



Letsemeng Local Municipality

SDBIP
2016/17

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INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) is defined in chapter one of the MFMA as “a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of municipal services and its annual budget”.

It functions as the connection between the Integrated Development Plan or IDP (predetermined outcomes); the budget; and senior management performance agreements (section 57 appointees). Furthermore, it includes detailed information on how the budget will be executed.

The top-level SDBIP sets out the top-level performance indicators developed to attain Council’s strategic objectives as set out in the IDP. Definitions and methods for calculating the individual key performance indicators are provided to broaden understanding. The projected monthly cash flow is broken down into revenue by source, and expenditure by directorate.

Essentially the SDBIP is the Council’s operational business plan and is an integral part of the planning, implementation and reporting processes. Although the SDBIP only needs to be approved by the Executive Mayor 28 days after approval of the budget, its preparation occurs in tandem with the IDP and MTREF process.

The SDBIP is aligned with the;

- IDP Strategic Objectives: this is the primary alignment of the SDBIP and serves as the bases of the annual performance report and informs chapter three of the Annual Report;
- IDP Pre-determined Objective;
- National Outcomes;
- National Key Performance Areas;
- National Development Plan; and
- Provincial Strategic Outcomes

Detailed information regarding the various objectives, plans and outcomes are contained in the IDP.

LEGISLATIVE REQUIREMENTS

In terms of Section 53 (1)(c)(ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

- (a) projections for each month of –
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote
- (b) service delivery targets and performance indicators for each quarter, and
- (c) other matters prescribed

PLANNING IMPLEMENTATION AND REPORTING CYCLE

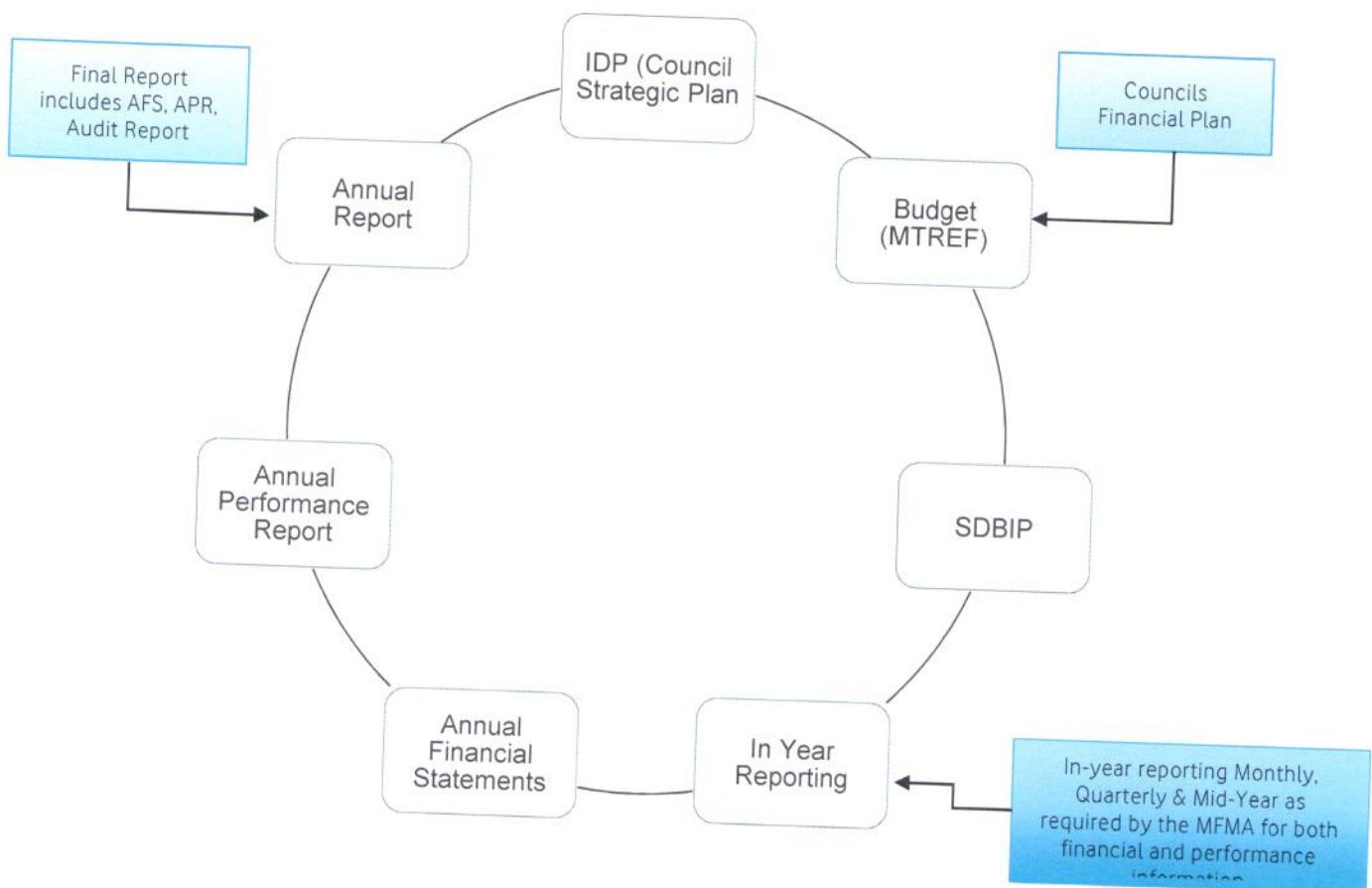
The SDBIP is one element of the continuous planning, implementation and reporting cycle that aims to achieve Council's Vision and Mission as well as the strategic objectives contained in the Integrated Development Plan (IDP).

A series of reporting requirements are outlined in the MFMA. Both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports. The reports then allow the Councillors' of the municipality to monitor the implementation of service delivery programs and initiatives across the municipality.

The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Municipality accountable to the community.

The Planning Implementation and Reporting Cycle can be graphically represented as follows:

Figure 1: Planning Implementation and Reporting Cycle



TOP LEVEL SDBIP

In an effort to focus the amount of performance indicators at the executive level and to make the top-level SDBIP more strategic in nature, the top-level PI's have been grouped in an Institutional Scorecard (Top Level SDBIP). The Scorecard is the primary focus of performance delivery within the municipality. It forms the basis of the Director's performance agreements; Manager's performance scorecard; as well as the departmental SDBIP's performance indicators.

PERFORMANCE

The SDBIP is utilised as the basis of Council's Performance Management System (PMS) and has the following objectives and uses:

- ④ To facilitate strategy (IDP) deployment throughout the municipality, and ensure alignment of strategic objectives;
- ④ To transform the Strategic Objectives; Vision; Mission; and the IDP as a whole into clear and measureable deliverables;
- ④ To create an organisational performance culture (culture of best practices);
- ④ To provide early warning signals;
- ④ To promote accountability;
- ④ To develop open and constructive relationship between customers, leadership and employees;
- ④ To manage and improve poor performance; and
- ④ To link performance to skills development and career planning, therefore encourage learning and growth.

PROCESS

Performance indicators are developed with senior staff and identifying the strategic indicators and objectives that address the strategic objectives contained in the IDP. These are further linked to the various objectives, plans and outcomes for the municipality; the region (Xhariep); and national and provincial government. When developing IDP objectives there is a *S.M.A.R.T* way to write the objectives.

- ④ Is the IDP objective **Specific**?
- ④ Can you **Measure** progress towards that objective?

- ➡ Is the objective realistically **Achievable**?
- ➡ How **Relevant** is the objective to your municipality?
- ➡ What is the **Time-frame** for achieving this objective?

Only when the objectives in the IDP is properly formulated will it be possible to develop performance indicators to measure the attainment of the IDP objectives.

A Key Performance Indicator is a measurable value that demonstrates how effectively the municipality is achieving its strategic objectives. Municipalities use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs focus on the overall performance of the municipality and is contained in the top layer SDBIP, while departmental level KPIs may focus on processes in departments and projects.

One way to evaluate the relevance of a KPI is to use the same **S.M.A.R.T** criteria as discussed above. In other words:

- Specific** - It has to be clear what the KPI exactly measures. There has to be one widely-accepted definition of the KPI to make sure the different users interpret it the same way and, as a result, come to the same and right conclusions which they can act on.
- Measurable** - The KPI has to be measurable to define a standard, budget or norm, to make it possible to measure the actual value and to make the actual value comparable to the budgeted value.
- Achievable** - Every KPI has to be measurable to define a standard value for it. It is really important for the acceptance of KPI's and Performance Management in general within the municipality that this norm is achievable. Nothing is more discouraging than striving for a target that you will never obtain.
- Relevant** - The KPI must give more insight in the performance of the municipality in obtaining its strategy (IDP). If a KPI is not measuring a part of the strategy, acting on it doesn't affect the municipality's performance. Therefore, an irrelevant KPI is useless.
- Time phased** - It is important to express the value of the KPI in time. Every KPI only has a meaning if one knows the time dimension in which it is realized. The realization and standardization of the KPI therefore has to be time phased.

SMART is one of a number of methodologies that can be used to determine if the group of selected indicators contain a range of characteristics that allow for the identification of effective delivery of a program objective. However, the criteria need to be expanded to include at least the following two concepts:

- ④ **Benchmarks** - Reference to appropriate standards for comparison where possible; and
- ④ **Targets** - Includes an indication of the desired level of achievement

The performance indicators contained in the SDBIP are reviewed on an on-going basis during the IDP and budget submission and approval process. The Budget Office links the budget both the operating and capital to the strategic objectives contained in the IDP.

IMPROVED FOCUS

As indicated earlier, to improve the strategic focus of the SDBIP the amount of performance indicators has been reduced in line with recommendations from national and provincial government, as well as input from our co-sourced Internal Auditors and the Auditor-General. In previous years the performance indicators in the SDBIP were predominately compliance focused as they were written to meet legislative requirements and deadlines. The majority of these have been removed from the top-level SDBIP, with the exceptions being those PIs that address the general PIs required by legislation; and compliance indicators that add value to the municipality.

Performance does not take place in isolation or nor does it relate to only a single financial year. In most instances it builds and improves on previous years or supports future years. Therefore, a multiple year approach has been implemented and the top layer key performance indicators will most likely remain the same for the next five (5) years.

APPROVAL OF THE SDBIP

Adoption of the Service Delivery and Budget Implementation Plan is a legislative prerequisite that requires the Mayor approve the SDBIP within 28 days after the final approval of the budget.

In addition, the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

SECTION 53(1)(C)(ii) – APPROVAL BY THE MAYOR

The top layer service delivery budget implementation plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

PRINT NAME: Cllr PJ LOUW

Acting Mayor of Letsemeng Local Municipality

Signature:



Date:

28 July 2016

FINANCIAL COMPONENT

MONTHLY INCOME PROJECTIONS BY REVENUE SOURCE

MONTHLY CASH FLOWS		Budget Year 2016/17											
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June
Cash Receipts By Source													
Property rates	946	706	472	2 198	437	197	1 311	1 098	1 087	1 194	121	(9 767)	
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	571	490	980	571	653	327	898	653	653	1 143	1 143	(8 082)	
Service charges - water revenue	233	326	372	326	326	186	372	279	326	233	419	(3 398)	
Service charges - sanitation revenue	205	285	285	245	321	121	733	489	489	489	570	(4 232)	
Service charges - refuse revenue	91	84	72	72	72	84	72	72	84	74	91	(868)	
Service charges - other													
Rental of facilities and equipment	23	23	23	23	23	23	23	23	23	23	23	23	(253)
Interest earned - external investments	-	-	-	-	-	-	-	-	-	-	-	-	
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	-	
Licenses and permits	-	-	-	-	-	-	-	-	-	-	-	-	
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	
Transfer receipts - operational	5 227	3 178	4 118	3 065	4 395	4 619	3 349	3 124	4 460	6 209	3 660	(45 404)	
Other revenue	331	331	331	331	331	331	331	331	331	331	331	(3 641)	
Cash Receipts by Source	7 627	5 423	6 653	6 831	6 558	5 888	7 089	6 069	7 453	9 696	6 358	(75 645)	

MONTHLY EXPENDITURE PROJECTIONS BY SOURCE

Description	Budget Year 2016/17											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
Cash Payments by Type												
Employee related costs	3 364	3 184	3 822	3 642	3 595	3 639	3 983	3 801	3 900	3 950	3 975	(40 855)
Remuneration of councilors	282	282	282	282	282	282	282	282	282	282	282	(3 102)
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Electricity	2 602	2 576	2 661	1 602	1 505	1 346	1 512	486	1 145	4 544	4 050	(24 029)
Bulk purchases - Water & Sewer	242	68	663	-	242	593	916	1	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	(2 725)
Contracted services	120	60	120	250	250	-	250	-	-	-	-	-
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	(1 050)
Transfers and grants - other	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	1 864	508	932	1 032	2 034	847	509	1 763	1 867	508	2 542	(14 406)
Cash Payments by Type	8 474	6 678	8 480	6 808	6 707	7 452	6 333	7 194	9 284	10 849	(86 167)	

MONTHLY INCOME PROJECTIONS BY VOTE

R thousand	Budget Year 2016/17											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
Vote 1 – Council and Executive	4 451	4 715	4 878	6 359	4 451	4 436	4 451	5 561	4 225	4 451	7 631	(55 609)
Vote 2 - Office of the MM	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 – Corporate Service	173	173	173	173	173	173	173	173	173	173	173	(1 899)
Vote 4 – Financial Services	8 543	6 407	8 543	7 475	8 543	7 475	7 475	8 543	9 610	9 610	(89 698)	-
Vote 5 – Technical Services												-
Vote 6 – Community Services												-
Vote 1 – Council and Executive												-
Vote 15 - [NAME OF VOTE 15]	13 167	11 294	13 593	14 006	13 167	12 084	12 099	13 209	12 940	14 234	17 414	(147 206)

MONTHLY EXPENDITURE PROJECTIONS BY VOTE

MONTHLY CAPITAL EXPENDITURE

Description R thousand	Budget Year 2016/17					
	July	Aug.	Sept.	Oct.	Nov.	Dec.
Expenditure By Source						
Vote 1 – Council and Executive	5 020	5 020	5 737	7 172	5 020	5 020
Vote 2- Office of the Municipal Manager	–	–	–	–	–	6 455
Vote 3 – Corporate Service						5 020
Vote 4 – Financial Services	2 843	2 644	3 324	1 602	1 747	1 939
Vote 5 – Technical Services						2 427
Vote 6 – Community Services	257	257	257	257	257	1 038
Total Revenue by vote	8 121	7 921	9 318	9 031	7 025	7 216
						7 704
						7 750
						7 105
						7 327
						11 014
						(89 532)

Description	Ref	Budget Year 2016/17					
		July	August	Sept.	October	Nov.	Dec.
R thousand							
Capital Expenditure - Standard	0 1						
Governance and administration	1 200	500	1 500	120	500	230	-
Executive and council	1 200	500	1 500	120	500	230	-
Budget and treasury office							(4 050)
Corporate services	-	-	-	-	-	-	-
Community and public safety							-
Community and social services							-
Sport and recreation							-
Public safety							-
Housing							-
Health	1 049	1 049	1 049	1 049	1 049	1 049	1 049
Economic and environmental services							(11 536)
Planning and development	1 049	1 049	1 049	1 049	1 049	1 049	-
Road transport							(11 536)
Environmental protection	4 583	4 583	4 583	4 583	4 583	4 583	4 583
Trading services							(50 417)
Electricity							-
Water							-
Waste water management	4 583	4 583	4 583	4 583	4 583	4 583	-
Waste management							(50 417)
Other	2	6 832	6 132	7 132	5 752	6 132	5 862
							-
							(66 003)

BUDGETARY ALIGNMENT WITH THE IDP EXPENDITURE PER KEY PERFORMANCE AREA

KEY PERFORMANCE AREA	TOTAL EXPENDITURE	OPERATING EXPENDITURE	CAPITAL EXPENDITURE
Basic Service Delivery	R97 435 000.00	R25 799 000.00	R71 636 000.00
Good Governance and Public participation	R113 060 000.00	R113 060 000.00	
Local Economic Development			
Municipal Financial Viability and Management			
Municipal Transformation and Institutional Development			
Total	R210 495 000.00	R138 859 000.00	R71 636 000.00

PLANNED PERFORMANCE TARGETS FOR SERVICE DELIVERY

TOP LAYER INDICATORS AND TARGETS

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1	Q2	Q3	Q4
Council	TL1	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of households with access to basic level of water service standard	No. of HH with access to basic water divided by total No. of HH	Director: Technical Services	97%	Technical Report	100%	100%	100%	100%	100%
Council	TL2	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of households with access to basic sanitation service standard	No. of HH with access to basic sanitation divided by total No. of HH	Director: Technical Services	83%	Technical Report	96%	95.8%	95.8%	95.8%	95.8%
Council	TL3	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of households with access to basic electricity service standard	No. of HH with access to basic electricity service divided by total No. of HH	Director: Technical Services	92.8%	Technical Report	100%	100%	100%	100%	100%
Council	TL4	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of households with access to basic refuse service standard	No. of HH with access to basic refuse service divided by total No. of HH	Director Community Services	100%	Technical Report	100%	100%	100%	100%	100%
Council	TL5	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of households which are billed for water or have pre-paid meters as at 30 June 2016	No. of households which are billed for water or have pre-paid meters as at 30 June 2016	Director Finance	8369	Debtors Accrual Report extracted from Financial System	8369	8369	8369	8369	8369
Council	TL6	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of households which are billed for electricity or have pre-paid meters (Excluding Eskom areas) at 30 June 2016	No. of households which are billed for electricity or have pre-paid meters (Excluding Eskom areas) at 30 June 2016	Director Finance	650	Debtors Accrual Report extracted from Financial System	650	650	650	650	650
Council	TL7	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of households which are billed for sewerage at 30 June 2016	No. of households which are billed for sewerage at 30 June 2016	Director Finance	8369	Debtors Accrual Report extracted from Financial System	8369	8369	8369	8369	8369

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1	Q2	Q3	Q4
Council	TL8	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of households which are billed for refuse removal at 30 June 2016	No. of households which are billed for refuse removal at 30 June 2016	Director Finance	8369	Debtors Accrual Report extracted from Financial System	8369	8369	8369	8369	8369
Council	TL9	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of indigent households receiving free basic water	No. of HH that are registered as indigent receiving free basic water divided by the total No. of HH	Director Finance	1	Indigent Register	>25%	>25%	>25%	>25%	>25%
Council	TL10	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of indigent households receiving free basic sanitation	No. of HH that are registered as indigent receiving free basic sanitation divided by the total No. of HH	Director Finance	1	Indigent Register	>25%	>25%	>25%	>25%	>25%
Council	TL11	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of Indigent households receiving free basic electricity.	No. of HH that are registered as indigent receiving free basic electricity divided by the total No. of HH	Director Finance	1	Indigent Register	>25%	>25%	>25%	>25%	>25%
Council	TL12	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of Indigent households receiving free basic Refuse	No. of HH that are registered as indigent receiving free basic refuse divided by the total No. of HH	Director Finance	1	Indigent Register	>25%	>25%	>25%	>25%	>25%
Council	TL13	Create an environment that promotes development of the local economy and facilitate job creation.	LED	No. of jobs created through the municipality's LED, EPWP and other initiatives (Req 796)	Sum of jobs created per year	Municipal Manager	76	EPWP Reports & Employment Contracts	90	25	25	25	25
Council	TL14	To improve overall financial management in municipalities by developing appropriate financial management policies, procedures and systems.	MTID	% of a municipality's personnel budget actually spent on implementing its workplace skills plan;	R value spent on training divided by total budget value of the municipality	Director Corporate Services	1.00%	AFS & Report extracted from Financial System	1%	0.25%	0.5%	0.75%	1%

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1	Q2	Q3	Q4
Council	TL15	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	Financial Viability: Cost coverage (Reg 796)	Where - "A" represents cost coverage "B" represents all available cash at a particular time "C" represents investments "D" represents monthly fixed operating expenditure $A=(B-C)/D$	Director Finance	N/A	AFS & Report extracted from Financial System	>3	>3	>3	>3	
Council	TL16	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	Financial Viability: Debt coverage (Reg 796)	Where - "A" represents debt coverage "B" represents total operating revenue received "C" represents operating grants "D" represents debt service payments (i.e. interest + redemption) due within the financial year. $A=(B-C)/D$	Director Finance	N/A	AFS & Report extracted from Financial System	>1	>1	>1	>1	
Council	TL17	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	Financial Viability: Service debtors to revenue (Reg 796)	Where - "A" represents outstanding service debtors to revenue "B" represents total outstanding service debtors "C" represents annual revenue actually received for services; $A=(B/C)$	Director Finance	12,04%	AFS & Report extracted from Financial System	11%	11%	11%	11%	

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Council	TL18	Promote a culture of participatory and good governance	GGPP	No. of community report back meetings convened by Councilors for improved communication on service delivery including IDPs, SDBIP, etc.	No. of community report back meetings held	Director Corporate Services	2	Agenda and attendance registers	2	0	1	0
Council	TL19	Promote a culture of participatory and good governance	GGPP	No. of meetings per ward per annum	No. of meetings held from 1 Jul to 30 Jun (1 meeting per quarter per ward)	Director Corporate Services	19	Agenda and attendance registers	24	6	6	6
Council	TL20	Promote a culture of participatory and good governance	GGPP	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (MFMMA Circular 71)	Actual Capital Expenditure / Budget Capital Expenditure x 100	Municipal Manager	New KPI	AFS and Section 71 In-Year Monthly & Quarterly Budget Statement	0.98	20%	35%	98%
Council	TL21	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	% of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	No. of employee's from designated groups in three highest levels of management divided by total No. of employees in three highest levels of management	Municipal Manager	1	Report from HR	1	85%	85%	85%

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Council	TL22	Promote a culture of participatory and good governance	MTID	No. of Ward level improvement plans that include basic ward level issues (potholes, Non-functioning traffic lights, service interruptions, billing queries, etc.) to be addressed	No. of plans submitted before 30 March 2017 for inclusion in IDP	Director Corporate Services	New KPI	Ward level improvement plans received	6	0	0	6
Council	TL23	Promote a culture of participatory and good governance	GGPP	No. of ward committees provided with quarterly SDBIP performance reports	No. of reports submitted	Municipal Manager	New KPI	Agenda and quarterly reports	4	1	1	1
Office of the MM	TL24	Promote a culture of participatory and good governance	BSD	Monthly submit the Back to Basics report to take part in the provincial intergovernmental program	No. of reports submitted by the 15th of each month	Municipal Manager	12	B2B Reports & Proof of submission	12	3	3	3
Office of the MM	TL25	Promote a culture of participatory and good governance	BSD	Complete a customer satisfaction survey by end of May and submit report with recommendations to Council	No. of surveys conducted and No. of reports submitted to council	Municipal Manager	1	Report with recommendations submitted to council on or before end May 2017	1	0	0	1
Office of the MM	TL26	Promote a culture of participatory and good governance	GGPP	Annual Report tabled in council on or before 26 Jan 2017	Date annual report tabled	Municipal Manager	1	Council resolution and annual report	1	0	0	1
Office of the MM	TL27	Promote a culture of participatory and good governance	BSD	Annual review of IDP completed before the end of May 2017	Date annual review completed	Municipal Manager	1	Council resolution and annual report	1	0	0	1
Office of the MM	TL28	Promote a culture of participatory and good governance	GGPP	Achieve a qualified audit (2015/16 FY)	AG report determine audit results	Municipal Manager	qualified	AG Report	1	0	0	Qualified audit achieved 0

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Office of the MM	TL29	Promote a culture of participatory and good governance	GGPP	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Municipal Manager	0.95	Execution list and reports submitted to council	≥85% of resolutions taken in each quarter			
Office of the MM	TL30	Promote a culture of participatory and good governance	MFVM	Develop a risk based audit plan with an internal audit plan (RBAP) (MFMA - Section 165(2)(a)) and submit to the Audit Committee by 15 June 2017	RBAP with internal audit program submitted to the Audit Committee by 30 June 2017	Municipal Manager	4	RBAP and IAP submitted to MPAC	1	0	0	0
Office of the MM	TL31	Promote a culture of participatory and good governance	MFVM	No. of audit committees held per annum	Sum of audit committees held	Municipal Manager	4	Audit Committee agenda and minutes	4 [per annum]	1	1	1
Office of the MM	TL32	Promote a culture of participatory and good governance	MTID	No of internal audits done in compliance with the plan	Internal audits planned/divided by audits done	Municipal Manager	New KPI	Internal audit reports	90%	2	3	3
Office of the MM	TL33	Promote a culture of participatory and good governance	MTID	% of management comments on Internal audit queries received within 14 days.	No. of IA Queries/No. of management comments received within 14 days	Municipal Manager	New KPI	IA Queries produced and management Responses	1	98%	98%	98%
Office of the MM	TL34	Promote a culture of participatory and good governance	MTID	No. of performance audits undertaken	Sum of performance audits	Municipal Manager	New KPI	Reports and queries	4 [per annum]	1	1	1
Office of the MM	TL35	Promote a culture of participatory and good governance	MTID	Submit quarterly reports to council on the actual performance in terms of the Top Layer SDBIP	No. of SDBIP Top Layer performance reports submitted to council	Municipal Manager	3	Quarterly SDBIP performance reports and council minutes	4 [4th Quarter 2015/16]	1 [1st Quarter 2016/17]	1 [2nd Quarter 2016/17]	1 [3rd Quarter 2016/17]

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Office of the MM	TL36	Promote a culture of participatory and good governance	GGPP	Submit the previous financial year annual report at the end of Aug annually	Annual Report	Municipal Manager	1	Annual report and council minutes	1	1	0	0
Office of the MM	TL37	Promote a culture of participatory and good governance	GGPP	Annual Review of PMS by the end of 30 May annually	PMS Framework	Municipal Manager	1	Reviewed Framework	1	0	0	0
Office of the MM	TL38	Promote a culture of participatory and good governance	GGPP	Risk register compiled and updated quarterly and approved by MM	Sum of Risk register quarterly updates	Municipal Manager	New KPI	Risk register and quarterly updates	4 Reports submitted	1	1	1
Office of the MM	TL39	Promote a culture of participatory and good governance	GGPP	No. of RMC meetings held	Sum of RMC meetings held	Municipal Manager	New KPI	RMC meetings minutes and agendas	4 [per annum]	1	1	1
Office of the MM	TL40	Promote a culture of participatory and good governance	GGPP	Risk management strategy, that includes fraud prevention plan, and policy reviewed and approved on or before 30 September annually	Date risk register approved	Municipal Manager	New KPI	Risk Management Strategy & Council Resolution	1	1	0	0
Corporate Services	TL41	Promote a culture of participatory and good governance	GGPP	% of agendas for scheduled meetings distributed to Councillors and officials at least 48 hours before the meeting	No. of agendas distributed 48 hours before the meeting divided by the total No. of agendas distributed	Director Corporate Services	90%	Distribution list	98%	98%	98%	98%
Corporate Services	TL42	Promote a culture of participatory and good governance	GGPP	% of Council resolutions distributed within 7 working days after each meeting	No. of council resolutions distributed within 7 days after each council meeting divided by No. of council resolutions taken	Director Corporate Services	100%	Distribution list	100%	100%	100%	100%

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Corporate Services	TL43	Promote a culture of participatory and good governance	GGPP	Annual council schedule compiled and approved by end of June each year	Annual Schedule provided on or before due date	Director Corporate Services	1	Schedule and Council resolution	1	0	0	1
Corporate Services	TL44	To create an efficient, effective and accountable administration	MTID	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Corporate Services	0	Execution list	≥85% of resolutions taken in each quarter			
Corporate Services	TL45	To create an efficient, effective and accountable administration	MTID	No. of quarterly reports to Council on the tracking of council resolutions (submitted at the end of each quarter - Sept, Dec, Mar & Apr)	No. of reports submitted.	Director Corporate Services	0	Reports submitted and council agenda	4	1	1	1
Corporate Services	TL46	To create an efficient, effective and accountable administration	MTID	WSP, annual training report(ATR) & PIVOTAL report compiled and submitted to LGSETA on 30 April each year.	Date annual training report and WSP submitted to the LGSETA	Director Corporate Services	1	Proof of Submission	1 Report Submitted by 30 Apr 2017	0	0	1
Corporate Services	TL47	To create an efficient, effective and accountable administration	MFVM	No. of Senior & Finance officials trained on MfMP competency levels	Sum of Students enrolled	Director Corporate Services	New KPI	No. employees enrolled	4	0	0	4
Corporate Services	TL48	To create an efficient, effective and accountable administration	BSD	Structure reviewed and approved before 30 Jun 2017	Date structure approved	Director Corporate Services	5	Agenda and Minutes	1	0	0	1

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Corporate Services	TL49	To create an efficient, effective and accountable administration	BSD	No. of employees undergoing medical tests annually as required by OHSA	Sum of employees undergoing medical tests	Director Corporate Services	New KPI	List of employees and expenditure list	Actual No of employees eligible for testing			
Corporate Services	TL50	To create an efficient, effective and accountable administration	MTID	No. of EE Reports submitted to DoL by 15 January each year [EEA2 and EEA4]	Sum of reports submitted	Director Corporate Services	2	Proof of submission received from DoL	2	0	0	0
Corporate Services	TL51	To create an efficient, effective and accountable administration	MTID	Review of EE Plan and numerical goals and targets by 31 Dec 2016	Revised EEPLAN and Council Resolution	Director Corporate Services	1	Agendas and Minutes of LLF Meetings	1	0	1	0
Corporate Services	TL52	To create an efficient, effective and accountable administration	MTID	% of Full Time Equivalent posts on the organogram vacant	No. of vacant posts divided by Total No. of posts	Director Corporate Services	New KPI	Organogram and budget report	<12%	<12%	<12%	<12%
Corporate Services	TL53	To create an efficient, effective and accountable administration	MFVM	Total overtime hours as a percentage of all work hours	Overtime hours worked divided by total hours worked	Director Corporate Services	New KPI	Payroll report on overtime hours paid	<15%	<15%	<15%	<15%
Corporate Services	TL54	To create an efficient, effective and accountable administration	MTID	No. of LLF meetings held per annum	Sum of LLF meetings held per year	Director Corporate Services	8	LLF Agenda and minutes	8	2	2	2
Corporate Services	TL55	To create an efficient, effective and accountable administration	MTID	% implementation of LLF resolutions taken (including monitoring of SALGBC collective agreements)	No. of LLF resolutions taken/No. of resolutions implemented	Director Corporate Services	New KPI	Execution list	>80%	>80%	>80%	>80%

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1	Q2	Q3	Q4
Financial Services	TL56	Promote a culture of participatory and good governance	MTID	Audit action plan developed to address AG Findings and submitted to council for approval on or before 26 Jan 2017	Date Audit action plan submitted to council for approval	Director Finance	New KPI	Council resolution and Audit Action Plan	1	0	0	1	0
Financial Services	TL57	To improve overall financial management in municipalities by developing appropriate financial management policies, procedures and systems.	MFVM	Compliant annual budget (MTREF) compiled and approved by end of May each year	Actual date budget approved	Director Finance	17-Jun-16	Council Resolution	30 June 2017	0	0	0	1
Financial Services	TL58	To improve overall financial management in municipalities by developing appropriate financial management policies, procedures and systems.	MFVM	No. of monthly budget statements (\$71 of MFMA) are compiled and submitted to the Mayor by No. later than 10 working days after the end of each month	Working days taken to submit sec 71 report after end of month	Director Finance	12	Monthly reports and proof of submission	12	3	3	3	3
Financial Services	TL59	To improve overall financial management in municipalities by developing appropriate financial management policies, procedures and systems.	MFVM	No. of monthly National Treasury returns submitted on time	Sum of returns submitted	Director Finance	12	Submissions emailed	12	3	3	3	3

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Financial Services	TL60	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	No. of quarterly National Treasury returns submitted on time	Sum of returns submitted	Director Finance	1	Submissions emailed	4	1	1	1
Financial Services	TL61	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	Mid-year budget assessment and budget adjustments report submitted on or before 25 January each year (s72 of MFMA)	Date Mid-year assessment submitted	Director Finance	25-Jan-16	Council resolution	1	0	0	0
Financial Services	TL62	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	% of Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Director Finance	New KPI	Sec 71 Reports	≥95%	≥95%	≥95%	≥95%
Financial Services	TL63	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	% of Operating Revenue Budget Implementation Indicator	Actual Operating Revenue[excel Capital Grant Revenue]/ Budgeted Operating Revenue x 100	Director Finance	New KPI	Sec 71 Reports	≥95%	≥95%	≥95%	≥95%

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target		
									Q1	Q2	Q3
Financial Services	TL64	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budgeted Service Charges and Property Rates Revenue x 100	Director Finance	New KPI	Sec 71 Reports	≥75%	≥75%	≥75%
Financial Services	TL65	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	Annual Financial Statement submitted to the Auditor-General by the end of August each year	Date annual financial statements submitted to the AG	Director Finance	31-Aug-15	Proof of submission	1	1	0
Financial Services	TL66	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	% internal audit recommendations implemented within specified time frames	No. of internal audit recommendations received/No. of recommendations implemented within time-frame	Director Finance	New KPI	I/A Recommendations implemented	95%	>95%	>95%
Financial Services	TL67	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	BSD	% actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget	Total Repairs and Maintenance Expenditure /Total amount budgeted for repairs and maintenance x 100	Director Finance	97%	Sec 71 Reports	8%	>8%	>8%

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1	Q2	Q3	Q4
Financial Services	TL68	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	LED	Creditors Payment period	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Director Finance	New KPI	Sec 71 Reports	>30 days	>30 days	>30 days	>30 days	>30 days
Financial Services	TL69	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	No. of SCM reports submitted to council	Sum of reports submitted	Director Finance	New KPI	Reports and council agenda	4	1	1	1	1
Financial Services	TL70	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	BSD	% of tenders awarded within 60 days of tender closing date	No. tenders awarded/Tenders awarded within 60 days	Director Finance	New KPI	Tenders and date tenders awarded; appointment letters	>90%	>90%	>90%	>90%	>90%
Financial Services	TL71	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	Net Operating Surplus Margin (MFMA Circular 71)	(Total Operating Revenue – Total Operating Expenditure)/ Total Operating Revenue x 100%	Director Finance	New KPI	Sec 71 Reports	<0%	<0%	<0%	<0%	<0%

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Financial Services	TL72	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	% payment of municipal accounts by municipal employees	No. of municipal employees/divided by No. of employees paying accounts	Director Finance	New KPI	Payment list	100%	100%	100%	100%
Financial Services	TL73	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	% payment of municipal accounts by councilors	No. of councilors/divided by No. of councilors paying accounts	Director Finance	New KPI	Payment list	100%	100%	100%	100%
Financial Services	TL74	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MFVM	Own Source Revenue to Total Operating Revenue (MFMA Circular 71)	Own Source Revenue (Total Revenue - Government Grants and Subsidies – Public Contribution and Donations)/ Total Operating Revenue (Including Agency Services) x 100	Director Finance	New KPI	Sec 71 Reports	55%	55%	55%	55%
Financial Services	TL75	To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.	MTID	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Finance	95%	Execution list and reports submitted to council	≥85% of resolutions taken in each quarter			

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target	Q1	Q2	Q3	Q4
Technical Services	TL76	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	MFVM	To reduce water loss in distribution to 20%. (MFMA Circular 71)	(No. of Kiloliters Water Purchased or Purified - No. of Kiloliters Water Sold) / No. of Kiloliters Water Purchased or Purified x 100	Director: Technical Services	Not known	Bulk meter reading and deduct domestic and industrial meter reading	<20%	<20%	<20%	<20%	<20%
Technical Services	TL77	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of HH in formal areas meet the minimum water service standards (Stand pipe 200m & better)	No. HH with access to water within 200m	Director: Technical Services	8369	Technical Reports	8369	8369	8369	8369	8369
Technical Services	TL78	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of HH without access to minimum water standards	No. of HH without access to minimum water standards	Director: Technical Services	New KPI	Technical Reports	0	0	0	0	0
Technical Services	TL79	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of HH in formal areas meet the minimum sanitation service standards (VIP)	Sum of HH with access to basic sanitation	Director: Technical Services	8021	Technical Reports	8021	8046	8071	8096	8121
Technical Services	TL80	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of HH without access to minimum sanitation standards	Sum of HH without access to minimum sanitation services	Director: Technical Services	348	Technical Reports	202	0	0	0	202
Technical Services	TL81	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	MFVM	% of the roads and storm water maintenance budget spent by the end of June	Actual expenditure on maintenance divided by the total approved maintenance budget	Director: Technical Services	New KPI	Expenditure reports on Financial System	>95%	>95%	>95%	>95%	>95%
Technical Services	TL82	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of HH in municipal supply area meet agreed electricity service standards (connected to the national grid)	Sum of HH with access to electricity (connected to the National Grid)	Director: Technical Services	329	Technical Reports	8040	8040	8040	8040	8040
Technical Services	TL83	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of HH without access to minimum electricity standards	Sum of HH without access to minimum electricity services	Director: Technical Services	New KPI	Technical Reports	0	0	0	0	0

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target			
									Q1	Q2	Q3	Q4
Technical Services	TL84	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	MFVM	% Electricity distribution losses.(KWH billed/KWH acquired)(MFMA Circular 71)	(No. of Electricity Units Purchased and / or Generated - No. of Electricity Units Sold) / No. of Electricity Units Purchased and / or Generated) × 100	Director: Technical Services	36%	Billing and Purchase info from Financial System	<27%	<27%	<27%	<27%
Technical Services	TL85	Promote a culture of participatory and good governance	GGPP	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director: Technical Services	95%	Execution list and reports submitted to council	≥85% of resolutions taken in each quarter			
Community Services	TL86	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of HH in formal areas meet minimum refuse removal standards (at least once a week)	Sum of HH with access to refuse	Director Community Services	100%	Technical Reports	8369	8369	8369	8369
Community Services	TL87	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of cemeteries maintained in all 4 towns	No. of cemeteries maintained	Director Community Services	5	Monthly and quarterly reports	5	All 5 at least once per quarter	All 5 at least once per quarter	All 5 at least once per quarter
Community Services	TL88	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	BSD	No. of sport and recreation facilities maintained	No. of facilities maintained	Director Community Services	2	Monthly and quarterly reports	2	All 2 at least once per quarter	All 2 at least once per quarter	All 2 at least once per quarter
Community Services	TL89	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	MTID	Develop an Integrated Human Settlement Plan (Housing Strategy) and submit draft to Council by end June	Date strategy approved	Director Community Services	New KPI	Plan developed and approved and council minutes approving plan	30 Jun 17	0	0	1
Community Services	TL90	Eradicate backlog in order to improve access to services and ensure proper operations and maintenance	MTID	Develop a Spatial Development Framework on or before 30 June 2017 and submit to Council for approval	Date strategy approved	Director Community Services	New KPI	Plan developed and approved and council minutes approving plan	30 Jun 17	0	0	1

Directorate	TL Ref	Strategic Objective	KPA	KPI	Calculation	KPI Owner	Baseline	POE	Annual Target				
									Q1	Q2	Q3	Q4	
Community Services	TL91	Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	MTID	Review the Disaster Management Plan on or before 30 June 2017 and submit to council for approval	Date DMP approved	Director Community Services	New KPI	Plan developed and approved and council minutes approving plan	30-June-17	0	0	0	1
Community Services	TL92	Promote a culture of participatory and good governance	GGPP	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	No. of council resolutions implemented within time frame divided by total No. of resolutions	Director Community Services	95%	Execution list and reports submitted to council	≥85% of resolutions taken in each quarter				