



# **Final Service Delivery and Budget Implementation Plan 2017-2018**

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## INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) details the implementation of service delivery and the budget for the financial year in compliance with the Municipal Finance Management Act (MFMA), 2003 (Act 56 of 2003).

To implement the budget, the SDBIP serves as an understanding between the administration, Council and the community, on how the implementation of the budget will give effect to the achievement of the goals and objectives set by the Council to meet the needs of the community during the applicable financial year.

The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of service.

It gives effect to the Integrated Development Plan (IDP) and the budget of the municipality. The budget gives effect to the strategic priorities of the municipality and is not a management plan.

The three most important components of the SDBIP are:-

- ❖ Monthly projections of Revenue to be collected from each source
- ❖ Monthly projections of Operating and Capital expenditure and revenue per vote; and
- ❖ Quarterly projections of Service Delivery Targets and Performance Indicators for each vote.

## 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

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.

## **REPORTING ON THE SDBIP**

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the administration.

A series of reporting requirements are outlined in the MFMA. Both the Mayor and Accounting Officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports of which the MFMA outlines very clearly. The reports then allow the Councillors to monitor implementation of service delivery programmes and initiatives across the Municipality.

### **MONTHLY REPORTING**

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the Accounting Officer of a municipality not later than 10 working days, after the end of each month.

Reporting must include the following:

- (i) Actual revenue, per source
- (ii) Actual borrowings;
- (iii) Actual expenditure, per vote
- (iv) Actual expenditure; per vote
- (v) The amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- (a) Any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote
- (b) Any material variances from the SDBIP and;
- (c) Any remedial or corrective steps to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget.

## QUARTERLY REPORTING

Section 52 (d) of the MFMA compels the Mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP from the basis of the Mayor's quarterly report.

## MID-YEAR REPORTING

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The Accounting Officer is required by the 25<sup>th</sup> January of each year to assess the performance of the municipality during the first half of the year taking into account-

- (i) the monthly statements referred to in section 71 of the first half of the year;
- (ii) the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and implementation plan;
- (iii) the past year's annual report, and progress on resolving problems identified in the annual report and

Based on the outcomes of the mid-year budget and performance assessment report, an adjustment may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or SDBIP.

## NATIONAL TREASURY, CIRCULAR No. 13

Circular 13 of the National Treasury outlined the framework for municipalities to prepare the SDBIP. The SDBIP has been prepared in terms of the provisions of Circular 13.

According to Section 53 of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the final budget.

## APPROVAL OF THE SDBIP

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

The Mayor is expected to approve the SDBIP within 28 days after the 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.

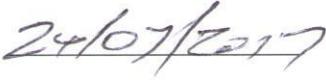
### SECTION 53(1)(C )(II) – SUBMISSION TO THE MAYOR

The top layer service delivery budget implementation plan, indicating how the budget and the strategic objectives of Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budgeting and Reporting Regulation for the necessary approval.

PRINT NAME: T.F. JEEUN  
Municipal Manager of Letsemeng Local Municipality

Signature:

Date:



### SECTION 53(1)(C )(II) – APPROVAL BY THE MAYOR

The Final Service Delivery and Budget Implementation Plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

PRINT NAME: Cllr TI Reachable  
Mayor of Letsemeng Local Municipality

Signature:

Date: 24/07/2017



**BUDGETED MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)**  
**FS161 Letseng - Supporting Table SA25 Budgeted monthly revenue and expenditure**

| Description   | Ref       | Budget Year 2017/18 |            |          |            |          |               |              |              |              |               |              |              |               |       |       |       |
|---|-----------|---------------------|------------|----------|------------|----------|---------------|--------------|--------------|--------------|---------------|--------------|--------------|---------------|-------|-------|-------|
|   |           | July                | August     | Sept.    | October    | November | December      | January      | February     | March        | April         | May          | June         |               |       |       |       |
| <b>R thousand</b>   |           |                     |            |          |            |          |               |              |              |              |               |              |              |               |       |       |       |
| <b>Revenue By Source</b>  |           |                     |            |          |            |          |               |              |              |              |               |              |              |               |       |       |       |
| Property rates  | -         | 519                 | 1          | 650      | 1          | 743      | 1             | 432          | 1            | 1 423        | 1 532         | 1 054        | 1 900        | 1 432         | 1 500 | 1 090 | 1 951 |
| Service charges - electricity revenue                                       | 215       | 853                 | 1          | 281      | 1          | 395      | 1             | 1 362        | 837          | 2 362        | 1 353         | 1 112        | 1 943        | 2 143         | 4 640 |       |       |
| Service charges - water revenue   | 858       | 723                 | 557        | 419      | 742        | 708      | 466           | 352          | 708          | 633          | 633           | 919          | 919          | 1 778         |       |       |       |
| Service charges - sanitation revenue  | 120       | 781                 | 915        | 791      | 229        | 618      | 338           | 305          | 692          | 889          | 889           | 770          | 770          | 2 838         |       |       |       |
| Service charges - refuse revenue  | 829       | 784                 | 738        | 885      | 982        | 793      | 979           | 240          | 169          | 774          | 774           | 791          | 791          | 2 143         |       |       |       |
| Service charges - other   | -         | -                   | -          | -        | -          | -        | -             | -            | -            | -            | -             | -            | -            | -             |       |       |       |
| Rental of facilities and equipment  | 50        | 50                  | 50         | 50       | 50         | 50       | 50            | 50           | 50           | 50           | 50            | 50           | 50           | 50            |       |       |       |
| Interest earned - external investments                                      | 36        | 40                  | 35         | 26       | 35         | 65       | 58            | 90           | 43           | 99           | 99            | 137          | 137          | 134           |       |       |       |
| Interest earned - outstanding debtors                                       | -         | -                   | -          | -        | -          | -        | -             | -            | -            | -            | -             | -            | -            | 7 950         |       |       |       |
| Dividends received  | -         | 32                  | -          | -        | -          | -        | -             | -            | -            | -            | -             | -            | -            | (0)           |       |       |       |
| Fines, penalties and forfeits   | 3         | 3                   | 3          | 3        | 3          | 3        | 3             | 3            | 3            | 3            | 3             | 3            | 3            | 3             |       |       |       |
| Licences and permits  | -         | 2                   | -          | 2        | -          | -        | -             | -            | -            | -            | -             | -            | -            | 1             |       |       |       |
| Agency services   | -         | -                   | -          | -        | -          | -        | -             | -            | -            | -            | -             | -            | -            | -             |       |       |       |
| Transfers and subsidies   | 37        | 452                 | -          | -        | 7 088      | -        | -             | 300          | 7 249        | -            | -             | -            | -            | -             |       |       |       |
| Other revenue   | 237       | 237                 | 237        | 237      | 237        | 237      | 237           | 237          | 237          | 237          | 237           | 237          | 237          | 237           |       |       |       |
| Gains on disposal of PPE<br>(excluding capital transfers and contributions) | -         | -                   | -          | -        | -          | -        | -             | -            | -            | -            | -             | -            | -            | -             |       |       |       |
| <b>Total Revenue (excluding capital transfers and contributions)</b>        | <b>43</b> | <b>154</b>          | <b>559</b> | <b>5</b> | <b>239</b> | <b>5</b> | <b>12 152</b> | <b>4 844</b> | <b>5 547</b> | <b>4 830</b> | <b>11 695</b> | <b>6 128</b> | <b>6 140</b> | <b>21 724</b> |       |       |       |
| <b>Expenditure By Type</b>  | -         | 4                   | 102        | 4        | 102        | 4        | 102           | 4 102        | 4 102        | 4 102        | 4 102         | 4 102        | 4 102        | 4 102         |       |       |       |
| Employee related costs  | -         | 102                 | 102        | 102      | 102        | 102      | 102           | 102          | 102          | 102          | 102           | 102          | 102          | 102           |       |       |       |

|   |           |            |            |            |              |               |               |              |              |               |                     |                     |                      |
|---|-----------|------------|------------|------------|--------------|---------------|---------------|--------------|--------------|---------------|---------------------|---------------------|----------------------|
| Remuneration of councillors   | 292       | 292        | 292        | 292        | 292          | 292           | 292           | 292          | 292          | 292           | 292                 | 292                 | 292                  |
| Debt impairment   | -         | -          | -          | -          | -            | -             | -             | -            | -            | -             | -                   | -                   | 21 758               |
| Depreciation & asset impairment   | -         | -          | -          | -          | -            | -             | -             | -            | -            | -             | -                   | -                   | 31 920               |
| Finance charges   | -         | -          | 13         | 2          | 2            | -             | -             | 13           | -            | -             | 13                  | -                   | 13                   |
| Bulk purchases  | 280       | 280        | 280        | 280        | 2280         | 2280          | 2280          | 2280         | 2280         | 2280          | 2280                | 2280                | 2280                 |
| Other materials   | -         | -          | -          | -          | -            | -             | -             | -            | -            | -             | -                   | -                   | -                    |
| Contracted services   | 882       | 882        | 882        | 882        | 882          | 882           | 882           | 882          | 882          | 882           | 882                 | 882                 | (650)                |
| Transfers and subsidies   | -         | -          | 1          | 1          | 1            | -             | -             | -            | -            | -             | -                   | -                   | -                    |
| Other expenditure   | 388       | 212        | 533        | 327        | 2            | 2773          | 3 686         | 1 045        | 1 762        | 4 397         | 1 508               | 2 542               | (2)<br>(634)         |
| Loss on disposal of PPE   | -         | -          | -          | -          | -            | -             | -             | -            | -            | -             | -                   | -                   | -                    |
| <b>Total Expenditure</b>  | <b>8</b>  | <b>8</b>   | <b>9</b>   | <b>9</b>   | <b>9</b>     | <b>10 327</b> | <b>11 241</b> | <b>8 612</b> | <b>9 316</b> | <b>11 951</b> | <b>9 075</b>        | <b>10 097</b>       | <b>57 080</b>        |
| <b>Surplus/(Deficit)</b>  | <b>34</b> | <b>(2</b>  | <b>(3</b>  | <b>(4</b>  | <b>(4</b>    | <b>1 824</b>  | <b>(397</b>   | <b>(6</b>    | <b>(4</b>    | <b>(486)</b>  | <b>(256</b>         | <b>(2</b>           | <b>(35<br/>(356)</b> |
| Transfers and subsidies - capital (monetary allocations)<br>(National / Provincial and District)  | 376       | 612        | 541        | 643        | 1 824        | 397           | 6             | 3            | 486          | (256)         | 947                 | (2<br>(957)         | (35<br>(356)         |
| Transfers and subsidies - capital (monetary allocations)<br>(National / Provincial Departmental Agencies, Households,<br>Non-profit Institutions, Private Enterprises, Public<br>Corporations, Higher Educational Institutions) | 25<br>000 | -          | -          | -          | 7 654        | -             | 9 000         | -            | -            | 5 223         | -                   | -                   | -                    |
| Transfers and subsidies - capital (in-kind - all)   | -         | -          | -          | -          | -            | -             | -             | -            | -            | -             | -                   | -                   | -                    |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>  | <b>59</b> | <b>(2</b>  | <b>(3</b>  | <b>(4</b>  | <b>9 478</b> | <b>(397</b>   | <b>6</b>      | <b>4</b>     | <b>5 935</b> | <b>486</b>    | <b>(2<br/>(947)</b> | <b>(3<br/>(957)</b> | <b>(35<br/>(356)</b> |
| Taxation  | 1         | 59         | (2         | (3         | (4           | 9 478         | (397          | 6            | 5 935        | 486           | (2<br>(947)         | (3<br>(957)         | (35<br>(356)         |
| Attributable to minorities  |           |            |            |            |              |               |               |              |              |               |                     |                     | -                    |
| Share of surplus/ (deficit) of associate  |           |            |            |            |              |               |               |              |              |               |                     |                     | -                    |
| <b>Surplus/(Deficit)</b>  | <b>1</b>  | <b>376</b> | <b>612</b> | <b>541</b> | <b>(343)</b> | <b>9 478</b>  | <b>(397</b>   | <b>6</b>     | <b>4 967</b> | <b>486</b>    | <b>(2<br/>(947)</b> | <b>(3<br/>(957)</b> | <b>(35<br/>(356)</b> |

**BUDGETED MONTHLY REVENUE AND EXPENDITURE (STANDARD CLASSIFICATION)**  
**FS161 Letseng - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)**

| Description                                | Ref | Budget Year 2017/18 |        |       |         |          |          |         |          |       |       |     |        |
|--|-----|---------------------|--------|-------|---------|----------|----------|---------|----------|-------|-------|-----|--------|
|  |     | July                | August | Sept. | October | November | December | January | February | March | April | May | June   |
| <b>Revenue - Functional</b>                | -   | 6                   | 6      | 6     | 6       | 6        | 6        | 6       | 6        | 6     | 6     | 6   | 20 029 |
| <b>Governance and administration</b>       | 264 | 264                 | 264    | 264   | 264     | 264      | 264      | 264     | 264      | 264   | 264   | 264 | -      |
| Executive and council                      | 6   | 6                   | 6      | 6     | 6       | 6        | 6        | 6       | 6        | 6     | 6     | 6   | 20 029 |
| Finance and administration                 | 264 | 264                 | 264    | 264   | 264     | 264      | 264      | 264     | 264      | 264   | 264   | 264 | -      |
| Internal audit                             |     |                     |        |       |         |          |          |         |          |       |       |     |        |
| <b>Community and public safety</b>         | 53  | 53                  | 53     | 53    | 53      | 53       | 53       | 53      | 53       | 53    | 53    | 53  | 53     |
| Community and social services              | 50  | 50                  | 50     | 50    | 50      | 50       | 50       | 50      | 50       | 50    | 50    | 50  | 50     |
| Sport and recreation                       | -   | -                   | -      | -     | -       | -        | -        | -       | -        | -     | -     | -   | -      |
| Public safety                              | 3   | 3                   | 3      | 3     | 3       | 3        | 3        | 3       | 3        | 3     | 3     | 3   | 3      |
| Housing                                    |     |                     |        |       |         |          |          |         |          |       |       |     | -      |
| Health                                     | 1   | 1                   | 1      | 1     | 1       | 1        | 1        | 1       | 1        | 1     | 1     | 1   | -      |
| <b>Economic and environmental services</b> | 531 | 531                 | 531    | 531   | 531     | 531      | 531      | 531     | 531      | 531   | 531   | 531 | 1 531  |
| Planning and development                   | 83  | 83                  | 83     | 83    | 83      | 83       | 83       | 83      | 83       | 83    | 83    | 83  | 83     |
| Road transport                             | 1   | 1                   | 1      | 1     | 1       | 1        | 1        | 1       | 1        | 1     | 1     | 1   | -      |
| Environmental protection                   | 448 | 448                 | 448    | 448   | 448     | 448      | 448      | 448     | 448      | 448   | 448   | 448 | 448    |
| <b>Trading services</b>                    | 6   | 6                   | 6      | 6     | 6       | 6        | 6        | 6       | 6        | 6     | 6     | 6   | 6 022  |
| 021  | 021 | 021                 | 021    | 021   | 021     | 021      | 021      | 021     | 021      | 021   | 021   | 021 | 6 021  |
| 987  | 1   | 1                   | 1      | 1     | 1       | 1        | 1        | 1       | 1        | 1     | 1     | 1   | -      |
| 674  | 2   | 2                   | 2      | 2     | 2       | 2        | 2        | 2       | 2        | 2     | 2     | 2   | -      |
| 686  | 674 | 674                 | 674    | 674   | 674     | 674      | 674      | 674     | 674      | 674   | 674   | 674 | -      |
| 674  | 686 | 686                 | 686    | 686   | 686     | 686      | 686      | 686     | 686      | 686   | 686   | 686 | -      |
| -  | -   | -                   | -      | -     | -       | -        | -        | -       | -        | -     | -     | -   | -      |
| 13   | 13  | 13                  | 13     | 13    | 13      | 13       | 13       | 13      | 13       | 13    | 13    | 13  | -      |
| 870  | 870 | 870                 | 870    | 870   | 870     | 870      | 870      | 870     | 870      | 870   | 870   | 870 | -      |
| 991  | 15  | 15                  | 15     | 15    | 15      | 15       | 15       | 15      | 15       | 15    | 15    | 15  | -      |
| -  | 12  | 12                  | 12     | 12    | 12      | 12       | 12       | 12      | 12       | 12    | 12    | 12  | -      |
| 523  | 523 | 523                 | 523    | 523   | 523     | 523      | 523      | 523     | 523      | 523   | 523   | 523 | 9 991  |
| <b>Total Revenue - Functional</b>          | -   | -                   | -      | -     | -       | -        | -        | -       | -        | -     | -     | -   | -      |
| <b>Expenditure - Functional</b>            | -   | -                   | -      | -     | -       | -        | -        | -       | -        | -     | -     | -   | -      |
| <b>Governance and administration</b>       | -   | -                   | -      | -     | -       | -        | -        | -       | -        | -     | -     | -   | -      |



**BUDGETED MONTHLY CAPITAL EXPENDITURE (MUNICIPAL VOTE)**  
**FS161 Letseng - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)**

| Description                                       | Ref | Budget Year 2017/18 |        |       |         |      |      | Budget Year 2017/18 |      |       |       |       |       |
|---|-----|---------------------|--------|-------|---------|------|------|---------------------|------|-------|-------|-------|-------|
|   |     | July                | August | Sept. | October | Nov. | Dec. | January             | Feb. | March | April | May   | June  |
| <b>Multi-year expenditure to be appropriated</b>  | 1   | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 1 - Budget and Treasury Office               |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 2 - Corporate Service Management             |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 3 - Community Services                       | 257 | 5                   | 357    | 6     | 368     | 6    | 789  | 11                  | 369  | 5     | 4 896 | 2 865 | 1 582 |
| Vote 4 - Technical Department                     |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | 1 230 | 1 030 | 1 525 |
| Vote 5 - Municipal Manager                        |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 6 - Council                                  |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 7 - Environmental Health                     |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 8 - Health                                   |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 9 - [NAME OF VOTE 9]                         |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 10 - [NAME OF VOTE 10]                       |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 11 - [NAME OF VOTE 11]                       |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 12 - [NAME OF VOTE 12]                       |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 13 - [NAME OF VOTE 13]                       |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 14 - [NAME OF VOTE 14]                       |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 15 - [NAME OF VOTE 15]                       |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| <b>Capital multi-year expenditure sub-total</b>   | 2   | 257                 | 5      | 357   | 6       | 358  | 6    | 11                  | 5    | 369   | 4 896 | 2 865 | 1 582 |
| <b>Single-year expenditure to be appropriated</b> |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 1 - Budget and Treasury Office               |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 2 - Corporate Service Management             |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 3 - Community Services                       |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 4 - Technical Department                     |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 5 - Municipal Manager                        |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 6 - Council                                  |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 7 - Environmental Health                     |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 8 - Health                                   |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |
| Vote 9 - [NAME OF VOTE 9]                         |     | -                   | -      | -     | -       | -    | -    | -                   | -    | -     | -     | -     | -     |

## STANDARD MONTHLY CAPITAL EXPENDITURE (FUNCTIONAL CLASSIFICATION)

FS161 Letsemeng - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

|   |           |            |            |            |           |            |           |            |           |            |           |              |              |              |              |              |              |
|---|-----------|------------|------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|--------------|--------------|--------------|--------------|--------------|--------------|
|   |           |            |            |            |           |            |           |            |           |            |           |              |              |              |              |              |              |
| Energy sources                                |           | 1          |            | 2          |           | 125        | 2         | 758        | 2         | 413        | 2         | 847          | 457          | —            | 352          | 298          | 104          |
| Water management                              | 250       | 025        | 158        | 158        | 158       | 158        | 158       | 158        | 158       | 2158       | 2158      | 2158         | 2158         | 2158         | 2158         | 1 258        |              |
| Waste water management                        | 158       | 158        | 632        | 632        | 632       | 632        | 632       | 632        | 632       | 632        | 632       | 632          | 632          | 632          | 632          | 632          |              |
| Waste management                              | 361       | 361        | 361        | 361        | 361       | 361        | 361       | 361        | 361       | 361        | 361       | 361          | 361          | 361          | 361          | 361          |              |
| <b>Other</b>                                  | <b>72</b> | <b>72</b>  | <b>72</b>  | <b>72</b>  | <b>72</b> | <b>72</b>  | <b>72</b> | <b>72</b>  | <b>72</b> | <b>72</b>  | <b>72</b> | <b>72</b>    | <b>72</b>    | <b>72</b>    | <b>72</b>    | <b>72</b>    |              |
| <b>Total Capital Expenditure - Functional</b> | <b>2</b>  | <b>735</b> | <b>999</b> | <b>224</b> | <b>3</b>  | <b>044</b> | <b>4</b>  | <b>982</b> | <b>3</b>  | <b>255</b> | <b>4</b>  | <b>4 832</b> | <b>3 706</b> | <b>3 824</b> | <b>4 271</b> | <b>3 981</b> | <b>1 022</b> |
| <b>Funded by:</b>                             |           |            |            |            |           |            |           |            |           |            |           |              |              |              |              |              |              |
| National Government                           | 4         | 999        | 4          | 224        | 3         | 044        | 4         | 982        | 3         | 255        | 4         | 4 832        | 3 706        | 3 824        | 4 271        | 3 981        | 1 024        |
| Provincial Government                         | —         | —          | —          | —          | —         | —          | —         | —          | —         | —          | —         | —            | —            | —            | —            | —            |              |
| District Municipality                         | —         | —          | —          | —          | —         | —          | —         | —          | —         | —          | —         | —            | —            | —            | —            | —            |              |
| Other transfers and grants                    | —         | —          | —          | —          | —         | —          | —         | —          | —         | —          | —         | —            | —            | —            | —            | —            |              |
| <b>Transfers recognised - capital</b>         | <b>4</b>  | <b>999</b> | <b>4</b>   | <b>224</b> | <b>3</b>  | <b>044</b> | <b>4</b>  | <b>982</b> | <b>3</b>  | <b>255</b> | <b>4</b>  | <b>4 832</b> | <b>3 706</b> | <b>3 824</b> | <b>4 271</b> | <b>3 981</b> | <b>1 024</b> |
| Public contributions & donations              | —         | —          | —          | —          | —         | —          | —         | —          | —         | —          | —         | —            | —            | —            | —            | —            |              |
| Borrowing                                     | —         | —          | —          | —          | —         | —          | —         | —          | —         | —          | —         | —            | —            | —            | —            | —            |              |
| Internally generated funds                    | 339       | 339        | 339        | 339        | 339       | 339        | 339       | 339        | 339       | 339        | 339       | 339          | 339          | 339          | 339          | 339          | (3)          |
| <b>Total Capital Funding</b>                  | <b>5</b>  | <b>338</b> | <b>5</b>   | <b>563</b> | <b>3</b>  | <b>383</b> | <b>4</b>  | <b>321</b> | <b>4</b>  | <b>594</b> | <b>4</b>  | <b>5 171</b> | <b>4 045</b> | <b>4 163</b> | <b>4 610</b> | <b>4 320</b> | <b>707</b>   |

## PLANNED PERFORMANCE TARGETS FOR SERVICE DELIVERY

### TOP LAYER INDICATORS AND TARGETS

**KPA NO.1: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT- TECHNICAL SERVICES**

**Strategic Objective:** Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance

**Intended outcome:** Sustainable delivery of improved services to all households

| KPI no | TL Ref | KPA   | IDP Objective  | KPI  | Calculation  | KPI Owner | Baseline                     | SOE              | Annual Target                 | Budget    | Q1          | Q2   | Q3   | Q4                                       |
|--------|--------|---|--|--|--|-----------|------------------------------|------------------|-------------------------------|-----------|-------------|------|------|--|
| 1      | TL1    | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the communities | 252 Households supplied with Basic Water in Koffiefontein            |  |           |                              |                  | Quarterly Assessment Reports. | June 2018 | Operational | -    | -    | 252 households supplied with basic water |
| 2      | TL2    | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the communities | % 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      | 100%      | Director: Technical Services | Technical Report | 100%                          | 100%      | 100%        | 100% | 100% |  |
| 3      | TL3    | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the communities | % of households with access to basic sanitation service standard     | No. of HH with access to basic sanitation divided by total No. of HH | 100%      | Technical Report             | 100%             | 100%                          | 100%      | 100%        | 100% | 100% |  |
| 4      | TL4    | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs                    | % of households with access to basic electricity service standard    | No. of HH with access to basic electricity service                   | 100%      | Technical Report             | 100%             | 100%                          | 100%      | 100%        | 100% | 100% |  |

| KPI no | TL Ref | KPA   | IDP Objective  | KPI   | Calculated on                     | KPI Owner                    | Baseline  | SOE                              | Annual Target                      | Budget                 | Q1 | Q2       | Q3   | Q4 |
|--------|--------|---|--|---|-----------------------------------|------------------------------|---|----------------------------------|------------------------------------|------------------------|----|----------|------|----|
| 5      | TL.5   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the communities | Install Bulk Water meters at Water Treatment Works. -Koffiefontein Oppermansgrond Jacobsdal           | No of bulk water meters installed | New KPI                      | Approved Budget for Bulk Water Meters. Meter Installation Records with GPS coordinates indicating location                  | 6 Meeters installed by June 2018 | -                                  | -                      | -  | -        | -    | 6  |
| 6      | TL.6   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the communities | Construction of sports complex in Koffiefontein Ward 4 over a period of 3 FY (Phase 1)                | 100% of project completed Phase 1 | DTS                          | Advertisemen t, Appointment Letter of Service Provider, Monthly site visit progress reports signed by PMU Technician and MM | June 2018                        | R775 000 100% spent on budgeted    | -                      | -  | 1 Report | 100% |    |
| 7      | TL.7   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the communities | Upgrading of 2.2km paved road in Koffiefontein Ward 4 and Ward 5 for two financial years (MIS:239658) | Date project completed            | Project commenc ed 2016/2017 | Advertis, AP Letter Service Provider, Monthly site visit progress report signed off by PMU technician and MM,               | September 2017                   | R3 681 675,74 100% spent on budget | Completion Certificate | -  | -        | -    |    |

| KPI no | TL Ref | KPA   | IDP Objective  | KPI   | Calculati on             | KPI Owner                   | Baseline | SOE   | Annual Target | Budget           | Q1                | Q2                | Q3 | Q4 |
|--------|--------|---|--|---|--------------------------|-----------------------------|----------|---|---------------|------------------|-------------------|-------------------|----|----|
| 8      | TL.8   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | Construction of waterborne sanitation for 202 sites (Ward 2)  | Date project completed   | DTS                         | 300      | Advert. Appointment Letter Service of Provider, Monthly site visit progress report signed off by PMU Technician and MM Completion Certificate | Dec 2017      | R6 057<br>210,03 | 3 monthly reports | 3 monthly reports | -  | -  |
| 9      | TL.9   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | 70% compliance with discharge license requirements on average for effluent quality at Koffiefontein (Ward 5) and Jacobsdal (Ward 2) | Sum of reports submitted | Director Technical Services | -        | Laboratory Analysis Results   | 4             | Operational      | 1                 | 1                 | 1  | 1  |
| 10     | TL.10  | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | >95% SANS 241 compliance on average for Portable Water quality  | Sum of reports submitted | -                           | -        | Laboratory Analysis Results   | 4             | Operational      | 1                 | 1                 | 1  | 1  |

| KPI no | TL Ref | KPA   | IDP Objective  | KPI   | Calculati on                | KPI Owner  | Baseline    | SOE | Annual Target                                     | Budget | Q1 | Q2 | Q3 | Q4 |
|--------|--------|---|--|---|-----------------------------|------------|-------------|-----|---|--------|----|----|----|----|
| 11     | TL11   | Basic Service Delivery and Infrastructure Development | Install level control valves at reservoirs Koffiefontein Oppermansgronde Jacobsdal                             | Number of Level control valves installed at reservoirs  | Proof of installation       | Sept 17    | -           | -   | Actual no. of control valves installed            | -      | -  | -  | -  | -  |
| 12     | TL12   | Basic Service Delivery and Infrastructure Development | Conduct Electrical Meter Audit on all businesses by September 2017 and submit to Sec 79 and Council for noting | Date Meter audit completed  | Director Technical Services | Sep 17     | -           | -   | Meter audit signed by Director Technical Services | -      | -  | -  | -  | -  |
| 13     | TL13   | Basic Service Delivery and Infrastructure Development | Install water meters at all car washes; 6 Koffiefontein 1 Jacobsdal 1 Petrusburg 1 Luckhoff by Dec 2017        | Number of meters installed at all car washes  | New KPI                     | Dec 17     | Operational | -   | Actual no of meters installed                     | -      | -  | -  | -  | -  |
| 14     | TL14   | Basic Service Delivery and Infrastructure Development | Upgrade Waste Water Treatment Works in Jacobsdal (Phase 2)   | Advert, Appointment Letter, Monthly Site visit reports signed by PMU technician and MM Completion Certificate | June 2018                   | R1 034 694 | -           | -   | Completion Certificate                            | -      | -  | -  | -  | -  |

| KPI no | TL Ref | KPA   | IDP Objective  | KPI   | Calculation on   | KPI Owner                   | Baseline           | SOE         | Annual Target | Budget   | Q1                           | Q2 | Q3 | Q4 |
|--------|--------|---|--|---|--|-----------------------------|--------------------|-------------|---------------|----------|------------------------------|----|----|----|
| 15     | TL15   | Basic Service Delivery and Infrastructure Development | Install shipping container at the pumps station and security monitoring devices in Koffiefontein       | Date container installation completed                 | Approved Invoices, Progress reports on installation of Container   | New KPI                     | Feb 2018           | Operational | -             | -        | Completion Report and Photos | -  | -  | -  |
| 16     | TL16   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | Upgrade Power Substation in Koffiefontein by Dec 2017 | Proof of Advertisement for electrical PSP and Appointment of Service Provider. Quarterly Progress Reports. | New KPI                     | 4 reports Dec 2017 | R4.5        | 1 report      | 1 report | -                            | -  | -  | -  |
| 17     | TL17   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | Date Substation upgrading completed                   | Completion Certificate   | Director Technical Services |                    |             |               |          |                              |    |    |    |
|        |        |   |  | Number of bulk meters installed                       | Proof of Purchase/ Order. Job Cards with GPS Coordinates   | New KPI                     | Feb-18             | Operational | -             | -        | Photos of meters installed   | -  | -  | -  |

| KPI no | TL Ref | KPA   | IDP Objective  | KPI   | Calculati on  | KPI Owner                  | Baseline   | SOE   | Annual Target | Budget  | Q1  | Q2  | Q3  | Q4                   |
|--------|--------|---|--|---|---|----------------------------|--|---|---------------|---------|-----|-----|---|----------------------|
| 18     | TL18   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | Replace faulty Domestic and Business Electrical Meters in 3 Wards:- (Luckhoff, Petrusburg and Koffiefontein                         | No of Faulty Electrical meters                                  | New KPI                    | Proof of Purchase/ Order. Job Cards with GPS Coordinates, Audit report on faulty meters, Acknowledgement letters signed by consumer on replaced meter. | Feb 2018                                      | -             | -       | -   | -   | Installati on Report                              | -                    |
| 19     | TL19   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | Maintain all access roads: Access Roads per Ward for 2017/2018 FY   | No. of roads maintained   | 0                          | Maintenance Report and photos  | 6 roads                                       | -             | -       | -   | -   | 1 report  | 1 report             |
| 20     | TL20   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | Develop a Roads and storm water Master plan for 2017/18 FY by Dec 2017  | Roads and Storm water Master Plan                               | New KPI                    | Advertisemen t Letter and the Appointment Letter of a Consultant. Council Resolution and Approved Master Plan  | December 2017                                 | Operational   | -       | -   | -   | Submit draft masterpla n to Council by March 2018 | Approved Master Plan |
| 21     | TL 21  | Good Governance and Public Participation              | Promote a culture of participatory and good governance   | 100% of the municipality's capital budget spent on Capital Projects (MIG) identified for 2017/2018 in terms of the IDP by June 2018 | Actual Capital Expenditu re / Budget Capital Expenditu re x 100 | R15.4 was spent in 2016/17 | Director Technical Services  | MIG Implementati on plan signed by CFO and MM | 100%          | R17 377 | 20% | 35% | 65%   | 100%                 |

| KPI no | TL Ref | KPA  | IDP Objective   | KPI   | Calculati on  | KPI Owner   | Baseline                                 | SOE                  | Annual Target | Budget | Q1   | Q2   | Q3   | Q4 |
|--------|--------|--|---|---|---|---|--|----------------------|---------------|--------|------|------|------|----|
| 22     | TL22   | Municipal Finance Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | To reduce water loss in distribution to 20%.(MFMA Circular 71) by June 2018   | (No. of Kiloliters Water Purchased or Purified - No. of Kiloliters Water Sold)/ No. of Kiloliters Water Purchased or Purified × 100                     | DTS   | Technical Report                         | <20%                 | Operational   | <20%   | <20% | <20% | <20% |    |
| 23     | TL23   | Municipal Finance Viability Management     | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | % Electricity distribution losses (KWH billed/KWH acquired)(MFMA Circular 71) by June 2018  | (No. of Electricity Units Purchased and / or Generated - No. of Electricity Units Sold) / No. of Electricity Units Purchased and / or Generated ) × 100 | DTS   | Technical Report                         | <27%                 | Operational   | <27%   | <27% | <27% | <27% |    |
| 24     | TL24   | Good Governance and Public Participation   | Promote a culture of participatory and good governance  | Attend to corrective measures as identified in Audit Action plan pertaining to department and report on a monthly basis to management | No. of Issues divide by issues executed   | Audit action plan not fully implemented for 2015/16 | Monthly reports, Report from Management, | 95%                  | 95%           | 95%    | 95%  | 95%  | 95%  |    |
| 25     | TL25   | Good Governance                            | Promote a culture of  | Update departmental risk  | Sum of updated  | DTS   | New KPI                                  | Monthly updated risk | 4             | 1      | 1    | 1    | 1    | 1  |

| KPI no | TL Ref | KPA                                      | IDP Objective  | KPI  | Calculati on             | KPI Owner | Baseline | SOE  | Annual Target | Budget      | Q1 | Q2 | Q3 | Q4 |
|--------|--------|--|--|--|--------------------------|-----------|----------|--|---------------|-------------|----|----|----|----|
|        |        | and Public Participation                 | participatory and good governance                      | register and submit report to risk officer on a monthly basis for consolidation                    | risk registers submitted |           |          | register, acknowledgement of receipt by RMO  |               | Operational |    |    |    |    |
| 26     | TL26   | Good Governance and Public Participation | Promote a culture of participatory and good governance | Submit departmental risk management reports to management and to risk officer on a quarterly basis | Sum of reports submitted | DTS       | New KPI  | Monthly updated risk management reports, acknowledgement of receipt, management meetings | 4             | Operational | 1  | 1  | 1  | 1  |

### KPA no.1: Service Delivery and Infrastructure Development- Community Services

**Strategic Objective:** Eradicate backlog in order to improve access to services and ensure proper operations and maintenance

**Intended outcome:** Sustainable delivery of improved services to all households

| KPI no | TL Ref | KPA   | Strategic/IDP goal/ Objective  | KPI  | Calculati on   | KPI Owner                    | Baseline | POE                      | Annual Target | Budget      | Q1   | Q2   | Q3   | Q4   |
|--------|--------|---|--|--|--|------------------------------|----------|--------------------------|---------------|-------------|------|------|------|------|
| 1      | TL27   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | % 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%     | Refuse Removal Programme | 100%          | Operational | 100% | 100% | 100% | 100% |
| 2      | TL28   |   | Maintain two Sport Facilities in Jacobsdal, Koffiefontein at least once a quarter                      | Sum of Sports Facilities maintained                          | 2  | Maintenance Reports, Photos, | 4        | Operational              | 1             | 1           | 1    | 1    |      |      |

| KPI no | TL Ref | KPA   | Strategic/IDP goal/ Objective  | KPI   | Calculati on   | KPI Owner | Baseline  | POE | Annual Target | Budget      | Q1                            | Q2                            | Q3                            | Q4                            |
|--------|--------|---|--|---|--|-----------|---|-----|---------------|-------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 3      | TL29   |   | Repair and maintain Municipal Halls (Koffiefontein Ward 5 and Petrusburg Ward 6) Daniel Moopela Hall and Bolokanang Hall |   |  | New KPI   | Proof of Advent of Service Providers, SLA   |     | June 2018     | Operational | -                             | -                             | Maintena nce Reports          | Maintena nce reports          |
| 4      | TL30   |   | Repair and maintain municipal offices in Koffiefontein and Jacobstad   |   |  | New KPI   | Proof of Advent of Service Providers, SLA   |     | June 2018     | Operational | -                             | -                             | Maintena nce Reports          | Maintena nce Reports          |
| 5      | TL31   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities                   | Construction of new solid waste landfill site (Ward 1 Luckhoff) Phase 1 (Scoping and EIA) | EIA report   | New KPI   | Advertisemen t, Appointment Letter Service of Provider, Monthly Progress report, EIA report |     | June 2018     | R497 610    | -                             | -                             | EIA Report                    |                               |
| 6      | TL32   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities                   | Allocation of 1483 sites in Koffiefontein   | Number of planned sites minus actual sites allocated |           | Letters of Permission to occupy sites   |     | June 18       | Operational | -                             | Actual no. of sites allocated | Actual no. of sites allocated | Actual no. of sites allocated |
| 7      | TL33   | Basic Service Delivery and Infrastructure Development |  | Allocation of 563 sites in Luckhoff   | Number of planned sites minus actual sites allocated |           | Letters of Permission to occupy sites   |     | June 18       | -           | Actual no. of sites allocated |
| 8      | TL34   |   |  | Allocation of 120 sites in Oppermans  | Number of planned sites minus actual                 |           | Letters of Permission to occupy sites   |     | June 18       | Operational | -                             | Actual no. of sites allocated | Actual no. of sites allocated | Actual no. of sites allocated |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective  | KPI                                     | Calculation sites allocated | KPI Owner   | Baseline   | POE       | Annual Target | Budget | Q1  | Q2                                    | Q3                                   | Q4 |
|--------|--------|--|---|---|-----------------------------|---|--|-----------|---------------|--------|-----|---------------------------------------|--------------------------------------|----|
| 9      | TL35   |  | Review the Spatial Development Framework 2018/19  | Date SDF submitted                      |                             |   | Spatial Development Framework 18/19 Council Resolution               | May 18    | Operational   | -      | -   | Submit draft to Council by March 2018 | Submit draft to Council by June 2018 |    |
| 10     | TL36   |  | Review Disaster management plan (Local) 18/19   | Date DMP submitted                      |                             | DMP 2017/18   | Disaster Management Plan (Local)                                     |           | Operational   | -      | -   | Submit draft to Council by March 2018 | Submit draft to Council by June 2018 |    |
| 11     | TL37   | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | Develop Integrated Waste Management Plan submit to Sec 79 and Council for approval 2018/19 by June 2018 | Date IWMP submitted                     | Director Community Services | IWMP 2017/18  | Reviewed IWMP Council Resolution                                     | June 2018 | Operational   | -      | -   | Submit draft to Council by March 2018 | Submit draft to Council by June 2018 |    |
| 12     | TL38   | Good Governance and Public Participation   | Promote a culture of participatory and good governance  | No. of issues divide by issues executed | Director Community Services | Audit action plan not fully implemented for 2015/16 | Monthly reports, Report from Management,                             | 95%       | Operational   | 95%    | 95% | 95%                                   | 95%                                  |    |
| 13     | TL39   | Good Governance and Public Participation   | Promote a culture of participatory and good governance  | Sum updated risk registers submitted    | Director Community Services | New KPI   | Monthly updated risk register, acknowledgement of receipt by RMO     | 4         | Operational   | 1      | 1   | 1                                     | 1                                    |    |
| 14     | TL40   | Good Governance and Public Participation   | Promote a culture of participatory and good governance  | Sum of reports submitted                | Director Community Services | New KPI   | Monthly updated risk management reports, acknowledgement of receipt, | 4         | Operational   | 1      | 1   | 1                                     | 1                                    |    |

| KPI no | TL Ref | KPA | Strategic/IDP goal/<br>Objective | KPI | Calculati<br>on | KPI<br>Owner | Baseline | POE | Annual<br>Target | Budget | Q1 | Q2 | Q3 | Q4 |
|--------|--------|-----|----------------------------------|-----|-----------------|--------------|----------|-----|------------------|--------|----|----|----|----|
|        |        |     |                                  |     |                 |              |          |     |                  |        |    |    |    |    |

### KPA No. 2: Financial Viability and Management

**Strategic Objective:** To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems.

**Intended Outcome:** Improved financial management and accountability.

| KPI no | TL Ref | KPA  | Strategic/IDP goal/<br>Objective  | KPI   | Calculati<br>on                    | KPI<br>Owner            | Baseline                  | POE   | Annual<br>Target | Budget      | Q1  | Q2  | Q3        | Q4                     |
|--------|--------|--|---|---|------------------------------------|-------------------------|---------------------------|---|------------------|-------------|-----|-----|-----------|------------------------|
| 1      | TL41   |  | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Develop Valuation Roll 2018-2022 by June 2018 for implementation in 2018/19 FY  | Valuation Roll                     | Chief financial Officer | Valuation 2017            | Advertis, AP Letter for service provider, Signed Valuation Roll by MM | 30-June 2018     | -           | -   | -   | 31-Mar-18 | Valuation roll 2018/22 |
| 2      | TL42   | Municipal Financial Viability and Management |   | Implement Revenue Enhancement Strategy 2017/89 and present it to section 79 and Council for noting on a quarterly basis | No. of quarterly reports submitted | Chief financial Officer | Strategy Approved 2017/18 | Quarterly Reports, Report Section 79, Council Resolution              | 4                | Operational | 1   | 1   | 1         |                        |
| 3      | TL43   |  |   | Percentage of Revenue Collected on services rendered to the Community for all Municipal Services by June 2018           | % of revenue collected             | Chief financial Officer | -                         | Quarterly Reports   | 70%              | Operational | 10% | 20% | 20%       | 20%                    |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective  | KPI  | Calculation on                   | KPI Owner               | Baseline            | POE  | Budget                                 |             |    |    |
|--------|--------|--|---|--|----------------------------------|-------------------------|---------------------|--|--|-------------|----|----|
|        |        |  |   |  |                                  |                         |                     |  | Q1                                     | Q2          | Q3 | Q4 |
| 4      | TL44   | Good Governance and Public Participation     | Promote a culture of participatory and good governance  | Develop Audit Action Plan 2016/2017 and present to Management, Sec 79 and to Council for Noting by Dec 2017    | Date Audit Action Plan submitted | Chief financial Officer | Action Plan 2015/16 | Audit Action plan, Minutes of Management meeting, Attendance Register, Sec 79 Report, Council Resolution               | Dec 2017                               | Operational | -  | -  |
| 5      | TL45   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Submit quarterly reports on mSCOA Implementation plan to Steering committee, management and Council for noting | Sum of reports                   | Chief financial Officer | New KPI             | 4 quarterly reports on the mSCOA implementation plan, Minutes of Steering Committee, Management and Council Resolution | 4 Reports on MSCOA implementation Plan | Operational | 1  | 1  |
| 6      | TL46   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies,                         | Conduct Indigent audit of all RDP houses in all 6 Wards by Dec 2017 and Submit Sec 79 and Council for noting   | Date Report submitted            | Chief financial Officer | New KPI             | Indigent Audit Report on RDP houses signed by relevant official and CFO, Council Resolution                            | 01-Dec 2017                            | -           | 1  | -  |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective  | KPI  | Calculation                                       | KPI Owner   | Baseline                       | POE   | Annual Budget          |                                  |                                  |   |
|--------|--------|--|---|--|---|---|--------------------------------|---|------------------------|----------------------------------|----------------------------------|---|
|        |        |  |   |  |   |   |                                |   | Q1                     | Q2                               | Q3                               | Q4                                      |
| 7      | TL47   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Actual Number of indigent households for the financial year 2017/18 in all 6 Wards.  | 1410  | Quarterly Indigent register signed off by CFO. Report from the FMS  | June 2018                      | Actual no of indigents  | Actual no of indigents | Actual no of indigents           | Actual no of indigents           | 4800                                    |
| 8      | TL48   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Submit the procurement plan 2017/18 to Provincial Treasury by July 2017 and submit to Sec 79 and Council for noting by August 2017 | Date Procurement Plan submitted to PT and Council | Chief financial Officer   | New KPI                        | Approved Procurement Plan and proof of submission to Treasury, Attendance Register, Council Resolutions | -                      | 1                                | -                                | -                                       |
| 9      | TL49   | Municipal Financial Viability and Management | Verification of physical assets against asset Register by June 2018 on a quarterly basis and submit to Sec 79 and Council                                   | Sum of Reports submitted   | Quarterly verification on executed 2016/17        | Quarterly Asset Register Reports on verification of physical Assets | 4 Verification Reports         | -   | 1                      | 1                                | 1                                | 1                                       |
| 10     | TL50   | Municipal Financial Viability and Management | To improve overall financial management in municipalities   | Develop financial procedure manual 2018/19 and present it to Council for   | Date Financial Procedure Manual submitted         | Council resolution and New KPI                                      | Council resolution and New KPI | Operational   | 30 June 18             | Draft Financial Procedure Manual | Final Financial Procedure Manual | Submit Final Financial Procedure Manual |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective  | KPI  | Calculation                     | KPI Owner               | Baseline  | POE                                | Annual Target | Budget |    |   |   |
|--------|--------|--|---|--|---------------------------------|-------------------------|---|------------------------------------|---------------|--------|----|---|---|
|        |        |  |   |  |                                 |                         |   |                                    |               | Q1     | Q2 | Q3  | Q4  |
| 11     | TL51   | Municipal Financial Viability and Management | by developing and implementing appropriate financial management policies, procedures and systems.   | Review Budget related policies for the financial year 2018/19 and present to Council for approval by June 2018                       | Date policies approved          | Chief Financial Officer | Policies, Attendance register of Sec 79, Sec 79 Report, Council Resolution                          | 6 Policies 2017/18                 | 30 June 18    | -      | -  | Submit Draft Policies to Sec 79 and Council for adoption by March 31 2018 | Submit Final Policies to Sec 79 and Council for adoption by June 2018 |
| 12     | TL52   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Review Financial Management Plan for Financial year 2018/19 and submit to Council for approval by June 2018                          | Date FMP submitted and approved | New KPI                 | Financial Management Plan 2018/19, Report Sec 79, Attendance Register of Sec 79, Council Resolution | 30-June-18                         | Operational   | -      | -  | Submit Draft FMP to Sec 79 and Council by March 2018                      | Submit Final FMP to Sec 79 and Council by June 2018                   |
| 13     | TL53   | Municipal Financial Viability and Management |   | Prepare and submit the Budget 2018-19 as per prescripts of the Municipal Finance Management Act to Council for approval by June 2018 | Actual date Budget approved     | Chief financial Officer | 2017/18 Budget approved June 2017   | Budget 2018/19, Council Resolution | 30 June 2018  | -      | -  | Draft Budget By March 2018  | Final Budget by June 2018   |
| 14     | TL54   | Municipal Financial Viability and Management |   | Submit Quarterly Sec 52 Budget Income report to Municipal Manager for approval, Sec 79 and Council for noting                        | Sum of Income reports submitted | New KPI                 | Signed Section 52 Income reports 4  | New KPI                            | Operational   | 1      | 1  | 1   | 1   |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective  | KPI  | Calculated on            | KPI Owner               | Baseline  | POE  | Annual Target |    |    |    |    |
|--------|--------|--|---|--|--------------------------|-------------------------|---|--|---------------|----|----|----|----|
|        |        |  |   |  |                          |                         |   |  | Budget        | Q1 | Q2 | Q3 | Q4 |
| 15     | TL55   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Section 52 Expenditure report to Municipal Manager for approval, Sec 79 and Council for noting | Sum of reports submitted | New KPI                 | Signed Section 52 Repots, Council Resolution and Report from Sec 79 | Report from Sec 79   | Operational   | 1  | 1  | 1  | 1  |
| 16     | TL56   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Compilation of GRAP compliant AFS and submit to the Office of the AG by 31 August 2017 And PT  | Date AFS submitted       | Chief financial Officer | AFS 2015/2016 submitted to AG 31 August 2016                        | Acknowledgement of receipt from the office of the Auditor General, Acknowledgement from PT | Operational   | 1  | -  | -  | -  |
| 17     | TL57   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Submit Quarterly Supply Chain Management Implementation reports to the Mayor and AO            | Sum of reports submitted | Chief financial Officer | 4 reports submitted   | Approved Quarterly SCM Implementation on reports signed by MM                              | Operational   | 1  | 1  | 1  | 1  |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective  | KPI  | Calculati on             | KPI Owner               | Baseline                  | POE   | Budget                              | Q1 | Q2 | Q3 | Q4 |
|--------|--------|--|---|--|--------------------------|-------------------------|---------------------------|---|-------------------------------------|----|----|----|----|
| 18     | TL58   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Submit SCM Annual Implementation Report to the Mayor and AO by (Annually 30 June 2018)                 | Sum of reports submitted | Chief financial Officer | No Annual SCM for 2016/17 | Approved Annual SCM implementati on Report by MM      | 1 Annual SCM implementati on report | -  | -  | -  | 1  |
| 19     | TL59   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Submit Deviation reports to the Municipal Manager for approval, Sec 79 and Council for noting          | Sum of reports submitted | Chief financial Officer | New KPI                   | Deviation Reports, Report Sec 79, Council Resolution  | 4 Deviation reports Quarterly       | 1  | 1  | 1  | 1  |
| 20     | TL60   | Municipal Financial Viability and Management | To improve overall financial management in municipalities by developing and implementing appropriate financial management policies, procedures and systems. | Submit monthly report on salaries and wages expenditure to Sec 79 and Council for noting as per Sec 66 | Sum of reports submitted | Chief financial Officer | New KPI                   | Section 66 Reports, Report Sec 79, Council Resolution | 12                                  | 3  | 3  | 3  | 3  |

| KPI no | TL Ref | KPA   | Strategic/IDP goal/ Objective  | KPI   | Calculation   | KPI Owner               | Baseline  | POE  | Annual Target |             |      |      | Budget |
|--------|--------|---|--|---|---|-------------------------|---|--|---------------|-------------|------|------|--------|
|        |        |   |  |   |   |                         |   |  | Q1            | Q2          | Q3   | Q4   |        |
| 21     | TL61   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | % of tenders awarded within 60 days of tender closing date  | No. tenders awarded/T tenders awarded within 60 days  | Chief Financial Officer | 100%  | Tenders Notice and date tenders awarded; appointment letters                             | 100%          | 100%        | 100% | 100% | 100%   |
| 22     | TL62   | Good Governance and Public Participation              | Promote a culture of participatory and good governance   | Update departmental risk register and submit to risk officer on a Quarterly basis   | No. of updated risk registers                         | Chief Financial Officer | New KPI   | Monthly updated risk register, acknowledgement of receipt by RMO                         | 4             | Operational | 1    | 1    | 1      |
| 23     | TL63   | Good Governance and Public Participation              | Promote a culture of participatory and good governance   | Submit departmental risk management reports to management and to risk officer on a quarterly basis                                    | Sum of reports submitted                              | Chief Financial Officer | New KPI   | Monthly updated risk management reports, acknowledgement of receipt, management meetings | 4             | Operational | 1    | 1    | 1      |
| 24     | TL64   | Good Governance and Public Participation              | Promote a culture of participatory and good governance   | Attend to corrective measures as identified in Audit Action plan pertaining to department and report on a monthly basis to management | No of issues identified divided by implemented issues | Chief Financial Officer | Audit action plan not fully implemented for 2015/16 | Monthly reports, Report from Management,   | 95%           | Operational | 95%  | 95%  | 95%    |

### KPA NO. 3: Local Economic Development (Municipal Manager)

**Strategic Objective:** Create an environment that promotes development of the local economy and facilitate job creation.

**Intended Outcome:** Improved municipal economic viability and Radical Economic Transformation.

| KPI no | TL Ref | KPA                        | Strategic/IDP goal/<br>Objective  | KPI                      | Calculati<br>on   | KPI<br>Owner                              | Baseline     | POE         | Annual<br>Target | Budget | Q1 | Q2  | Q3   | Q4 |
|--------|--------|----------------------------|---|--------------------------|-------------------|---|--------------|-------------|------------------|--------|----|---|--|----|
| 1      | TL65   |                            | Review EPWP Policy and submit to Sec 79 and Council for approval by June 2018   |                          | 1                 | Reviewed Policy Council Resolution        | 30-June 2018 | Operational | -                | -      | -  | Submit draft policy to Sec 79 and Council by March 2018 | Submit draft policy to Sec 79 and Council by June 2018 |    |
| 2      | TL66   | Local Economic Development | Create Sustainable Jobs and improved livelihoods of Communities in Letsemeng Local Municipality                           | Sum of contracts         | 91                | Contracts of Employment                   | 135 jobs     | R1 000 000  | -                | -      | 60 | 60  | 75   |    |
| 3      | TL67   |                            | Review Commongage Policy 2017/18 and submit to Sec 79 and Council for approval By June 2018                               | Date policy submitted    | Municipal Manager | Reviewed Policy Council resolution        | 30-June-18   | Operational | -                | -      | -  | Submit draft Policy to Sec 79 and Council by March 2018 | Submit draft Policy to Sec 79 and Council by June 2018 |    |
| 4      | TL68   |                            | Conduct Audit on informal and formal businesses in all 6 Wards submit report to Sec 79 and Council for noting by Dec 2017 | Audit report on business | New KPI           | Report, Report Sec 79, Council resolution | Dec 2017     | Operational | -                | 1      | -  | -   | -  |    |

| KPI no | TL Ref | KPA | Strategic/IDP goal/ Objective | KPI  | Conduct trainings/workshop for emerging farmers in all towns by June 2018 | Calculati on | KPI Owner | Baseline | POE  | Annual Target        | Budget      | Q1 | Q2 | Q3 | Q4 |
|--------|--------|-----|-------------------------------|--|---|--------------|-----------|----------|--|----------------------|-------------|----|----|----|----|
| 5      | TL69   |     |                               |  | No of trainings/ workshops conducted                                      |              | New KPI   |          | Attendance, Notice of invitations Report                   | 4                    | R100 000    | 1  | 1  | 1  | 1  |
| 6      | TL70   |     |                               | Conduct training/workshops for SMMEs by June 2018 in all towns | No of trainings/ workshops conducted                                      |              | New KPI   |          | Attendance, Notice of invitations Report                   | 4                    | Operational | 1  | 1  | 1  | 1  |
| 7      | TL71   |     |                               | Provide start-up equipment and tools for 5 Identified SMMEs    | No of SMME's assisted   |              | New KPI   |          | Invoices Acknowledgement of receipt of Equipment and Tools | 5 SMMEs by June 2018 | R250 000    | -  | -  | -  | 5  |

#### KPA No. 4: Public Participation and Good Governance

**Strategic Objective:** Promote a culture of participatory and good governance.

**Intended outcome:** Entrenched culture of accountability and clean governance

| KPI no | TL Ref | KPA                                      | Strategic/IDP goal/ Objective  | KPI   | Concalculati on            | KPI Owner         | Baseline                      | POE  | Annual Target  | Budget      | Q1                    | Q2 | Q3 | Q4              |
|--------|--------|--|--|---|----------------------------|-------------------|-------------------------------|--|--|-------------|-----------------------|----|----|-----------------|
| 1      | TL72   | Good Governance and Public Participation | Promote the culture of good Governance and Public participation.                 | Developed SDBIP 2018/19 signed by the Mayor within 28 days after approval of IDP/Budget for 2018/19 as per Sec 53(ii) | Date SDBIP signed by Mayor | Municipal Manager | Signed SDBIP 2017/18 by Mayor | Signed SDBIP 2018/19 by the Mayor                        | 28 days after approval of the IDP/Budget for 2018/2019 | Operational | -                     | -  | -  | I SDBIP 2018/19 |
| 2      | TL73   |  | Publish SDBIP 18/19 on the website, all units and libraries within 14 days after | Date SDBIP published  |                            |                   | 2017/18 SDBIP was published   | Acknowledgement of receipt from all units and libraries, | 14 days after approval of the Mayor                    | Operational | Signed SDBIP by Mayor | -  | -  | -               |

| KPI no | TL Ref | KPA                                      | Strategic/IDP goal/ Objective   | KPI  | Calculation                                      | KPI Owner   | Baseline   | POE  | Annual Target   |             |    |    |    |
|--------|--------|--|---|--|--|---|--|--|---|-------------|----|----|----|
|        |        |  |   |  |  |   |  |  | Budget  | Q1          | Q2 | Q3 | Q4 |
| 3      | TL74   |  | approval by the Mayor as per Circular 13  |  |  |   | Units and Website                                      | screen dump for publication from the website | 31st July 2017 (30 days) Old appointments (60 days) Newly appointed | Operational | 1  | 1  | -  |
| 4      | TL75   |  | Submit Signed Performance Agreements of Section 54 (a) and Sec 56 Managers to COGTA                               | Date PA's submitted  | PA 2016/17 were submitted to COGTA, 31 July 2016 |   |  |  |   |             |    |    |    |
| 5      | TL76   | Good Governance and Public Participation | Publish signed Performance agreements on the website  | Date PA's published  | Screen dump for publication website page         | 10 August 2017  | Within 10 working days                                 | Operational                                  | 1   | -           | -  | -  |    |
| 6      | TL77   |  | Developed 4 Quarterly Performance Reports and submit to Internal Audit for review and to Council for noting.      | Sum of reports submitted   | Municipal Manager                                | Acknowledgement of Receipts. Performance Reports. Council Resolution. | 4 reports to IA  | 4 reports                                    | Operational   | 1           | 1  | 1  |    |
| 7      | TL78   |  | Promote the culture of good Governance and Public participation.  | Submit Mid-year Performance assessment report to Council (Sec 72 report) for July-Dec 2017 to Council by 25 January 2018 | Date Report submitted                            | Mid Performance Report 25/01/2017                                     | Council Resolution. Copy of Mid-Year Assessment Report | 25-Jan-18                                    | Operational   | -           | 1  | -  |    |
|        |        |  | Submit Draft Annual Report and Annual Performance Report for 2016/2017 to the Auditor General by 31st August 2017 | Date Draft Annual Report and Annual Performance Report for 2016/2017 to the Auditor General by 31st August 2017          | Draft AR submitted Sept to AG                    | Acknowledgement of receipt from office of the Auditor General         | 31-Aug-17  | Operational                                  | 1   | -           | -  | -  |    |

| KPI no | TL Ref | KPA   | Strategic/IDP goal/Objective  | KPI  | Calculati on  | KPI Owner         | Baseline                                      | POE  | Annual Target                                   | Budget      | Q1 | Q2 | Q3 | Q4  |
|--------|--------|---|---|--|---|-------------------|---|--|---|-------------|----|----|----|---|
| 8      | TL79   | Good Governance and Public Participation              | Promote the culture of good Governance and Public participation.                    | Submit Draft Annual Report 2016/17 to Council for approval by Jan 2018   | Date Draft Annual Report submitted                        | MM                | Draft AR 2015/16 were submitted by 31/01/2017 | Council resolution Copy of draft Annual Report | 31-Jan-18                                       | Operational | -  | -  | 1  | -   |
| 9      | TL80   |   |   | Submission of Oversight Report and final Annual Report of 16/17 to Council for approval                                  | Date Oversight Report submitted                           |                   | OR 15/16 submitted by 30 March 2017           | Copy of Oversight, Report Council Resolution   | 30-Mar-18                                       | Operational | -  | -  | 1  |   |
| 10     | TL81   | Good Governance and Public Participation              | Promote the culture of good Governance and Public participation.                    | Publish the final Annual Report and the Oversight report in newspaper , notice boards and website                        | Date Oversight Report published                           | Municipal Manager | Reports were published by 7 April 2017        | Newspaper notice, Website, Notice Boards       | Within 7 days after 30 <sup>th</sup> March 2018 | Operational | -  | -  | 1  |   |
| 11     | TL82   |   |   | Submit the Annual report and the oversight report to National and Provincial Treasury, COGTA, and Free State Legislature | Date Oversight Report submitted to Government Departments |                   | Reports were submitted by 7 April 2017        | Proof of email.                                | Within 7 days after 30 <sup>th</sup> March 2018 | Operational | -  | -  | 1  |   |
| 12     | TL83   | Good Governance and Public Participation              | Promote the culture of good Governance and Public participation.                    | Develop 2018/19 Suppliers and Service Providers monitoring Policy submit to Sec 79 and Council by June 2018              | Date Policy submitted                                     | Municipal Manager | New KPI                                       | Report Sec 79, Council Resolution              | June 2018                                       | Operational | -  | -  |    | Submit draft policy to Sec 79 and Council by March 2018 |
| 13     | TL84   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs | Annual review of IDP completed before the end of June 2018   | Date annual review completed                              | Municipal Manager | 27 June 2017                                  | IDP and Council Resolution                     | 1   | Operational | -  | -  | 1  | -   |

| KPI no | TL Ref | KPA   | Strategic IDP goal/Objective   | KPI  | Calculati on                                       | KPI Owner         | Baseline                 | POE                                  | Annual Target | Budget      | Q1                            | Q2 | Q3 | Q4 |
|--------|--------|---|--|--|--|-------------------|--------------------------|--------------------------------------|---------------|-------------|-------------------------------|----|----|----|
| 14     | TL85   | Basic Service Delivery and Infrastructure Development | To ensure sustainable provision of services and to give priority to the basic needs of the Communities | 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 | 10                       | B2B reports and acknowledgement      | 12            | Operational | 3                             | 3  | 3  | 3  |
| 15     | TL86   | Good Governance and Public Participation              | Promote the culture of good Governance and Public participation.                                       | Conduct Risk assessments in all five Units by June 2018  | Sum of assessment reports                          | New KPI           | Risk Assessment Report.. | 30-Jun-18                            | Operational   | -           | -                             | -  | -  | 1  |
| 16     | TL87   | Good Governance and Public Participation              | Promote the culture of good Governance and Public participation.                                       | Risk management strategy, that includes fraud prevention plan, and policy reviewed and approved on or before 30 September annually | Date Strategy approved                             | Municipal Manager | 2016/17 RM Strategy      | Signed Risk Management Strategy plan | 30-Sep-17     | Operational | Approved Strategic document s | -  | -  | -  |
| 17     | TL88   | Good Governance and Public Participation              | Promote the culture of good Governance and Public participation.                                       | No of Risk Management meetings   | Sum of RMC meetings held                           | 0                 | Signed reports           | 4                                    | Operational   | 1           | 1                             | 1  | 1  | 1  |
| 18     | TL89   | Good Governance and Public Participation              | Promote the culture of good Governance and Public participation.                                       | Risk register compiled and updated quarterly and approved by MM  | Sum of Risk register quarterly updates             | 4                 | Updated Risk register    | 4                                    | Operational   | 1           | 1                             | 1  | 1  | 1  |

| KPI no | TL Ref | KPA                                      | Strategic/IDP goal/Objective                                     | KPI   | Calculati on                                    | KPI Owner         | Baseline           | POE   | Annual Target  | Budget      | Q1  | Q2  | Q3  | Q4  |
|--------|--------|--|--|---|---|-------------------|--------------------|---|----------------|-------------|-----|-----|-----|-----|
| 19     | TL90   | Good Governance and Public Participation | Promote the culture of good Governance and Public participation. | Compile Risk Management report and submit to RMC, Management and Audit Committee for approval   | No of reports submitted                         |                   | 4                  | Signed reports  | 4              | Operational | 1   | 1   | 1   | 1   |
| 20     | TL91   | Good Governance and Public Participation | Promote the culture of good Governance and Public participation. | Monitor Implementation of the Audit Action Plan on issues raised by AG for 2016/17 financial year to avoid recurrence of Audit findings and submit report to the Audit Steering Committee | No of issues in action plan/issu es implemented | Municipal Manager | -                  | Progress Report from Internal Audit to Audit Committee and Management | 95%            | Operational | 95% | 95% | 95% | 95% |
| 21     | TL92   | Governance and Public Participation      | Promote the culture of good Governance and Public participation  | Review the risk based audit plan 2017/18 (RBAP) (MFMA - Section 165(2) (a)) and submit to Audit Committee for approval and Council for noting by 31 August 2017                           | Date RB audit plan submitted and approved       |                   | RBAP 2016/17       | Approved and signed strategic documents                               | 31 August 2017 | Operational | 1   | -   | -   | -   |
| 22     | TL93   | Governance and Public Participation      | Promote the culture of good Governance and Public participation  | Review the Internal Audit Charter for 17/18 FY by August 2017 submit to MM for approval and Council for noting by August 2017   | Date IA Charter submitted and approved          | Municipal Manager | IA Charter 2016/17 | Reviewed IA Charter and Council Resolution                            | 31 August 2017 | Operational | 1   | -   | -   | -   |
| 23     | TL94   | Governance and Public Participation      | Promote the culture of good Governance and Public participation  | Review Audit Committee Charter 2017/18 submit to Audit Committee for approval and to Council for noting by August 2017  | Date AC charter submitted and approved          |                   | AC Charter 2016/17 | Signed Audit Committee Charter Council resolution                     | 31 August 2017 | Operational | 1   | -   | -   | -   |

| KPI no | TL Ref | KPA                                      | Strategic/IDP goal/Objective                                     | KPI  | Calculation                                    | KPI Owner  | Baseline   | POE            | Annual Target |    |    |    | Budget | Q1 | Q2 | Q3 | Q4 |
|--------|--------|--|--|--|--|--|--|----------------|---------------|----|----|----|--------|----|----|----|----|
|        |        |  |  |  |  |  |  |                | Q1            | Q2 | Q3 | Q4 |        |    |    |    |    |
| 24     | TL95   | Governance and Public Participation      | Promote the culture of good Governance and Public participation  | Develop an Audit Methodology and submit to MM for approval and Council for noting  | Date IA Methodology Signed by MM               | IA Methodology 1617                                | Signed document and Council resolution                           | 31 August 2017 |               | 1  | -  | -  | -      |    |    |    |    |
| 25     | TL96   | Good Governance and Public Participation | Promote the culture of good Governance and Public participation. | No. of Internal Audits executed in compliance with the plan  | Internal audits planned/divided by audits done | 2  | Internal audit reports   | 90%            |               |    |    |    |        |    |    |    |    |
| 26     | TL97   | Good Governance and Public Participation | Promote the culture of good Governance and Public participation. | Monitor and follow-up on Management comments on Internal audits performed  | Sum of follow up reports                       | 0  | Progress Reports   | 4              |               |    |    |    |        |    |    |    |    |
| 27     | TL98   | Good Governance and Public Participation | Promote the culture of good Governance and Public participation. | Submit 4 reviewed internal audit Reports based on accuracy, reliability, completeness of reported information and compliance with relevant legislation to the Audit Committee on a quarterly basis and to Council for noting | Municipal Manager                              | Council Resolution, Signed Audit Committee report, | 4 Internal Audit reports   | 1              |               | 1  | 1  | 1  |        |    |    |    |    |
| 28     | TL99   | Good Governance and Public Participation | Promote the culture of good Governance and Public participation. | Update departmental register and submit to risk officer on a Quarterly basis   | Sum of updated registers                       | New KPI  | Monthly updated risk register, acknowledgement of receipt by RMO | 4              |               |    |    |    |        |    |    |    |    |
| 29     | TL100  | Good Governance and Public Participation | Promote the culture of good Governance and Public participation. | Attend to corrective measures as identified in Audit Action plan   | No of issues identified divide by              | Audit action plan not fully impleme                | Monthly reports, Report from Management,                         | 95%            |               |    |    |    |        |    |    |    |    |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/ Objective                                 | KPI pertaining to department and report on a monthly basis to management | Calculation                   | KPI Owner           | Baseline | POE | Annual Target | Budget | Q1 | Q2 | Q3 | Q4 |
|--------|--------|--|---|--|-------------------------------|---------------------|----------|-----|---------------|--------|----|----|----|----|
| 30     | TL101  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | No. of audit committees held per annum                                   | Sum of audit committee s held | Attendance register | 2        | 4   | Operational   | 1      | 1  | 1  | 1  |    |

### KPA No. 5: Municipal Transformation and Institutional Development

**Strategic Objective:** An effective productive administration capable of sustainable service delivery.

**Intended outcome:** To create an efficient, effective and accountable administration.

| KPI no | TL Ref | KPA  | Strategic/IDP goal/ Objective                                 | KPI  | Calculation                      | KPI Owner                   | Baseline  | POE                              | Annual Target | Budget      | Q1 | Q2 | Q3   | Q4  |
|--------|--------|--|---|--|----------------------------------|-----------------------------|---|----------------------------------|---------------|-------------|----|----|--|---|
| 1      | TL102  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | Review Organizational Structure by June 2018                           | Date structure tabled to council | Director Corporate Services | 2016/17 Reviewed Organogr am, Sec 79                        | Report Sec 79 Council Resolution | June 2018     | Operational | -  | -  | Submit draft Organogr am to Sec 79 by March 2018 | Submit reviewed Organogr am to Council by June 2018 |
| 2      | TL103  |  |   | Submit WSP and Annual Training Plan 2018/19 to LGSETA by 30 April 2018 | Date of submission               | 30-Apr-18                   | Proof of Submission and acknowledgement, Signed copy of WSP | Operational                      | -             | -           | -  | -  | 1  |   |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective                                  | KPI  | Calculati on  | KPI Owner                   | Baseline   | POE                 | Annual Target | Budget      | Q1    | Q2   | Q3    | Q4 |
|--------|--------|--|---|--|---|-----------------------------|--|---------------------|---------------|-------------|-------|------|-------|----|
| 3      | TL104  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | Table the WSP before Council for noting by May 2018  | Date WSP tabled to council  | Director Corporate Services | WSP 17/18 July 2017                                      | Council Resolution  | 31-May 2018   | Operational | -     | -    | -     | 1  |
| 4      | TL105  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | % 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 | 100% spent for 2016/17 training                          | Expenditure Reports | 1%            | R600 000    | 0.20% | 0.5% | 0.75% | 1% |
| 5      | TL106  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | To create and Reconcile leave on the System (Annual, Sick, Special, Study, Maternity)            | Number of reconciliations done  | New KPI                     | Updated Excel Leave Register and Electronic Leave Report | 12                  | Operational   | 3           | 3     | 3    | 3     |    |
| 6      | TL107  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | No. of LLF meetings held per annum   | Sum of LLF meetings held per year   | 7                           | Attendance Register and Minutes                          | 4                   | Operational   | 1           | 1     | 1    | 1     |    |
| 7      | TL108  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | Implement Employee Performance Appraisal System by March 2018                                    | Director Corporate Services   | New KPI                     | Quarterly Assessment Report                              | 2                   | Operational   | -           | -     | 1    | 1     |    |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/ Objective                                 | KPI  | Calculated on              | KPI Owner                   | Baseline  | POE                                   | Annual Target |             |   |   | Budget | Q1 | Q2 | Q3 | Q4 |
|--------|--------|--|---|--|----------------------------|-----------------------------|---|---------------------------------------|---------------|-------------|---|---|--------|----|----|----|----|
|        |        |  |   |  |                            |                             |   |                                       | Operational   |             |   |   |        |    |    |    |    |
| 8      | TL109  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | Review the OPMS 2018/19 Policy by June 2018 and submit to Council by June 2018   | Date OPMS Policy submitted | Dec 2014                    | OPMS Policy, Council Resolution   | June 2018                             | -             | -           | - | - | 1      |    |    |    |    |
| 9      | TL110  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | Review the Employment Equity Plan by Dec 2017  | Date EEP submitted         | EEP reviewed January 2016   | Compliance letter from Department of Labour, EE Minutes from EE Committee     | Dec-17                                | Operational   | -           | 1 | - | -      |    |    |    |    |
| 10     | TL111  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | Development Employment Equity Policy by June 2018 and submit to Sec 79 and Council for noting <sup>2</sup>                   | Date Policy Submitted      | New KPI                     | Council resolution, Sec 79 report   | June 2017                             | Operational   | -           | 1 | - | -      |    |    |    |    |
| 11     | TL112  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | No. of EE Reports submitted to DoL by 15 January each year   | Sum of reports submitted   | Director Corporate Services | 15 January 2017   | Proof of submission received from DoL | 1             | Operational | - | 1 | -      |    |    |    |    |
| 12     | TL113  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration | Develop and Review Job Descriptions for all Departments by September 2017 and submit report to Sec 79 and Council for noting | Date report submitted      | Director Corporate Services | Signed job descriptions by relevant people, Sec 79 report, Council resolution | September 2017                        | Operational   | 1           | - | - | -      |    |    |    |    |
| 13     | TL114  |  |   | Conduct 2 trainings on EPAS by 30 June 2018  | Sum of trainings           | Director Corporate Services | New KPI   | Attendance register, Programme        | June 2018     | Operational | - | - | -      | 2  |    |    |    |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective                                     | KPI  | Calculated on  | KPI Owner  | Baseline   | POE         | Annual Target | Budget | Q1 | Q2                                    | Q3                                   | Q4 |
|--------|--------|--|--|--|--|--|--|-------------|---------------|--------|----|---------------------------------------|--------------------------------------|----|
| 14     | TL115  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration    | Develop Customer Care Policy and submit to Sec 79 and Council for approval   | Conduct 2 awareness workshops on leave discipline benefits and municipal policies by Dec 2017 in all 5 towns of Letsemeng. | New KPI  | Council Resolution Customer Care Policy                                  | Dec-17      | Operational   | -      | 1  | -                                     | -                                    | -  |
| 15     | TL116  |  |  |  | Sum of workshops   | New KPI  | Invitation, Programme, Attendance register                               | Dec-17      | Operational   | -      | 1  | -                                     | -                                    | -  |
| 16     | TL117  | Good Governance and Public Participation               | Promote the culture of good Governance and Public participation. | Develop Suppliers and Service Providers Monitoring Policy for 2018/19 by June 2018 submit to Sec 79 and Council for approval | Date policy submitted  | Director Corporate Services  | New KPI  | June 2018   | Operational   | -      | -  | Submit draft to Council by March 2018 | Submit Final to Council by June 2018 |    |
| 17     | TL118  | Good Governance and Public Participation               | Promote the culture of good Governance and Public participation. | Conduct Community Consultation/IMBIZO's on the service Delivery  | Sum of Imbizo's  | 2016/17 Imbizo   | Attendance Register and notices  | Annually    | Operational   | -      | -  | 1                                     | -                                    |    |
| 18     | TL119  | Good Governance and Public Participation               | Promote the culture of good Governance and Public participation. | 4 Ordinary Council meetings as per Sec 18(2) of Municipal Structures Act.  | Sum of meetings held   | 4 Ordinary Meetings  | Registers, acknowledgement of receipt of agenda, signed minutes by Mayor | 4           | Operational   | 1      | 1  | 1                                     | 1                                    |    |
| 19     | TL120  | Good Governance and Public Participation               | Promote the culture of good Governance and Public participation. | 4 Section 79 committee sittings  | Director Corporate Services  | Attendance Registers, notice of Sec 79 meeting, minutes of meeting | 4  | Operational | 1             | 1      | 1  | 1                                     | 1                                    |    |

| KPI no | TL Ref | KPA                                      | Strategic/IDP goal/Objective   | KPI  | Calculation                 | KPI Owner   | Baseline                                     | POE         | Annual Target                             | Budget                                    |   |   |   |
|--------|--------|--|--|--|-----------------------------|---|--|-------------|---|---|---|---|---|
|        |        |  |  |  |                             |   |  |             |   | Q1  | Q2  | Q3  | Q4  |
| 20     | TL121  | Good Governance and Public Participation | Celebrate and commemorate National Historic Days   | Number celebrations held   | 0                           | Attendance Registers  | 2  | Operational | 2   | -   | -   | -   | -   |
| 21     | TL122  |  | % 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                                       | 90%                         | Signed Councils Resolution Register / Execution list by Directors and MM. | >85% of resolutions taken in each quarter    | Operational | >85% of resolutions taken in each quarter |
| 22     | TL123  | Good Governance and Public Participation | Promote the culture of good Governance and Public participation.                                   | No. of Ward Committee meetings per ward per annum  | Director Corporate Services | 0   | Agenda and attendance registers              | 24          | Operational                               | 6   | 6   | 6   | 6   |
| 23     | TL124  |  | Promote the culture of good Governance and Public participation.                                   | No. of community report back meetings convened by Councillors for improved communication on service delivery including IDP's, etc. | Director Corporate Services |   | attendance registers                         | 2           | Operational                               | -   | 1   | -   | 1   |
| 24     | TL125  | Good Governance and Public Participation | Promote the culture of good Governance and Public participation.                                   | No. of ward committees provided with quarterly SDBIP performance reports   | Municipal Manager           | No. of reports submitted  | Acknowledgement of receipt quarterly reports | 4           | Operational                               | 1   | 1   | 1   | 1   |

| KPI no | TL Ref | KPA  | Strategic/IDP goal/Objective                                     | KPI  | Calculated on            | KPI Owner                   | Baseline                               | POE  | Annual Target | Budget                    |    |                                       |                                      |
|--------|--------|--|--|--|--------------------------|-----------------------------|--|--|---------------|---------------------------|----|---------------------------------------|--------------------------------------|
|        |        |  |  |  |                          |                             |  |  |               | Q1                        | Q2 | Q3                                    | Q4                                   |
| 25     | TL126  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration    | Develop ICT Security Policy and submit to Council for approval by June 2018                        |                          | Municipal Manager           | New KPI                                | Signed IT Security Policy and Council resolution                 | June-18       | Operational               | -  | Submit draft to Council by March 2018 | Submit final to Council by June 2018 |
| 26     | TL127  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration    | Develop Disaster Recovery policy and submit to council for approval                                |                          | Municipal Manager           | New KPI                                | Disaster Recovery Policy and Council resolution                  | June-18       | Operational               | -  | Submit draft to Council by March 2018 | Submit final to Council by June 2018 |
| 27     | TL128  | Good Governance and Public Participation               | Promote the culture of good Governance and Public participation. | Conduct an ICT Infrastructure assessment for the other remaining 4 towns by June 2018 submit to MM |                          | Municipal Manager           | 4 ICT Infrastructure Assessment Report | June 2018  | Operational   | -                         | -  | -                                     | 4 reports                            |
| 28     | TL129  | Municipal Transformation and Institutional Development | To create efficient, effective and accountable administration    | Conduct Fraud prevention workshops in all 5 towns by Dec 2017                                      | MM                       | New KPI                     | Attendance Register, Invitation        | 30-Dec-17  | Operational   | Fraud Prevention workshop | -  | -                                     | -                                    |
| 29     | TL130  | Good Governance and Public Participation               | Promote a culture of participatory and good governance           | Update departmental register and submit to risk officer on a Quarterly basis                       | Sum                      | Director Corporate Services | New KPI                                | Monthly updated risk register, acknowledgement of receipt by RMO | 4             | Operational               | 1  | 1                                     | 1                                    |
| 30     | TL131  | Good Governance and Public Participation               | Promote a culture of participatory                               | Submit departmental risk management reports to management and to                                   | Sum of reports submitted | Director Community Services | New KPI                                | Monthly updated risk management reports, acknowledge             | 4             | Operational               | 1  | 1                                     | 1                                    |

| KPI no | TL Ref | KPA                                      | Strategic/IDP goal/Objective                           | KPI   | Calculation  | KPI Owner   | Baseline                                 | POE         | Annual Target |     |     |     |
|--------|--------|--|--|---|--|---|--|-------------|---------------|-----|-----|-----|
|        |        |  |  |   |  |   |  |             | Q1            | Q2  | Q3  | Q4  |
| 31     | TL132  | Good Governance and Public Participation | Promote a culture of participatory and good governance | Attend to corrective measures as identified in Audit Action plan pertaining to department and report on a monthly basis to management | No of issues identified divide by implemented issues | Audit action plan not fully implemented for 2015/16 | Monthly reports, Report from Management, | Operational | 95%           | 95% | 95% | 95% |