism Sector Plan
				To establish and sustain Tourism forums
				To encourage and support the development of cultural tourism;
				To mobilize local talented people to become involved in tourism activities and art festivals
				To facilitate the establishment of local information tourism centres throughout the municipality;
				To ensure cleaner natural environment.

Outcome 9	Back to Basics	Service	Objective	Strategy
				Conduct eco-educational programmes to sensitize residents in terms of environmental Conservation
				To facilitate the availability of municipal land and services that are affordable to the residents with a low tax base to inspire farming activities;
	Municipal contribution to LED	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;
			To cooperatives participating in the creation of economic conditions which are conducive investors	Develop and implement training and Mentorship programmes amongst previously disadvantaged people with the Assistance of voluntary organizations.
				To identify available skills within the community;
Implementation of the Community Works Programmes	Municipal contribution to LED	Local Industrial and Business	To cooperatives participating in the creation of economic conditions which are conducive investors	To encourage local spending and prevent the outflow of money
				To further develop skills within the community
				To encourage self-sustainable households

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

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

9. Output Indicators

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

10. Measurable Performance Objective

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

11. Key Performance Areas

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Risk Management	To identify and prioritise potential risk events within the municipality	To conduct operational risk assessment	Number of assessments conducted	1	1	1		0		0		0	
		To conduct an institutional fraud risk assessment	Number of assessments conducted	1	1	0		0		0		1	
		To report to the Risk Management Committee on the progress of Risk Management and Fraud activities	Number of Risk Management Committee meetings	4	4	1		1		1		1	
		To promote a risk culture in the institution	Number of risk management workshops for creating awareness and understanding of risk management	1	1	0		0		0		1	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Risk Management	To identify and prioritise potential risk events within the municipality	To promote zero tolerance culture to fraud and corruption	Number of fraud and corruption awareness campaigns and workshops held	1	1	0		0		0		1	
		Protection of whistle blowers and anonymous reporting	Percentage of whistle blowers protected	0%	100%	100%		100%		100%		100%	
		Risk monitoring	Number of risk reports from departments	5	60	15		15		15		15	
Communications	To provide excellent internal and external communication	To review the municipal Communication Strategy	Number of strategies reviewed	1	1	1		0		0		0	
		Issue municipal newsletter	Number of newsletters published	0	4	1		1		1		1	
		Acquire bulk short messaging system	Number of systems acquired	0	1	0		1		0		0	
	To improve media liaison	Issue media statements	Number of media statements issued	12	12	3		3		3		3	
		Issue Notices or Announcements	Percentage of Notices or Announcements issued	100%	100%	100%		100%		100%		100%	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Communications	To improve media liaison	Respond to media enquiries	Percentage of responses to media enquiries	100%	100%	100%		100%		100%		100%	
		Schedule monthly interviews	Number of interviews scheduled	12	12	3		3		3		3	
	To promote the municipality's brand	Brand all municipal events	Percentage of events branded	100%	100%	100%		100%		100%		100%	
	To improve internal communication	Website updates	Percentage of uploads conducted	100%	100%	100%		100%		100%		100%	
	To create access to senior municipal officials	Develop business cards for managers	Number of business cards developed	1	1	1		0		0		0	
	To improve on good governance	Form part of intergovernmental programs	Percentage of programs formed part of	100%	100%	100%		100%		100%		100%	
		Provide support to different departments internally	Percentage support given to different internal departments	100%	100%	100%		100%		100%		100%	
Public Participation	Commemoration of Global, National and Provincial Events	Heritage Day celebrations	Percentage of community or stakeholders mobilised	100%	100%	100%		100%		100%		100%	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Public Participation	Commemoration of Global, National and Provincial Events	Women's month celebrations	Percentage of women stakeholders participated	100%	100%	100%		100%		100%		100%	
		World mental health day	Number of campaigns held	1	1	0		1		0		0	
		16 Days of Activism against gender based violence		1	1	0		1		0		0	
		World disability day		1	1	0		1		0		0	
		Youth Day commemoration	Number of youth day commemorations held	0	1	0		0		0		1	
		Human Rights Day	Number of events held	1	1	0		0		1		0	
		Freedom Day		1	1	0		0		1		0	
		HIV/AIDS Day		1	1	0		0		0		1	
		National Child Protection Week		1	1	0		0		0		1	
		Africa Day		0	1	0		0		0		1	
		Mandela Day		1	1	1		0		0		0	
Good Governance	To provide efficient secretariat services to management	To compile a year plan for all management meetings	Number of year plan compiled	1	1	1		0		0		0	

Good Governance and Public Participation															
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure									
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4			
						Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Good Governance	To provide efficient secretariat services to management	To compile a year plan for all departmental meetings	Number of year plans produced	1	1	1		0		0		0			
		To compile a year plan for secretariat meetings		1	1	1		0		0		0			
		To prepare for management meetings	Number of agendas for management meetings	12	12	3		3		3		3			
			Number of minutes for management meetings	12	12	3		3		3		3			
		To compile a progress report on management resolutions	number of progress reports compiled	12	12	3		3		3		3			
			Number of feedback reports received and reported at management meetings	12	12	3		3		3		3			
		To prepare for departmental meetings	Number of agendas produced	2	4	1		1		1		1			
			Number of minutes produced	0	4	1		1		1		1			
			Monitor area coordinators	Request monthly status reports	Number of reports submitted	4	4	1		1		1		1	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Area Coordination services	To provide efficient and effective area coordination	To compile supervisory meetings as per the year plan	Number of year plan compiled	1	1	1		0		0		0	
		To prepare for unit or area management meetings	Number of agendas for unit or area management meetings	4	4	1		1		1		1	
			Number of minutes of unit or area management meetings	4	4	1		1		1		1	
		To compile a progress report on plans and resolutions taken	Number of progress reports compiled	4	4	1		1		1		1	
	To support the management of customer care services	Monitor the complaints register	Number of monthly inspections of the complaints register	12	12	3		3		3		3	
	To provide and monitor cleaning services at administration buildings and councillor's offices	Conduct monthly inspections	Number of monthly inspections reports as confirmed by office users	12	12	3		3		3		3	
	Fleet management and support	To ensure effective transport services	To produce monthly vehicle usage report	Number of submissions of log sheets, transport requests, trip authorisation and variance reports	12	12	3	3	3		3		3

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Communication	To develop an effective network of communication across the area to ensure shared knowledge and understanding of municipal activities	Compile credible stakeholder database	Number of database list per area compiled	0	4	4		0		0		0	
	To participate in community for a	Attend community fora	Percentage of meetings attended	100%	100%	100%		100%		100%		100%	
Monitoring and coordinate area or unit's activities	Ensuring adherence and or compliance to operational activities, policies and procedures	Inspection and or investigation of operational activities	Number of random inspection of attendance registers in the unit or area	12	12	3		3		3		3	
		Inspection of building security	Number of inspection of building security	12	12	3		3		3		3	
		Inspection of Project Management Unit's projects	Percentage all running project management unit's projects inspected per area	0%	100%	100%		100%		100%		100%	
		Inspection on municipal assets	Percentage municipal assets per area inspected	0%	100%	100%		100%		100%		100%	
		Inspection of municipal vehicles	Percentage municipal vehicles inspected per area	0%	100%	100%		100%		100%		100%	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Financial Reporting	Ensure compliance with International Standard for the Professional Practice of Internal Auditing-performance standards and internal audit charter	Provide quality assurance on the compilation of the Annual Financial Statements	Number of Annual Financial Statements reports to be produced	3	1	1		0		0		0	
		Provide assurance on the Risk Management system	Number of Risk Management System reports to be produced	0	3	0		1		1		1	
		Provide assurance on the effectiveness and efficiency on the internal controls	Number of Expenditure reports to be produced	3	4	1		1		1		1	
Human Resources and Budgeting			Number of employee related costs reports to be produced	3	4	1		1		1		1	
Revenue Management			Number of cash and cash equivalent reports to be produced	3	4	1		1		1		1	
		Number of receivables reports to be produced											

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Revenue Management	Ensure compliance with International Standard for the Professional Practice of Internal Auditing-performance standards and internal audit charter	Provide assurance on the effectiveness and efficiency on the internal controls	Number of credit control reports to be produced	3	4	1		1		1		1	
Assets Management			Number of property, plant and equipment reports to be produced	3	4	1		1		1		1	
Regulatory Requirement			Number of compliance reports to be produced	3	4	1		1		1		1	
Performance Management System			Number of performance management system reports to be produced	2	2	0		1		0		1	
Planning			Number of auditing IDP processes and SDBIP	4	4	1		1		1		1	
Ad hoc			Number of special assignments reports to be produced	5	4	1		1		1		1	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Regulatory requirements	Ensure compliance with International Standard of Professional Practice for the Internal Auditing and legislation	Provide assurance on the effectiveness and efficiency on the internal controls	Number of systems descriptions compiled	61	36	36		0		0		0	
			Number of audit programs compiled	48	48	48		0		0		0	
			Number of quarterly plans compiled	39	39	9		10		10		10	
	Ensure compliance with audit and performance audit charter and internal audit charter		Number of audit and Performance Audit Committee meetings held	4	4	1		1		1		1	
			Number of resolution lists compiled and followed up	4	4	1		1		1		1	
			Number of notices send out	15	60	15		15		15		15	
			Number of divisional meetings to be held	4	12	3		3		3		3	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Regulatory requirement	Ensure compliance with International Standard for Professional Practice of Internal Auditing-performance standards	Provide assurance on the effectiveness and efficiency on the internal controls	Number of declarations of independency and secrecy to be signed for the adoption of the standards of professional practice of internal audit	58	48	12		12		12		12	
	Ensure compliance with section 2040 International Standard for Professional Practice of Internal Audit		Number of procedural manual compiled	1	1	1		0		0		0	
	Ensure compliance with International Standard for Professional Practice of Internal Auditing, King 3 Report and sections 165 and 166 of Municipal Finance Management Act, 56 of 2003		Number of audit policies inclusive of Audit and Performance Audit Committee Charter and Internal Audit Charter	1	1	1		0		0		0	
	To provide quality assurance on the achievement of municipal objectives		Number of follow-ups done during the financial year on the Action Plan	4	4	1		1		1		1	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Information Technology	To conduct ICT systems compatibility analysis.	To Compile the Compatibility analysis report.	Number of Reports.	1	1	1		0		0		0	
	To produce email/internet maintenance reports.	To Compile Reports on e-mail/internet maintenance.	Number of Reports.	12	12	3		3		3		3	
	To produce security reports on systems to ensure a secure ICT environment.	To Compile Security reports on systems.	Number of Reports.	12	12	3		3		3		3	
	To co-ordinate the ICT Steering Committee Meetings.	To prepare for Steering committee meetings.	Number of agendas	4	4	1		1		1		1	
			Number of minutes	4	4	1		1		1		1	
	To provides ICT support to user-base.	Provide ICT support to users.	% of support provided within 3 days.	0	100%	100%		100%		100%		100%	
	To ensure that compliance with section 75 of the MFMA	Website Uploads.	% of Website updates done within 3 days.	0	100%	100%		100%		100%		100%	
	To ensure our Disaster Recovery and Business Continuity server is functional.	Test Disaster Recovery and Business Continuity Server.	Number of tests conducted.	1	4	1		1		1		1	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Information Technology	To ensure that the Information Communication Technology Security Policy is in compliance with CObit 5 Framework.	Review Information Communication Technology Security Policy.	Number of Information Communication Technology Security Policies reviewed.	1	1	0		0		0		1	
	To ensure that the Disaster Recovery and Business Continuity Plan has the necessary changes made to the ICT environment.	Review Disaster Recovery and Business Continuity Plan.	Number of Disaster Recovery and Business Continuity Plans reviewed.	1	1	0		0		0		1	
	To ensure the Master Systems Plan is adhered too.	Review Master Systems Plan.	Number of Master Systems Plan reviewed.	1	1	0		0		0		1	
	To Ensure That Our Disaster Recovery Server has licensed user software.	CIBECS Disaster Recovery Plan Software.	Number of licenses procured.	0	150	150		0		0		0	
	To ensure all desktops and laptops have the latest updated software.	Check all desktops and laptops and ensure software is updated	Number of desktops & laptops updated.	0	200	50		50		50		50	
	To comply with Microsoft licensing	Review of volume license agreement.	Number of license agreements reviewed.	1	1	1		0		0		0	
	To comply with Impero licensing.	Renew Impero remote administration licenses.	Number of licenses renewed.	100	200	0	100		0	100		0	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Information Technology	To comply with anti-malware and anti-spyware licensing	Renew anti-malware and anti-spyware licensing.	Number of licenses renewed.	150	200	0		0		0		200	
	To ensure that our server room is up to the necessary SABS standards	Server room upgrade.	Server room upgrade.	1	1	1		0		0		0	
	To ensure our network is protected from outside access.	Physical Firewall Installation	Number of physical Firewalls installed.	1	1	0		1		0		0	
Public Participation	To ensure that communities are involved in municipal planning and budgeting processes	Adoption of the Integrated Development Plan Review Process Plan 2015/2016 with Programme of action and Budgeted Costs	Number of the Integrated Development Plan Review Process Plan 2015/2016 adopted and implemented	1	1	1		0		0		0	
Strategic Planning	To ensure that the municipality approves a credible Integrated Development Plan 2016/2017	Review the Integrated Development Plan 2015/2016	Number of the approved Integrated Development Plan 2016/2017	1	1	0		0		0		1	
Performance Management System	Ensure that the organisation has adopted a Performance Management Systems Policy Framework for 2016/2017	Review the Organisational Performance Management System Policy Framework 2013/2014	Number of the reviewed Organisational Performance Management System Policy Framework	1	1	0		0		0		1	

Good Governance and Public Participation														
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure								
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Performance Management System	Ensure that the performance of the organisation is monitored and evaluated	Development and approval of the Service Delivery and Budget Implementation Plan 2016/2017	Number of Service Delivery and Budget Implementation Plans approved and implemented	1	1	1		0		0		0		
		Submission of section 52 (d) of the Municipal Finance Management Act, 56 of 2003 to Council	Number of section 52(d) reports submitted	4	4	1		1		1		1		
		Submission of the draft Annual Report 2014/2015 to the Office of the Auditor-General	Approved Draft section 46 of the Municipal Systems Act, 46 of 2000	1	1	1		0		0		0		
		Tabling of the Annual Report to Council	Number of section 121 Report to Council	1	1	0		0		1		0		
		Submission of the Midyear Performance Assessment report to Council	Number of section 72 Reports submitted to Council	1	1	0		0		1		0		
	Ensure that Council plays its oversight role on council and administration	Preparation Municipal Accounts Committee meetings	Number of meetings held		9	12	3		3		3		3	
			Number of notices send		42	180	45		45		45		45	
			Number of agendas compiled		9	12	3		3		3		3	
			Number of minutes approved		9	12	3		3		3		3	

Good Governance and Public Participation													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Performance Management System	Ensure that the performance of the organisation is monitored and evaluated	Monitor the implementation of the Back to Basics Principles as approved by Council	Number of performance reports submitted to council on the implementation of the back to Back to Basics Principles	2	4	1		1		1		1	

KPA	Focus	Objective	Activity	KPI	BI	AT	Performance Measure							
							QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
							Target	Actual	Target	Actual	Target	Actual	Target	Actual
Financial viability	Assets management	Generate Accurate & Reliable reports on the assets status	Update Financial Management system regularly	Number of reports generated	12	12	3		3		3		3	
		Regular Assets verification	Physical verification of movable assets and high value assets	Number of verification conducted	1	4	1		1		1		1	
		Safeguard all municipality's assets	Create & Update the inventory list Of all movable assets	Number of inventory list created and updated	0	4	1		1		1		1	
		Create and maintain Asset Registers	Update asset register regularly	Number of asset register updated.	12	12	3		3		3		3	
		Capital budget spending.	Spend capital expenditure as per the approved budget.	% spends on approved capital budget v/s actual spending.	0	100%	25%		50%		75%		100%	
		Reconciliation of assets	Prepare a monthly reconciliation reports.	Number of reconciliation reports	12	12	3		3		3		3	
Good governance	Compliance	Maintain effective system of good internal controls	Monitoring Supply Chain Management for procurement of assets.	Number of reports on monitoring of assets acquisition.	0	12	3		3		3		3	
		Effective implementation of 3 Key control measures	Generate reports on 3 key control measures	Number of key controls reports generated	12	12	3		3		3		3	
		Effective asset management	Update assets register in accordance with requirements	% of GRAP standards complied with.	90%	100%	90%		100%		100%		100%	
		Ensure effective communication	Responding to audit queries within stipulated time period	% of audit queries answered.	70%	100%	90%		95%		95%		100%	
		Guideline on planning, budgeting and funding of capital infrastructure.	Review capital infrastructure investment policy	Approved capital infrastructure investment policy	1	0	0		0		1		0	
		To implement and resolve PROPAC resolutions.	Responding and implementing resolutions taken	The number of PROPAC resolutions responded and implemented	0	1	0		0		1		0	
		Asset management policy	To review asset management policy	A Reviewed and approved asset management policy.	1	1	0		0		0		1	
		Ensure effective risk management	Reporting on risk	% of risk reported and mitigated	0	90%	0		0		90%		90%	

FOCUS AREA	OBJECTIVE	ACTIVITY	KPI	BI	AT	Performance Measure								
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Budgeting and Reporting	To resolve internal audit queries	Responding to audit queries within stipulated time period	% of audit queries resolved	70%	100 %	90%		100 %		100 %		100 %		
	Budget related policies to be reviewed at least on a yearly basis and adopted.	To review budget related policies at least on a yearly basis for adoption.	Number of budget related policies.	5	5	0		0		5		0		
		Hold staff meetings	Number of staff meetings held		24	6		6		6		6		
	Report in terms of section 71 of the MFMA	Report in terms of section 71 of the MFMA at least 10 working days after the end of each month	Number of reports	12	12	3		3		3		3		
	Develop credible budget	To establish budget steering committee that oversee the budget process and implementation.	Approved budget steering committee		0	1	1		0		0		0	
		Attend Budget bilateral meetings with Provincial Treasury	Number of budget bilateral meeting attended		1	1	0		0		0		1	
		To coordinate budget steering committee meetings	Number of meetings held		0	4	1		1		1		1	
Risk Management	To update Risk Register Report regularly	Number of Risks reports generated		4	1		1		1		1			
5 – Key Controls	Report on the 5 Key Control matrix	Number of reports generated		12	12	3		3		3		3		
Financial Viability	Financial sustainability	Review of 5 year long term financial plan	Approved 5 year long term financial plan		0	1						1		
		Reporting in terms of section 72 of the MFMA by the 25 of January	Number of the Mid-Year assessment report on 25 January to Council		1	1	0		0		1		0	

FOCUS AREA	OBJECTIVE	ACTIVITY	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Budgeting and Reporting	Sound Financial Reporting	Reporting in terms of section 52 of the MFMA	Number of reports submitted.	4	4	1		1		1		1	
		To compile and submit AFS by 31 August	Number of AFS within the stipulated timeframe	1	1	1		0		0		0	
		Compile adjustment budget	Approved adjustment budget	1	1	0		0		1		0	
		Submit grants performance reports to National Treasury	Approved grants reports submitted in due date	12	12	3		3		3		3	
	Compile the budget according to MFMA and other relevant legislations	To compile the budget according to MFMA and other relevant legislations	Adoption of Budget	1	1	0		0		0		1	
	Achieve SCOA piloting requirements by June 2016	Meet the SCOA piloting side requirements	Met SCOA piloting side requirements by June 2016	0	1	0		0		0		1	
	Capacity Building		Number of trainings attended	0	4	1		1		1		1	
	Credible and proper Financial Reports	Upgrading of the FMS	Number of Financial systems installed	1	1	0		0		0		1	
	Pilot SCOA		Number of SCOA Compliant budget submitted	0	1	0		0		1		0	
	Sound Financial Sustainability	Develop Fund and Reserve Policy	Approved Fund and Reserved Policy	0	1	0		0		0		1	
		Review Long term Financial Policy	Approved long term Financial Policy	0	1	0		0		0		1	

FOCUS AREA	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Staff Management	Good management of staff	Hold departmental meetings regularly	Number of meetings held	8	12	3		3		3		3	
Compliance	Good coordination of the Finance Committee meetings	Coordinate Finance Committee meetings	Number of meeting held as per the schedule of meetings	12	12	3		3		3		3	
	To attend Council meetings as stipulated	Attend the Council meetings	Number of Council meetings attended	4	4	1		1		1		1	
	To attend EXCO meetings as required	Attend EXCO meeting	Number of EXCO meetings attended	12	12	3		3		3		3	
	To be accountable	Attend SCOPA meetings	Number of meetings attended	2	2	0		1		1		0	
Intergovernmental relation	To promote good relation with other Government departments	Attend SALGA Finance Committee meetings	Number of meetings attended	4	4	1		1		1		1	
Auditors General	Liase with AG regularly	Meeting with Ag regularly	Number of meetings with AG	2	4	1		1		1		1	
Municipal Manager Consultation	Good relationship with Municipal Manager	Discuss with Municipal Manager frequently	Number of meetings with Municipal Manager	0	24	6		6		6		6	
Diary Management	Ensure up to date schedule of the Chief Financial Officer	Develop and managements schedule of the Chief Financial Officer	Number of complete schedule developed	0	48	12		12		12		12	
Financial Sustainability	Ensure financial stability	Review long term financial policy	Approved revised policy	1	1	0		0		1		0	
		Review 5 year long term financial plan	Approved 5 year long term plan	1	1	0		0		0		1	
	To monitor magnitude of unauthorised, irregular, fruitless and wasteful expenditure	Coordinate Asset and Liability meetings	Number of meetings held	12	12	3		3		3		3	

FOCUS AREA	Objective	Activity	KPI	BI	AT	Quarterly Target							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Financial Sustainability	Ensure financial sustainability	Review 5 year long term financial plan	Approved 5 year long term plan	1	1	0		0		1		0	
Unauthorised, Irregular, Fruitless & wasteful expenditure	To ensure consequence management	Recommend appropriate actions to deal with UIFW expenditure	Number of reports on UIFW expenditure	12	12	3		3		3		3	
Consultants management	To ensure that consultant adhere to deliverables	Monitor and evaluate consultants	Number of reports on performance of consultants	0	12	3		3		3		3	
Compliance	Ensure that all policies are reviewed annually	Review all the reviewed policies	% of policies reviewed as correct	100 %	100%	0%		0%		100%		100%	
Internal Controls	Ensure that all reporting and month end files are prepared	Review and sign off the reports and the files	Number of reports and files signed of	0	12	3		3		3		3	
Compliance	Insurance Control	Report on loss of assets	Number of reports generated	12	12	3		3		3		3	
Safeguarding of documents	Effective expenditure management	Control of payment vouchers	% of documents filed	90%	100%	90%		95%		100%		100%	
Compliance		Invoices to be Paid within 30 days	% of supplier paid within 30 days.	80%	90%	80%		80%		85%		90%	
		Communication to suppliers	Number of communications issued	0	2	0		1		0		1	
Internal Control		Regular reconciliations between suppliers statement and creditors register	% of reconciled creditors accounts	80%	90%	80%		80%		85%		90%	
Compliance		Recording and reporting on irregular, fruitless and wastefully expenditure	Number of register generated on irregular, fruitless and wastefully expenditure	12	12	3		3		3		3	
		Spend operating budget expenditure as per approved budget	% of operating budget expenditure spend	0	100%	25%		50%		75%		100%	
Internal Control	Effective Cash flow management	Prepare cash flow forecast	Number of cash flow reports	12	12	3		3		3		3	
	Effective Cash out flow management	Review and clearing unreleased payments on the bank	Number of reports printed from on-line banking to be cleared	48	48	12		12		12		12	

Focus Area	Objective	Activity	KPI	BI	BI	Quarterly Target							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Internal Control	Effective Internal control systems	Report on weak internal controls	Number of reports generated on implementation of internal controls	0	12	3		3		3		3	
Compliance	Effective control system	Responding and implementation of resolutions taken	Number of PROPAC resolutions taken and implemented	0	1	0		0		1		0	
	Ensure effective communication	Responding to audit queries within stipulated time period	% of audit queries reported	70%	90%	90%		90%		90%		90%	
	To ensure effective risk management	Reporting on risk	% of risk reported and mitigated	90%	90%	80%		80%		85%		90%	
		Coordinate and attend Assets and Liability Committee meetings	Number of Assets and Liability meetings coordinated and attended	2	4	1		1		1		1	
Compliance	To review Revenue related policies	Consultation with relevant stakeholders	Number of revenue related policies reviewed and adopted	5	5	0		0		0		5	
Revenue	To maximize revenue billing	By billing every site with the applicable services	Percentage of sites billed with applicable services as per approved tariff	80%	100%	85%		90%		95%		100%	
	To maximize billing revenue	Ensure all meters are read monthly	% of meters read	75%	95%	80%		90%		95%		100%	
		Implementation of credit control and debt collection policy	Percentage payment rate on monthly billing	55%	80%	60%		70%		75%		80%	
		Registration of Indigent consumers	Number of indigents registered households	5710	6000	3000		2800		100		100	

FOCUS AREA	OBJECTIVE	ACTIVITY	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Revenue	Poverty alleviation	Allocate 100% of basic charges	Percentage of subsidy allocated per benefit category	100%	100%	100%		100%		100%		100%	
Compliance	To safeguard daily takings	Bank cash on daily basis	% of daily cash banked	0	100%	100%		100%		100%		100%	
	To reduce electricity losses	Report to electricity division all queries on electrical meters	Number of exception reports sent to the electricity division	3	12	3		3		3		3	
	To compile and/ update the new valuation roll	Implement new valuation roll	% Implementation of valuation roll	100%	100%	100%		0		0		0	
				Number of reconciliations – A & B Part in terms of Property Rates Act	1	3	0		1		1		1
	To ensure that banking is done timeously	Review contract with Cash-in-transit Service Provider	Number of Duly signed contract in place	1	1	0		0		1		0	
	To ensure that a Revenue Protection Strategy is formulated	Formulate a Revenue Protection Strategy/	Number of Developed Revenue Protection Strategy	0	1	0		1		0		0	
	To ensure that the Revenue Enhancement Strategy is reviewed	Review Revenue Enhancement Strategy	Revenue Enhancement Strategy reviewed and adopted	0	1	0		0		1		0	
Compliance	Ensure effective risk management	Reporting on risk	% of risk reported and mitigated	0	90%	80%		80%		85%		90%	

FOCUS AREA	OBJECTIVE	ACTIVITY	KPI	BI	AT	Performance Measure								
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Compliance	To resolve audit queries	Responding to internal audit queries stipulated period/time	The percentage of queries answered within 7 working days of receiving the query	80%	100 %	90 %		100%		100%		100%		
Compliance	To improve customer care relations	Implementation of customer care complaints register Relating to debtors.	Percentage of customer queries resolved within three working days	20%	90%	50%		60%		75%		90%		
	To enhance relationship with public	Hold meetings with public	Number of meetings	0	4	1		1		1		1		
		Radio slots	Number of radio slots		0	4	1		1		1		1	
Acquisition management	To implement effective acquisition management system	Establish a reliable database of preferred suppliers.	Approved list of accredited service providers list of database	1	1	1		0		0		0		
		Maintain and update a reliable database of preferred suppliers.	Percentage of approved accredited database	100%	100%	100%								
		To improve turnaround time in issuing of orders.	% Quotations processed within 5 days		80%	100%	80%		90%		95%		100%	
			% seven day quotations processed within 12 days		50%	100%	100%		100%		100%		100%	
			% bids processed within 90 days		0%	100%	90%		90%		90%		100%	
		To reduce number of deviations	Report on the percentage of deviations per month		60%	80%	50%		50%		80%		90%	
	To implement effective acquisition management system	Implementation and reviewing of SCM policy and procedure manuals	Number of report generated		3	12	3		3		3		3	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Acquisition Management	To implement effective acquisition management system	Monitor and implement procurement plans	Number of reports generated	1	12	3		3		3		3	
Empowerment of SMME's	Contribute toward SMME's development.	Support towards SMME's	% of spending against operations expenditure on service delivery.	40%	70%	50%		60%		70%		70%	
Demand management	Implementation of effective demand management	Develop sourcing strategy	Approved Sourcing strategy	0	1	1		0		0		0	
		Monitor and implement procurement plans	Number of reports generated	1	12	3		3		3		3	
Logistic management	To implement and maintain an effective logistic management system	Establish a system of receiving and dispatch.	Number of description system developed	0	1	1		0		0		0	
		Develop a strategic inventory list	Number of approved inventory list	0	1	0		1		0		0	
		Stock tacking	Number of stock taking undertaken	4	4	1		1		1		1	
		Develop and implement store rectification plan	Approved number of store rectification plan	0	1	0		1		0		0	
Compliance	To resolve audit queries	Responding to audit queries within stipulated time period.	% of audit queries resolves	100%	100%	100%		100%		100%		100%	
	To implement and resolve PROPAC resolutions.	Responding and implementing resolutions taken	The number of PROPAC resolutions taken and implemented	100%	100%	0%		0%		0%		100%	
Internal controls	To streamline the procurement processes	Review SCM Policy	Approved revised SCM Policy	1	1					0		1	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Capacitation	Intensive training on SCM policy	To capacitate the SCM officials to be competitive in terms of the legislation	% of SCM staff attended competent.	40%	100%	40%		60%		80%		100%	
Internal Controls	To ensure completeness of the bid register	Complete and update of the bid register	% Completed bid register	80%	100%	100%		100%		100%		100%	
Compliance	Accurate reporting and feedback	Reporting monthly and quarterly	Submission of legislative report on due dates	10%	100%	100%		100%		100%		100%	
Risk Management	To ensure effective risk management	Report on risk exposure	% of risks reported and mitigated	90%	90%	80%		80%		85%		90%	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Compliance	To ensure the alignment of the design to the specification	Developed Draft documents	No. of draft documents developed	0	2	0		0		2		0	
		Do evaluation of the design specification	No. of design report approved	0	2	1		0		0		1	
Sport	Upgrading of Recreational and Sport Facility	Appointment of Contractor for Multipurpose Sport Centre in Senekal Matwabeng:	No. of Appointment letters issued	0	1	0		0		0		1	
		Senekal/Matwabeng: Upgrading of the Multipurpose Sport Centre	% of work completed	0	50%	0		0		25%		50%	
Water	To Ensure proper good quality water through the entire municipality	Appointment of Consulting Engineer for the Construction of Central WTW	No. of Appointment letters issued	0	1	1		0		0		0	
		Appointment of Consulting Engineer Installation of Bulk Water Meters and Water Level Sensors in Reservoirs	No. of Appointment letters issued	0	1	1		0		0		0	
Roads	To ensure proper roads and storm water drainage throughout the entire municipality	No. of Appointment letters issued	0	1	1	0		0		0		85%	
		Senekal/ Matwabeng Construction of 3km paved road and storm water drainage	% of work completed	5%	85%	20%		40%		65%		85%	
Water	Upgrading of Bulk Water Supply	Upgrading of the BWS pipeline from Caledon to Meulspruit Dam, Clocolan and Marquard.	% of work completed	80%	20%	15%		20%		0		0	
		Upgrading of the Bulk Raw Water pipeline from Meulspruit Dam to Ficksburg Water Works	% of work completed	0	50%	0		5%		35%		50%	
	Augmentation of Bulk Water Supply	Senekal/Matwabeng: Construction of the new central Water Treatment works	% of work completed	0	10%	0		0		5%		5%	
	Water Cachment/Water Demand Management	Installation of Bulk Water Meters and Water Level Sensors in Reservoirs	% of work completed	0%	100%	0%		25%		75%		100%	
Sanitation	To ensure access to acceptable sanitation	Clocolan/Hlohlolwane: Construction of the new sewer outfall line and the new sewer pump station 3	% of work completed	50%	50%	5%		15%		35%		50%	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Capital Project Management	Project monitoring and control	Quality control and site inspection	No. of inspections conducted	0	50	10		15		15		10	
		Site meetings	No. of meetings conducted	0	30	10		8		6		6	
		Blue and Green Drop Supervision	No of inspections conducted	0	32	8		8		8		8	
	Division of Revenue Act Compliance	Submission of monthly reports	No. of monthly reports submitted	0	12	3		3		3		3	
		Submission of quarterly reports	No. of quarterly reports submitted	0	4	1		1		1		1	
		Submission of Annual report MIG	No. of annual reports submitted	0	1	0		0		0		1	
		Submission of PMU business plans	No. of business plan submitted	0	2	0		0		1		1	
		Provincial capital expenditure target as per allocation	% of Expenditure reached	100%	100%	20%		44%		72%		100%	
			Project Management Unit's projects Expenditure Reconciliation	12	12	3		3		3		3	
		Compilation of the action plan	Draft Action 2016/17	3	3	0		1		1		1	
			Final Action Plan 15/16	1	1	1		0		0		0	
		Reporting on the allocation	ACIP Quarterly meeting	4	4	1		1		1		1	
			RBIG Quarterly meeting	4	4	1		1		1		1	
			MIG Quarterly meeting	4	4	1		1		1		1	
			Annual reports to DWA	2	2	0		0		0		2	
Update the asset Register	Review of Asset register	4	1	0		0		0		1			
Environmental Sector	To create full time equivalent/ work opportunities	Cleaning and beautification programme	No. of jobs created	1200	80	80		0		0		0	
Electricity	To ensure that electricity is made available to all residents to improve their lives	Maintaining of substations	Maintained number of substations	4	4	1		1		1		1	
		Replacing of MV switchgear Ficksburg main substation	Replace number of MV switchgear	0	11	0		0		11		0	
		Housekeeping of sub & mini substations	Number of sub & mini substations to be cleaned and inspected	65	65	17		16		16		16	
		Servicing of transformers	Number of Transformers serviced	4	30	10		10		5		5	
		Replace LT panels	Number of LT panel to be replaced	0	2	1		0		0		0	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Electricity	To ensure that electricity is made available to all residents to improve their lives	Install mini substations	Install number of mini substations	1	2	0		0		2		0	
		Replace LV lines with cable.	Km of LV lines to be replaced with cable	0km	0.6km	0km		0.3km		0.3km		0	
		Replace MV cable	Km of HV cable to be replaced	0	2.1km	0		1.2km		0		0.9km	
		Replace overhead lines	Km of overhead lines to be replaced	0	5km	0km		100%		100%		100%	
		Meters to be tested	% of meters tested	0	100%	100%		100%		100%		100%	
		Meters to be re-read	% of meters re-read	0	100%	100%		100%		100%		100%	
		Meters to be read for final readings	% of meters read for final readings	0	100%	100%		100%		100%		100%	
	New connections done	% of new connections	0	100%	100%		100%		100%		100%		
	Revenue enhancement compliment with GRAP 17	Disconnection done as per the cut-off lists	Percentage of disconnections done	0	100%	100%		100%		100%		100%	
		Reconnections done as per the reconnection lists	Percentage reconnections done	0	100%	100%		100%		100%		100%	
	To ensure that the effective public lighting is available to all residents	Replace of streetlight fittings	Percentage fittings replaced	0	100%	100%		100%		100%		100%	
		Repairing streetlights	Number of streetlights repaired	300	400	100		100		100		100	
Repairing of High mast lights		% of high mast lights repaired	0	100%	100%		100%		100%		100%		
Compliance	To give administrative support to council committees	Compile reports for standing committee	No. of reports generated	12	12	3		3		3		3	
		Units meetings	No of meetings	0	8	0		2		2		4	
		Reports on units meeting	No. of reports / minutes generated	0	8	0		2		2		4	
		Energy Forum	No. of meeting attended	0	4	1		1		1		1	
	To provide training for personnel	Training for trade test	No of persons done trade test	0	4	0		0		0		4	
		Training for Government Compliance Certificate	No of person trained	0	1	0		0		0		1	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Water	Ensure that good quality water and affordable infrastructure available and accessible to all communities and continuous maintenance thereof a high standard	Improve water quality	Percentage of Blue Drop score										
			Ficksburg	95%	0	0		0		0		95%	
			Clocolan	95%	0	0		0		0		95%	
			Marquard	95%	0	0		0		0		95%	
			Senekal	95%	0	0		0		0		95%	
			Number of water quality compliance monitoring reports submitted	300	300	75		75		75		75	
			No of tests of operational monitoring of water quality	300	3000	750		750		750		750	
			No of Full SANS 241 analysis reports submitted	5	5	0		5		0		0	
			Number of dam inspections	48	48	12		12		12		12	
		Number of reservoir inspections	48	48	12		12		12		12		
		Conservation of natural resources	Quality of effluent discharged to source:% Green Drop Risk Rating										
			Ficksburg		50%								
			Clocolan		50%								
			Marquard		50%								
Senekal			50%										

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Water	Ensure that good quality water and affordable infrastructure available and accessible to all communities and continuous maintenance thereof a high standard	Obtain Waste Water Treatment Works Licenses	Number of Waste Water Treatment Works applications submitted	0	4	0		0		0		4	
		Waste water quality	Number of compliance monitoring reports	48	48	12		12		12		12	
		Purification of water	Mega litres of water to be purified	845ML	845ML	2112.75		2112.75		2112.75		2112.75	
		Cleaning of clarifiers overflow weirs	Number of clarifiers weirs to be cleaned	48	48	12		12		12		12	
		Cleaning of Filters	Number of filters backwashed	0	6	1		2		2		1	
Administration and Support	Compliance	Administrative support to Council	Number of water forums	4	4	1		1		1		1	
			Number of reports generated	12	12	3		3		3		3	
			Number of units meeting conducted	8	12	3		3		3		3	
			No of reports/minutes generated	8	12	3		3		3		3	
			No. of By-laws meetings attended	3	1	0		0		0		1	
Water and sewer	Water safety plan	Water safety plan 2015	Number of revisions	1	4	0		0		0		4	
	Wastewater risk abutment plan	Wastewater risk abutment plan 2015	Number of revisions	1	4	0		0		0		4	
	Water Services Development Plan	Review the Water Services Development Plan 2015	Number of Water Services Development Plans approved	1	1	0		0		0		1	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Water and sewer	Ensure that good quality water and affordable infrastructure available and accessible	Provision of Bulk Water/Sanitation services to newly established areas	No of areas to be provided with bulk infrastructure	0	2	0		0		0		2	
	Compliance with Blue and National water Acts	Register process controllers	Number of Process Controllers Registered	54	57	0		0		57		0	
		Register inspector	Number of Inspectors Registered	4	4	0		0		4		0	
		Renew the Registering of Water Treatment Works	Number of Water Treatment Works Classifications	6	6	0		0		6		0	
		Renew licenses	Number of Licences to be revised Water Treatment Works	0	6	0		0		6		0	
Bulk Sanitation	Compliance with Green Drop and National Water Acts	Renew the Registering of Waste Water Treatment Works	Number of Waste Water Treatment Works Classifications	4	5	0		0		5		0	
			No. of filters backwashed	5500	5500	1 385		1 385		1 385		1 385	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Compliance	To give administrative support to council committees	Compile reports for standing committee	Number of reports generated	12	12	3		3		3		3	
		Units meeting	Number of meeting attended	8	12	3		3		3		3	
		Reports on unit meeting	Number of reports/minutes generated	8	12	3		3		3		3	
		Water forums	Number of meeting attended	4	4	1		1		1		1	
Broader public participation and plans	To have adequate communication system in place	Water services By Laws meeting	Number of bylaws meeting attended	3	1	0		0		0		1	
Water and Sanitation	To ensure access to an acceptable sanitation system by all households that is affordable and within the minimum standard	Fixing of main pipe	Percentage of main pipes fixed	0	50%	10%		10%		10%		20%	
		Fixing of water meters	Percentage of water meters fixed	0	50%	10%		10%		10%		20%	
		Fixing of service connections	Percentage of service connections fixed	0	100%	100%		100%		100%		100%	
	And ensure adequate clean water to all residents at an affordable rate	Fixing of isolating valves	Percentage of isolating valves fixed	0	100%	100%		100%		100%		100%	
		Fixing of fire hydrants	Percentage of fire hydrants fixed	0	100%	100%		100%		100%		100%	
		Fixing of bulk water meters	Percentage of bulk water meters fixed	0	100%	100%		100%		100%		100%	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sanitation	To ensure access to acceptable sanitation to comply with minimum standards	Removal of buckets	Number of buckets removed	68286	68286	17071.50		17071.50		17071.50		17071.50	
		Servicing of septic tanks and VIP toilets	Number of septic tanks and VIP toilets serviced	1562	1562	390		390		390		392	
		Unblocking of sewer spillages	Percentage of sewer unblocked	90%	100%	100%		100%		100%		100%	
	To give administrative support to council committees	Compile reports for standing committee	Number. of reports generated	12	12	3		3		3		3	
		Units meetings	Number of meeting attended	8	12	3		3		3		3	
		Reports on units meeting	Number of reports / minutes generated	8	12	3		3		3		3	
		Water Forum	Number of meeting attended	4	4	1		1		1		1	
	To have adequate communication systems in place	Water services By laws meeting	Number of bylaws meeting attended	3	1	0		0		0		1	
	To ensure access to an acceptable sanitation system by all households that is affordable and within the minimum standard	Inspections on water and sewer infrastructure	Number of inspections conducted	8	12	3		3		3		3	
	Ensure adequate clean water to all residents at an affordable rate												

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Roads and Stormwater drainage	To ensure a proper road and street network throughout the entire area to benefit all residents	Re-Gravelling of roads	Km of roads Re-Gravelled		60km	25km		15km		10km		10km	
		Transporting of Material	m ³ of gravel material imported		1000m ³	300m ³		233m ³		233m ³		233m ³	
		Flexible Pavement/Asphalt Road Repaired	m ² and No of Potholes Repaired		5000m ²	1250m ²		1250m ²		1250m ²		1250m ²	
		Interlocking Pavement/Blocks Road Repaired	m ² and Number of Potholes Repaired		50m ²	12.5m ²		12.5m ²		12.5m ²		12.5m ²	
		Storm water channel cleaned/Repaired	Km of storm water channel cleaned/Repaired		150km	37.5km		37.5km		37.5km		37.5km	
		Storm water channel Constructed	Km of storm water channel Constructed		3km	0.75km		0.75km		0.75km		0.75km	
		Speed Calming/Hump Repaired/Erected	Number of Speed Calming/Hump Repaired/Erected		12	3		3		3		3	
		Stormwater Kerb-Inlet/catch pits Cleaned/Repaired (No)	Number of storm water Kerb-Inlet/catch pit Cleaned/Repaired		475	118		118		121		118	
		Sidewalks Cleaned/Repaired	Km of sidewalks Cleaned/Repaired		5km	1km		1.5km		1.5km		1km	
		Flexible Pavement/Asphalt Road Repaired	m ² of Flexible Pavement/Asphalt Road Re-Sealed		172km	43km		43km		42km		42km	
		Bollards Replaced/Installed	No of Bollards Replaced/Installed		20000m ²	5000m ²		5000m ²		5000m ²		5000m ²	
		Flexible Pavement/Asphalt Road Constructed	Km of Flexible Pavement/Asphalt Road Constructed		1.2km	0.3km		0.3km		0.3km		0.3km	
		Kerbs Repaired/Installed	Km of Kerbs Repaired/Installed		0.3km	0.1km		0.1km		0.05km		0.05km	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Compliance	To give administrative support to council committees	To do a risk Management	Number of risk progress report	0	4	1		1		1		1	
		To participate in the risk management activities	Number of risk meeting attended	0	4	1		1		1		1	
		Compile reports for standing committee	Number of Report generated	12	12	3		3		3		3	
		Units Meetings	Number of Meetings attended	0	16	4		4		4		4	
		Reports on units meetings	Number. of reports/minutes attended	0	16	4		4		4		4	
		RRAMS Forum	Number of Meetings attended	0	8	2		2		2		2	
		To register of an affiliation	Register of Professional	0	1	1		0		0		0	
		To have a public participation	Number of draft Maintenance Plan Compiled	0	1	1		0		0		0	
			Number of draft road policy Compiled	0	1	1		0		0		1	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure								
						Quarter 1		Quarter 2		Quarter 3		Quarter 4		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Compliance	To have adequate serviced land available through which residents can develop quality formal housing and receive security tenure	Receive building plans and processing of building plans.	Percentage of building plans approved	100	100%	100%		100%		100%		100%		
		Quality control and site inspection on formal structures	Number of inspections conducted on formal structures	997	300	0		100		100		100		
		To conduct inspections and issue notices for building plans	Number of inspections	41	80	20		15		35		10		
		Demolition of unsafe structures	Number of demolitions	68	15	0		04		04		07		
New township establishment and cemeteries		Conduct a feasibility study	Number of Feasibility study report	46	02	0		0				02		
		Conduct enumeration and feasibility study for informal settlements	Number of Enumeration and feasibility study report	0	02	0		0				02		
		Allocation of sites	Number of sites to be allocated	34402	1000	250		250		250		250		
Property and facility Management		Opening of files for the allocated sites.	Number of files opened for allocated sites	0	2000	600		610		600		190		
		Issue Title Deeds	Number of Title Deeds issued	12000	300			100		100		100		
		Inspection of municipal houses	Number of municipal houses inspected	37	27	5		7		10		5		
		Inspection of municipal properties	Number of municipal properties inspected	25	20	5		5		7		3		
		Leasing of Council properties.	Number of Council properties leased.	0	30	0		10		12		8		
Focus Area		Objective	Activity	KPI	BI	AT	Performance Measure							

						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Municipal Planning and Land Use Management	To have adequate serviced land available through which residents can develop quality formal housing and receive security tenure	Registration of council properties with Deed Office.	Number of council properties to be registered.	0	04	0		0		0		04	
		Processing of rezoning applications	Number of Re-Zoning applications processed	4	06	0		1		3		2	
		Processing of rezoning applications	Number of Zoning Certificate Issued	10	08	0		02		04		02	
		Conduct land use management awareness	Number of land use management awareness campaigns conducted	0	4	1		1		1		1	
		Conduct awareness campaign	Number of Public awareness campaigns attended for buildings plans	9	12	3		3		3		3	
		Functional Municipal Planning Tribunal	Number of Municipal Planning Tribunal seating's	0	4	1		1		1		1	
		Processing of applications received	No. of Subdivision applications processed	5	4	0		1		2		1	
			Number of Consolidation application processed	4	4	1		1		1		1	
			Number of Special Consent application processed	2	6	0		2		2		2	
			Number liquor registration application processed	10	5	0		1		3		1	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Land Use Management		Attending meetings by invitation	Number of SPLUMA meetings attended	6	4	1		1		1		1	
			Number HDA Forums attended	4	4	1		1		1		1	
			Number of GIS Forum	4	2	1		1		0		0	
Compliance	To give administrative support to council committees	Units meetings	Number. of unit meetings conducted	4	12	3		3		3		3	
		Reports on units meeting	Number. of unit reports/ minutes generated	4	12	3		3		3		3	
		Compile reports for standing committee	Number of monthly reports compiled for standing committee	12	12	3		3		3		3	
		Compile minutes for standing committee	Number of minutes compile for standing committee	12	12	3		3		3		3	
		Compile Reports on illegal land use	Number of illegal land use reports	0	12	3		3		3		3	
Community participation	To enhance community participation	Consultations	Number of consultations	0	100%	100%		100%		100%		100%	
Compliance	To give administrative support to council	Attending meetings	Number of Executive Committee meetings attended	12	12	3		3		3		3	
			Number of Council Meeting attended	4	4	1		1		1		1	
			Number of Standing Committee attended	24	24	6		6		6		6	
			Number of Management meeting attended	12	12	3		3		3		3	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Compliance	To give administrative support to council	Attending meetings	Number of Departmental meeting attended	12	12	3		3		3		3	
			Number of Standing Committee minutes generated	24	24	6		6		6		6	
		Development of procurement plan	Number of procurement plan developed	1	1	1		0		0		0	
		Attendance Registers and Overtime	Percentage of Submission of Attendance Register / overtime claim	100%	100%	100%		100%		100%		100%	
		Approval of Leaves	Percentage of Approval of employees leaves	100%	100%	100%		100%		100%		100%	
		Capturing of Request	Percentage of Capturing of requisition for Supply Chain Management	100%	100%	100%		100%		100%		100%	
		Complaints	Percentage of Attending to complaints addressed to engineering	100%	100%	100%		100%		100%		100%	
		Risk Committee	Number of Risk Committee meetings attended	4	4	1		1		1		1	
		Asset and Liability meetings	Number of Asset and Liability meetings attended	4	4	1		1		1		1	
		BEC/BAC	Percentage of Bid Evaluation Committee or Bid Adjudication Committee attended	100%	100%	100%		100%		100%		100%	
		Internal Audit queries	Internal Audit queries attended	100%	100%	100%		100%		100%		100%	
		AG audit queries	Percentage of AG audit queries attended	100%	100%	100%		100%		100%		100%	

ADMINISTRATION AND COUNCIL SUPPORT													
Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Administration and Council Support	Effective Administration and Support Services System	Annual Compilation	Number of year plan for 2015 compiled	1	1	0		0		1		0	
		Timeous sending of notices	Number of Agendas for the Executive Committee	12	12	3		3		3		3	
		Ensuring approval of minutes and matters arising	Number of Minutes of Executive Committee	12	12	3		3		3		3	
		Timeous sending of notices	Number of Agendas for Council	4	4	1		1		1		1	
		Ensuring approval of minutes and matters arising	Number of Minutes of Council	4	4	1		1		1		1	
		Written notices of leave of absence	Number of reports to Speaker on Absenteeism	3	4	1		1		1		1	
		Proper Record keeping	Number of disposal authorities received	0	1	0		0		1		0	
			Number of reports of documents disposed	0	1	0		0		0		1	
			Number of reports of documents transferred	0	1			1					
			Number of presentations on communication of records management principles	2	1	0		0		1		0	
			Number reviews on the remissions register	1	4	1		1		1		1	
Administration and Council Support	Effective Administration and Support Services System	Telephone Management	Number of new systems installed	2	2			1				1	
			Number of circulations of telephone bills	12	12	3		3		3		3	
			Number of salary deductions lists	12	12	3		3		3		3	
		Policy and Bylaws	Number of stakeholder presentations done on bylaws		4			2		2			
			Number of bylaws promulgated		4	2						2	
		Cleaning Services	Number of monthly inspection reports by manager	12	12	3		3		3		3	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure									
						Quarter 1		Quarter 2		Quarter 3		Quarter 4			
						Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Contingent liability	To analyse cases to determine contingent liability	Compile a contingent liability register	Compilation of the Contingent Liability Register	1	1	1		0		0		0			
			Monitoring and Review the Liability Register	4	4	1		1		1		1			
Contract Management	To provide efficient and effective contract management	Compile a contract register.	Number of Contract Register	12	12	3		3		3		3			
		Compile payments monitoring tools	No of tools	12	4	1		1		1		1			
Legal advice and opinions	To provide legal advice to the Council and Administration.	Provide legal advice and opinions timeously.	% of legal advices and opinions	80%	100%	100%		100%		100%		100%			
	To reduce and control legal costs.	Negotiate settlements when settlement is warranted	Number of Settled matters	100	100	25		25		25		25			
Personnel Management	To render effective personnel management system	Regular divisional meetings	Number of divisional meetings held	12	12	3		3		3		3			
		Filling of critical positions	Number of vacant positioned filled	45	90	30		30		30		30			
		Gradual updating all job descriptions	Percentage of job descriptions developed	60	100%	100%		100%		100%		100%			
		Continuous update	Number of data banks developed	3	3	1		1		1		0			
		Continuous training	Number of inductions conducted	16	8	2		2		2		2			
		Caring for employees	Number of health assessments conducted	9	16	4		4		4		4		4	
			Number of safety workshops conducted	0	4	1		1		1		1		1	
			Percentage of injury on duty cases managed	100%	100%	1005		100%		100%		100%		100%	
			Number of wellness programs conducted	13	25	5		5		5		5		5	
		Administration of Terminations	Percentage of terminations administered from the previous financial year	100%	100%	100%		100%		100%		100%		100%	
			Percentage of terminations administered in the current financial year	100%	100%	100%		100%		100%		100%		100%	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Measure							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Personnel Management	To render effective personnel management systems.	Administration of death claims	Percentages of death claims administered from the previous financial year	100%	100%	100%		100%		100%		100%	
			Percentages of death claims administered in the current financial year	100%	100%	100%		100%		100%		100%	
		Administration of Benefits	Number of Medical Aid Window Period presentations made	4	4	0		0		4		0	
Payment Salaries	To administer remuneration of employee and payment of third parties	Create complete payroll	Number of generated salary advices	731	731	731		731		731		731	
		Create complete third party file	Number of third party payments made before the 7 th of each month	155	155	155		155		155		155	
Leave administration	To administer personnel leave applications	Monthly capturing on VIP and filing of leave vouchers	Percentage leave captured	100%	100%	100%		100%		100%		100%	
Fleet management	To manage fleet and maintenance of vehicles	Vehicle allocation and maintenance	Number of approved Maintenance Plan	0	1	0		0		1		0	
			Percentage vehicles serviced	0%	100%	100%		100%		100%		100%	
		Control of fuel consumption	Number of monthly fuel consumption reports	0	12	3		3		3		3	
		Licensing of vehicles	Number of licensing schedules developed	0	12	3		3		3		3	
			Percentage vehicles licensed	0	100%	100%		100%		100%		100%	
	Insurance Claims	Develop a list of vehicles to be insured	Number of list of vehicles to be insured	0	12	3		3		3		3	
			Percentage claims for vehicles processed	0	100%	100%		100%		100%		100%	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Targets							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Skills Development	To provide specialized Human Resources to meet the objectives of the institution	Meetings of the Training and Development Committee	Number of Meetings held.	2	12	3		3		3		3	
		Conduct Skills Audits	Number of skills audit programme to be implemented	1	1	0		0		1		0	
		Compilation of a workplace plan and submission to management, council and LGSETA	Number of workplace skills plans approved and submitted	1	1	0		0		0		1	
		Implementation Reports of the Workplace Skills Plan	Number of reports on the implementation	12	12	3		3		3		3	
		Compilation of the Workplace Skills Plan and Annual Training Report(ATR) and submission to Management, LLF, Council and LGSETA	Number of annual training reports submitted	1	1	0		0		0		1	
Employment Equity	Ensure that there is equity of opportunities for all employees	Completion of EEA1 forms declaration	Number of EEA1 forms completed	1	1	0		1		0		0	
		Awareness Campaigns on the Employment Equity Plan (affirmative measured)	Number of Awareness Campaigns done	1	1	0		1		0		0	
		Submission of EEA2 and EEA forms	Number of acknowledgement letters signed	1	1	0		0		1		0	
		Reports on implementation of Employment Equity Plan(EEP)	Number of Reports on implementation of Employment Equity Plan	12	12	3		3		3		3	
		Meetings of Employment Equity Forum Reports	Number of Employment Equity Forum reports	3	4	1		1		1		1	
		Review of Employment Equity Plan	Number of reviewed employment equity plans	1	1	0		0		0		1	
Discipline and Sound Labour Relations	To maintain discipline and sound labour relations through applicable disciplinary procedures	Submission of the reports on disciplinary cases to Management and Council	Number of the reports on disciplinary cases to Management and Council	12	12	3		3		3		3	
		Management of disciplinary tribunals/Cases, Conciliations and Arbitrations	Percentage of cases attended/resolved/finalised	100%	100%	100%		100%		100%		100%	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Targets							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Discipline and Sound Labour Relations	To maintain discipline and sound labour relations through applicable disciplinary procedures	Conducting awareness campaign/workshops on South African Local Government Bargaining Council Collective Agreement	Number of awareness campaigns	1	1	0		1		0		0	
		Local Labour Forum Meetings	Number of the Local Labour Forum Meetings held	8	12	3		3		3		3	
Human Resources Development Division	To promote effectiveness and efficiency within the Human Resources Development Division.	Organise and hold Divisional Meetings	Number of Minutes for the Monthly Divisional Meetings held	12	12	3		3		3		3	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Targets							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Local Economic Development	To promote of local economic development	Train interventions for SMMEs	No of training interventions made to SMMEs	0	4	1		1		1		1	
		Conduct resource Audit and systematic analysis to identify Agricultural products that can be processed locally	No of audit conducted	0	1	0		1		0		0	
		Support initiatives for Agro-processing industries	No of Agro-processing initiatives supported	0	1	0		1		0		0	
		Assist potential entrepreneurs in Development & Marketing	No of Entrepreneurs assisted	25	50	10		15		10		15	
		Issuing of permits to small businesses	No of permits issued	288	100	25		25		25		25	
		Issuing of trading license for small businesses	No of trading license	102	80	20		20		20		20	
	To have a well-balanced and light industrial and small business sector as a contributor towards creating employment opportunities	To identify and encourage potential entrepreneurs to become involved in SMME development	Number of entrepreneurs involved in SMME development and other business initiatives	10	10	2		3		3		2	
		Develop and implement training and mentorship programmes amongst previously disadvantaged people	Number of training mentorship	3	1	0		1		0		0	
		To encourage households to become self-sustainable	Number of households that are self-sustainable (Agriculture)	0	100	0		100		0		0	
			Number of beneficiaries for "Ra Kgaba ka Diratswana)	0	200	0		100		0		100	
		To ensure emerging entrepreneurs are incorporated into local economic stream	Number of approved SMME Development Plan	0	1	0		0		1		0	
		Establish and reviving of agricultural fora	Number of fora established and revived	2	3	0		2		1		0	

Focus Area	Objective	Activity	KPI	BI	AT	Performance Targets							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Tourism Development	To create sustainable economic growth and alleviate poverty by maximising local agricultural, tourism and industrial opportunities and exploitation of international markets	Reactivation of Tourism Forums	No of Functionally sustained fora	0	5	0		2		3		0	
		Marketing of Tourism Activities in the Municipal	No of Activities promoted	6	6	2		2		2		0	
		Attending Tourism Events Indaba /Expo	No of Indaba/ Expo attended	2	1	0		0		0		1	
		Development of Marketing Material	Marketing Material	0	1	1		0		0		0	
Traffic Services	To encourage compliance to National and Provincial laws and municipal by-laws	Roadblocks conducted	No of roadblock conducted	69	30	7		8		8		7	
		Traffic fines issued	No of traffic fines issued	4246	3246	812		812		812		812	
		Amount received	Rand received	254 790	127 396	31848		31848		31848		31848	
		Point Duty and escorts	No of Point Duty and escort performed	127	120	30		30		30		30	
		Amount received	Rand received per escorts	23 480	24000	6000		6000		6000		6000	
Road Traffic maintenance	To ensure road visibility by traffic signs and road markings	Maintenance of traffic signs and road markings	No of traffic signs replaced and mounted	130	80	25		15		15		25	
			No of Road markings painted	149	80	25		15		15		25	
Fire Services	To provide an efficient and effective Fire services	Risk assessment conducted	No of risk assessment conducted	4	4	2		2		2		2	
		Fire reported	No of fire incidents reported	137	0	0		0		0		0	
		Emergency incidents reported	No of emergencies / accident attended	275	0	0		0		0		0	
Disaster Management	To provide disaster management services	Disaster incidents occurred	No of incident/ Disaster reported and attended	0	0	0		0		0		0	
		Public Awareness	No of public awareness conducted	8	12	6		0		0		0	

FOCUS AREA	OBJECTIVE	ACTIVITY	KPI	BI	AT	Performance Measure								
						Quarter 1		Quarter 2		Quarter 3		Quarter 4		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Security services	To ensure safety of municipal property and personnel	Installation of CCV TV cameras and monitor at Municipal Properties	No of CCTV cameras installed at Properties	34	17	0		0		17		0		
		Installation of alarm system	No of alarm installed	14	3	0		2		1		0		
Property Management	Management of council Properties	Implementation of the Maintenance Plan	Number of municipal houses inspected to ensure safety	25	25	10		15		0		0		
			Number of municipal properties inspected to ensure safety	88	88	22		22		22		22		
			No of properties to be maintained	113	2	0		1		1		0		
	Accessibility of public facilities to the community	Preparing and cleaning of facilities	No of facilities prepared and cleaned: Sport facilities Community Halls	12 x Community halls	12	12	12		12		12		12	
				4 x sport stadiums	4	4	4		4		4		4	
Cemeteries	To provide and maintain cemeteries	Preparing and allocation of graves	No of graves allocated	1250	0	0		0		0		0		
		Maintenance of cemeteries	Number of cemeteries maintained	21	21	21		21		21		21		
	To develop a proper cemetery register	Recording of graves correctly allocated	No of burial registers correctly completed	0	8	8		8		8		8		
		Acquisition of Cemeteries software	Procurement of cemetery register (Electronic)	0	1	0		0		0		1		
	Provision of reliable and effective vehicles and equipment	Procurement of vehicles and equipment	Number of TLB's purchased	1	2	0		1		0		0		
			Number of Weed eaters purchased	0	6	6		0		0		0		

FOCUS AREA	OBJECTIVE	ACTIVITY	KPI	BI	AT	Performance Measure							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Parks and greening	To develop parks	Number of Parks developed in units	Number of Parks developed in units	EPIP	0	2	0			2		0	
				CWP	0	3		3		0		0	
	To maintain parks	Maintain the existing parks	Number of parks maintained	14	19	14		14		14		14	
				Number of trees trimmed or cut	125	0	0		0		0		0
	Provision of reliable and effective vehicles and equipment	Procurement of vehicles and equipment	Number of tractors purchased		1	1		0		0		0	
				Number Weed eaters purchased		10	10		0		0		0
Environmental capacity building and awareness	To increase environmental awareness to our Community.	To engage the community by highlighting the importance of conserving environment	Number of environmental education and awareness campaigns to be conducted	1	4	1		1		1		1	
			No of cleaning campaigns conducted	21	45	12		11		11		11	
			No of environmental calendar days to be celebrated	1	4	1		1		1		1	
		Promote greening in all towns to ensure effective urban greening by means of tree planting and landscaping to be maintained as open spaces in future.	No of trees to be planted in open spaces	0	350	350		0		0		0	
	Develop and implement of policies	Review the existing policies	Number of EMP reviewed and approved	1	1	0		1		0		0	
			Number of IWMP reviewed and approved	1	1	0		1		0		0	
	Sports, Arts, Culture and Recreation Development	To have a guiding tool that the municipality can work with regarding Sports, Arts and Culture and usage of the facilities	Sports Development meetings	Number of meetings held with sports council	0	8	2		2		2		2

FOCUS AREA	OBJECTIVE	ACTIVITY	KPI	BI	AT	Performance Measure							
						Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sports, Arts, Culture and Recreation Development	To have a guiding tool that the municipality can work with regarding Sports, Arts and Culture and usage of the facilities	Mass participation programmes/ games	Number of sports and Recreational activities	6	8	2		2		2		2	
		Capacity workshop for sports councils	Number of capacity workshops held	0	4	0		2		1		1	
		Establishment of Sports, Arts and Culture Councils	No of Sports, Arts and Culture Councils	4	1	1		0		0		0	

12. Resourcing of the Strategic Activities of the Institution

Vote	July 2015			August 2015			September 2015			Total First Quarter 2015		
	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure
Property Rates	3 208 000			3 208 000			3 208 000			12 833 000		
Service Charges	13 885 000			13 885 000			13 885 000			55 541 000		
Investment revenue	116 667			116 667			116 667			466 667		
Transfers recognised-Operational	14 473 000			14 473 000			14 473 000			57 893 000		
Own Revenue	2 610 250			2 610 250			2 610 250			10 441 000		
Employee Costs		13 297 000			13 297 000			13 297 000			53 190 000	
Remuneration of Councillors		863 000			863 000			863 000			3 452 000	
Depreciation and assets impairment		2 106 833			2 106 833			2 106 833			8 427 333	
Finance Charges		268 917			268 917			268 917			1 075 667	
Materials and bulk purchases		5 630 083			5 630 083			5 630 083			22 520 333	
Transfers and grants		1 098 333			1 098 333			1 098 333			4 393 333	
Other Expenditure		10 568 833			10 568 833			10 568 833			42 275 333	
Capital Expenditure			6 635 333			6 635 333			6 635 333			26 541 333
Total	34 292 917	33 832 999	6 635 333	34 292 917	33 832 999	6 635 333	34 292 917	33 832 999	6 635 333	137 174 667	135 333 999	26 541 333

Vote	October 2015			November 2015			December 2015			Total Second Quarter 2015		
	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure
Property Rates	3 208 000			3 208 000			3 208 000			12 833 000		
Service Charges	13 885 000			13 885 000			13 885 000			55 541 000		
Investment revenue	116 667			116 667			116 667			466 667		
Transfers recognised-Operational	14 473 000			14 473 000			14 473 000			57 893 000		
Own Revenue	2 610 250			2 610 250			2 610 250			10 441 000		
Employee Costs		13 297 000			13 297 000			13 297 000			53 190 000	
Remuneration of Councillors		863 000			863 000			863 000			3 452 000	
Depreciation and assets impairment		2 106 833			2 106 833			2 106 833			8 427 333	
Finance Charges		268 917			268 917			268 917			1 075 667	
Materials and bulk purchases		5 630 083			5 630 083			5 630 083			22 520 333	
Transfers and grants		1 098 333			1 098 333			1 098 333			4 393 333	
Other Expenditure		10 568 833			10 568 833			10 568 833			42 275 333	
Capital Expenditure			6 635 333			6 635 333			6 635 333			26 541 333
Total	34 292 917	33 832 999	6 635 333	34 292 917	33 832 999	6 635 333	34 292 917	33 832 999	6 635 333	137 174 667	135 333 999	26 541 333

Vote	January 2016			February 2016			March 2016			Total Third Quarter 2016		
	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure
Property Rates	3 208 000			3 208 000			3 208 000			12 833 000		
Service Charges	13 885 000			13 885 000			13 885 000			55 541 000		
Investment revenue	116 667			116 667			116 667			466 667		
Transfers recognised-Operational	14 473 000			14 473 000			14 473 000			57 893 000		
Own Revenue	2 610 250			2 610 250			2 610 250			10 441 000		
Employee Costs		13 297 000			13 297 000			13 297 000			53 190 000	
Remuneration of Councillors		863 000			863 000			863 000			3 452 000	
Depreciation and assets impairment		2 106 833			2 106 833			2 106 833			8 427 333	
Finance Charges		268 917			268 917			268 917			1 075 667	
Materials and bulk purchases		5 630 083			5 630 083			5 630 083			22 520 333	
Transfers and grants		1 098 333			1 098 333			1 098 333			4 393 333	
Other Expenditure		10 568 833			10 568 833			10 568 833			42 275 333	
Capital Expenditure			6 635 333			6 635 333			6 635 333			26 541 333
Total	34 292 917	33 832 999	6 635 333	34 292 917	33 832 999	6 635 333	34 292 917	33 832 999	6 635 333	137 174 667	135 333 999	26 541 333

Vote	April 2016			May 2016			June 2016			Total Fourth Quarter 2016		
	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure	Revenue	Operational Expenditure	Capital Expenditure
Property Rates	3 208 000			3 208 000			3 208 000			12 833 000		
Service Charges	13 885 000			13 885 000			13 885 000			55 541 000		
Investment revenue	116 667			116 667			116 667			466 667		
Transfers recognised-Operational	14 473 000			14 473 000			14 473 000			57 893 000		
Own Revenue	2 610 250			2 610 250			2 610 250			10 441 000		
Employee Costs		13 297 000			13 297 000			13 297 000			53 190 000	
Remuneration of Councillors		863 000			863 000			863 000			3 452 000	
Depreciation and assets impairment		2 106 833			2 106 833			2 106 833			8 427 333	
Finance Charges		268 917			268 917			268 917			1 075 667	
Materials and bulk purchases		5 630 083			5 630 083			5 630 083			22 520 333	
Transfers and grants		1 098 333			1 098 333			1 098 333			4 393 333	
Other Expenditure		10 568 833			10 568 833			10 568 833			42 275 333	
Capital Expenditure			6 635 333			6 635 333			6 635 333			26 541 333
Total	34 292 917	33 832 999	6 635 333	34 292 917	33 832 999	6 635 333	34 292 917	33 832 999	6 635 333	137 174 667	135 333 999	26 541 333

Expenditure Classification	Anticipated Expenditure
Materials and Bulk Purchases	67 560 720.00
Contracted Services	27 628 557.91
Debt Impairment	44 000 000.00
Departmental Service Charges	178 167 171.59
Depreciation	25 282 488.90
Donations	500 000.00
Employee Contribution	38 964 586.00
Employee Remuneration	139 958 558.00
Finance Charges	3 277 000.00
Member Contribution	1 318 216.00
Other Expenditure	29 935 876.00
Repairs and Maintenance	23 426 376.33
Total	570 969 551.33

13. Human Resources

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

Staffing and Budget	Number of Posts	Rand Value
Management	21	
Professionals	23	
Technicians and Trade Workers	40	
Community and Personal Services Workers	1	
Clerical and Administrative Workers	167	
Machine Operators and Drivers	41	
General Workers	403	
Total	731	169 923 144.00

14. Institutional Wide Budget Plan

14.1 Revenue Forecasting

Projected Revenue by Source	July 2015	Aug 2015	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	2015/2016
Property rates	3 208 333	3 208 333	3 208 333	3 208 333	3 208 333	3 208 333	3 208 333	3 208 333	3 208 333	3 208 333	3 208 333	3 208 333	38 500 000
Electricity	6 750 000	6 750 000	6 750 000	6 750 000	6 750 000	6 750 000	6 750 000	6 750 000	6 750 000	6 750 000	6 750 000	6 750 000	81 000 000
Water	3 261 667	3 261 667	3 261 667	3 261 667	3 261 667	3 261 667	3 261 667	3 261 667	3 261 667	3 261 667	3 261 667	3 261 667	39 500 000
Sanitation	1 650 000	1 650 000	1 650 000	1 650 000	1 650 000	1 650 000	1 650 000	1 650 000	1 650 000	1 650 000	1 650 000	1 650 000	19 800 000
Refuse Removal	2 176 000	2 176 000	2 176 000	2 176 000	2 176 000	2 176 000	2 176 000	2 176 000	2 176 000	2 176 000	2 176 000	2 176 000	26 112 000
Service Charges other	20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	20 833	250 000
Rental of facilities and equipment	105 333	105 333	105 333	105 333	105 333	105 333	105 333	105 333	105 333	105 333	105 333	105 333	1 264 000
Interest earned-external investments	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	1 400 000
Interest earned-outstanding debtors	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	2 250 000	27 000 000
Dividends	2 916	2 916	2 916	2 916	2 916	2 916	2 916	2 916	2 916	2 916	2 916	2 916	35 000
Fines	8 416	8 416	8 416	8 416	8 416	8 416	8 416	8 416	8 416	8 416	8 416	8 416	101 000
Licenses and permits	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	40 000
Transfers recognised-operational	14 473 250	14 473 250	14 473 250	14 473 250	14 473 250	14 473 250	14 473 250	14 473 250	14 473 250	14 473 250	14 473 250	14 473 250	173 679 000
Other revenue	232 666	232 666	232 666	232 666	232 666	232 666	232 666	232 666	232 666	232 666	232 666	232 666	2 792 000
Total	34 259 414	34 259 414	34 259 414	34 259 414	34 259 414	34 259 414	34 259 414	34 259 414	34 259 414	34 259 414	34 259 414	34 259 414	411 473 000

15. IDP Costing

IDP Priority	GFS Classification	GFS Sub Classification	Budget Previous FY	Budget Current Financial Year					Budget NY +1	Budget NY + 2
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	Total		
Organisational Development and Transformation; Good Governance and Public Participation	Governance and Administration	Executive and Council;	54 867 000	14 873 750	14 873 750	14 873 750	14 873 750	59 495 000	60 769 000	61 715 000
		Corporate Services	27 987 000	7 487 750	7 487 750	7 487 750	7 487 750	29 951 000	30 949 000	33 136 000
Local Economic Development	Economic and Environmental Services	Road Transport	12 451 000	8 759 750	8 759 750	8 759 750	8 759 750	35 039 000	35 592 000	36 898 000
Financial Viability and Management	Governance and Administration	Budget and Treasury Office	45 248 000	8 539 500	8 539 500	8 539 500	8 539 500	34 158 000	34 716 000	36 818 000
Infrastructure and Service Delivery	Community and Public Safety	Community and Social Services	10 331	1 774 250	1 774 250	1 774 250	1 774 250	7 097 000	7 351 000	7 799 000
		Sport and Recreation	19 382 000	2 819 750	2 819 750	2 819 750	2 819 750	11 279 000	11 342 000	11 553 000
		Public Safety	11 942 000	3 723 000	3 723 000	3 723 000	3 723 000	14 892 000	15 137 000	15 780 000
	Trading Services	Housing	6 911 000	2 407 000	2 407 000	2 407 000	2 407 000	9 628 000	9 355 000	9 219 000
		Electricity	62 277 000	21 646 250	21 646 250	21 646 250	21 646 250	86 585 000	86 141 000	92 272 000
		Water	220 257 000	11 293 500	11 293 500	11 293 500	11 293 500	45 174 000	45 433 000	48 182 000
		Waste Water	44 052 000	9 146 000	9 146 000	9 146 000	9 146 000	36 584 000	36 744 000	37 718 000
Waste Management	36 261 000	9 029 000	9 029 000	9 029 000	9 029 000	36 116 000	36 922 000	37 197 000		