

MHLONTLO LOCAL MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2017/2018

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FOREWORD BY THE MAYOR

Service Delivery and Budget Implementation Plan (SDBIP) is a strategic financial management and implementation tool to ensure that the budgetary decisions are aligned with IDP. It serves as a contract between the Council, administration and the Mhlontlo community. This document further strives to critically evaluate the ability and capacity of the Municipality to ensure the realisation of the 2017/18 financial year plan.

Mhlontlo local municipality has intent to fully dissect the environment in which it operates, in order to understand the prevailing challenges and have remedial actions taken. As it is the time to review the five year IDP, it has become so critical that the municipality does not try to have fundamental changes on the community priorities. Had it been the case, there would be some priorities that could not be fully implemented. It is within the legislative framework that the municipality should focus on simple, measurable, achievable, realistic and time-bounded objectives; hence no fundamental changes on the **Strategic Planning document, IDP and SDBIP**.

It is still relevant to admit that Mhlontlo local municipality is faced with many service delivery challenges that directly emanate from the fact that it has limited sources of revenue generation. That alone heavily contributes to the scourge of unemployment as identified to be one of the national “*triple challenges*”. Despite the afore said challenge, it is acknowledged that the community mostly comprises of the indigent people who rely more on social grants and have less number contributing to the municipal revenue. However, the municipality is committed to reasonable spend the allocations according to the identified priorities. This means proper planning with proper implementation that is accompanied by monitoring and evaluation system.

Also worth recognising when presenting this tool is the role played by the community in the development of the Integrated Development Plan (IDP) of the municipality as a bottom up approach, that is, community involvement as stated in chapter 4 of the *Local Government: Municipal Systems Act 32, 2000*.

To conclude, it would be a mistake not to extend a word of appreciation to the administration of the municipality for the unwavering support given to the politicians and communities during the period of reviewing IDP and Budget. It was really a process that required dedication and undaunted hearts to accommodate citizenry in quest of development. It is obvious that without cohesion in the collective of the principal committee of the municipality- Executive Committee, and the whole crew of the politicians, it would have been impossible to reach the destination.

Cllr N. Dywili

(Mayor-Mhlontlo LM)

Date

EXECUTIVE SUMMARY

The Mhlontlo Local Municipality in compliance with circular 13 of the MFMA Act 56 of 2003 is required to produce a Service Delivery and Budget Implementation Plan to show the following:

- Monthly projections of revenue and expenditure for the operation and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections. Every quarter the Mayor must report to the Council on the progress of the budget.

SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

The municipality, starting from the review of its Strategic planning document had a series of meetings that were mandated to have clear objectives, targets and performance indicators developed. The IDP and SDBIP for the financial year in question reflect as such. Directorates are therefore expected to give an account of their performance on quarterly basis, and finally have end of the year report reflecting expenditure trends according to the SDBIP.

It is mandatory that performance contracts for the municipal manager and heads of departments (section 54 and 56 Managers) are reflective of the targets for purposes of measurability. It is imperative that these targets are adhered to and only tampered with upon receiving a Council resolution.

THE COMPONENTS OF SDBIP

The SDBIP is comprised of five components which are as follows:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Capital works plans

The SDBIP provides vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, Senior Managers and the community to know the direction that the municipality takes in delivering services to the clientele.

THE SDBIP PROCESS IN MHLONTLO

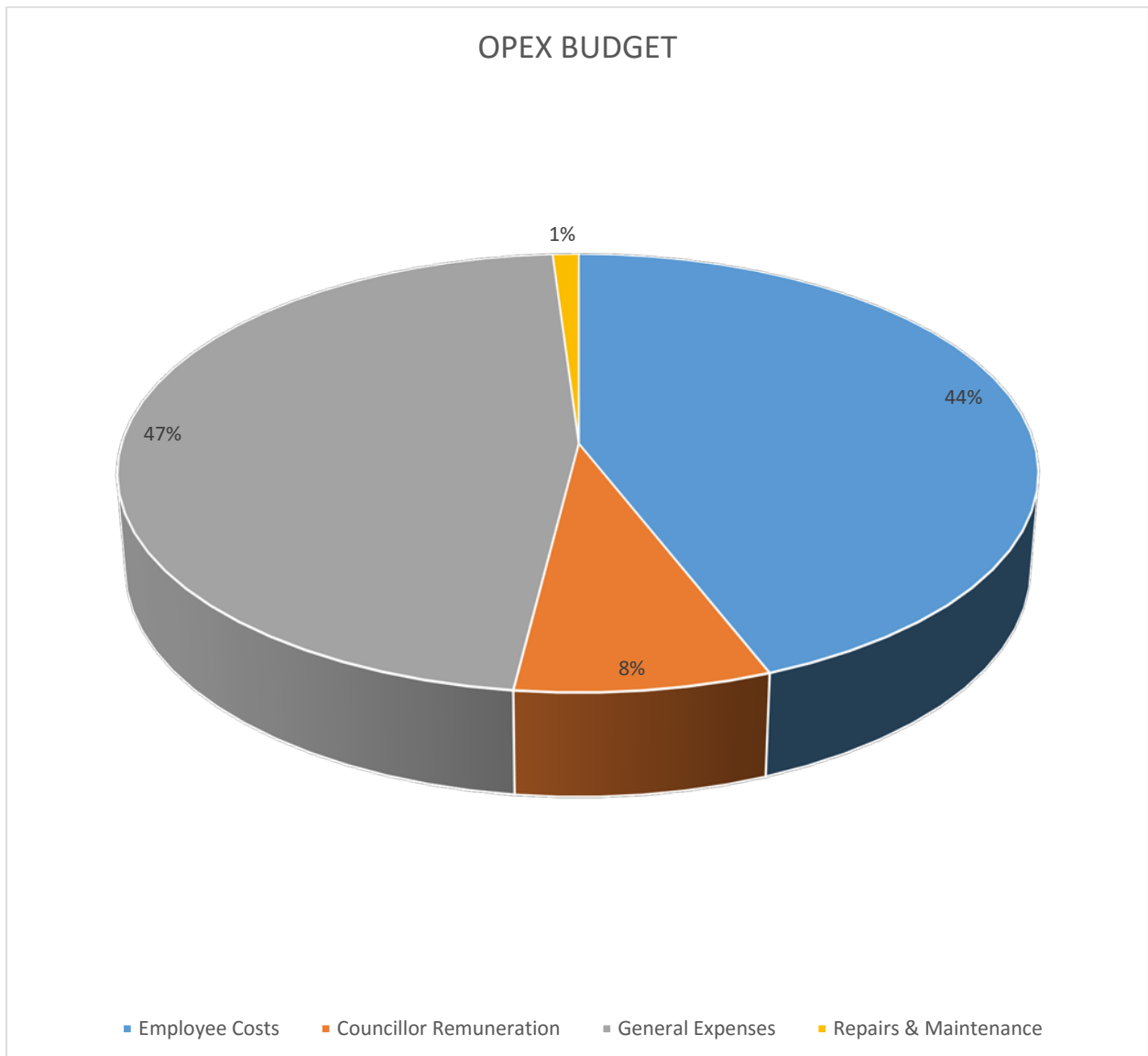
The production of the SDBIP has been co-ordinated between the Budget and Treasury Office and Strategic Management directorates and without disregard of the role played by others. The detailed monthly budget estimates and the quarterly performance indicators are contained in the actual departmental expectations.

OPERATING EXPENDITURE

The annual operating expenditure has been broken down into monthly projections by applying the trends of the previous year's spending to each line item in the budget. The projections are shown by each directorate and by expenditure type. The following should be taken into account:

- There is a risk of building into the plan undesirable trends. For example, the graph below shows the high level of spending anticipated in the financial year.
- There may have been extraordinary events in the past years that have skewed the trends. The financial year under review may not have the same trends although they are in the SDBIP.
- The estimates are based on percentage spending per month and do not take into account any over or under spending on particular items.

The operating expenditure budget for 2017/2018 is R 211 212 619.62

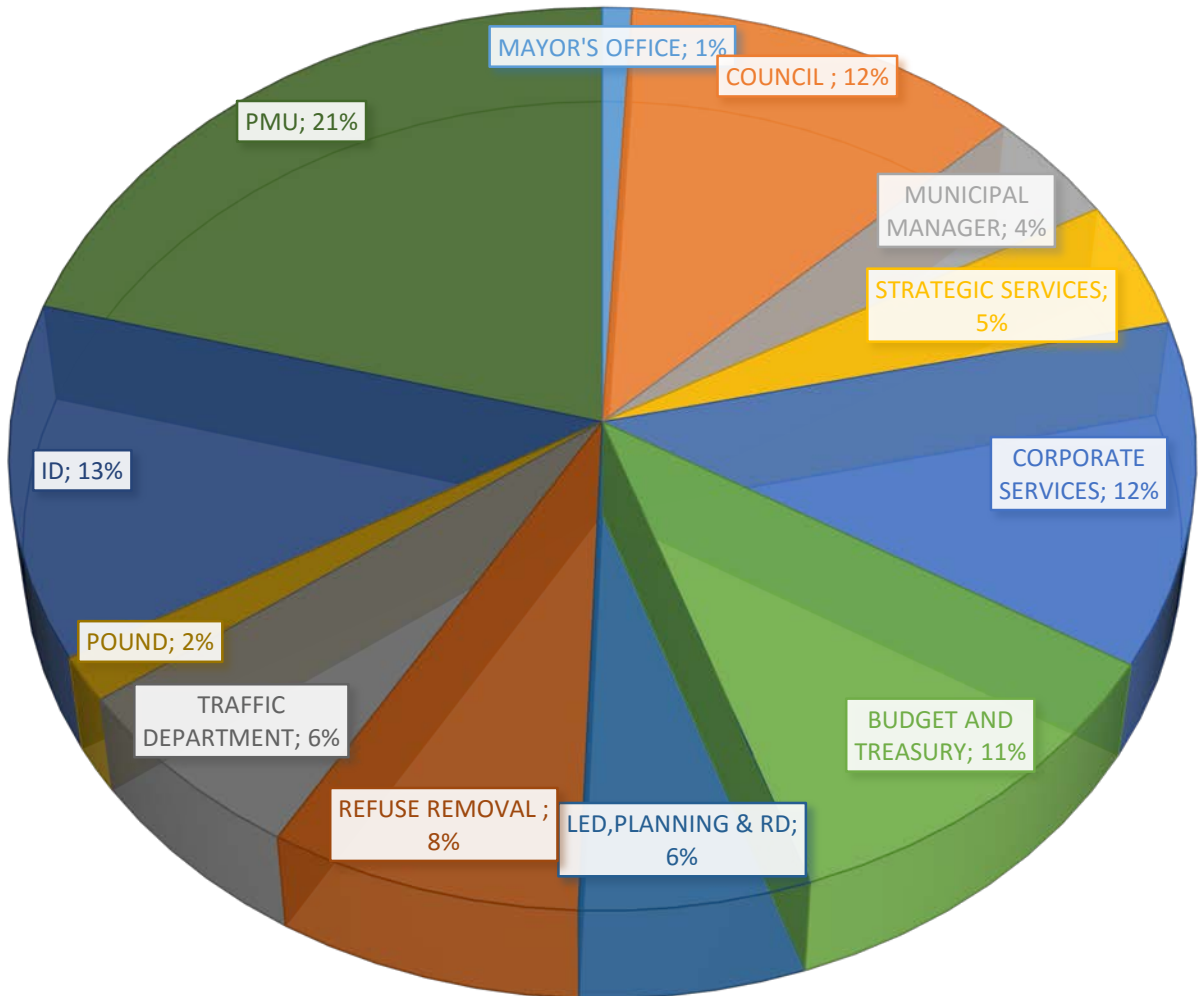


EXPENDITURE

The following graph indicates how Mhlontlo Local Municipality is expected to have its budget spent over the twelve months of 2017/2018 financial year.

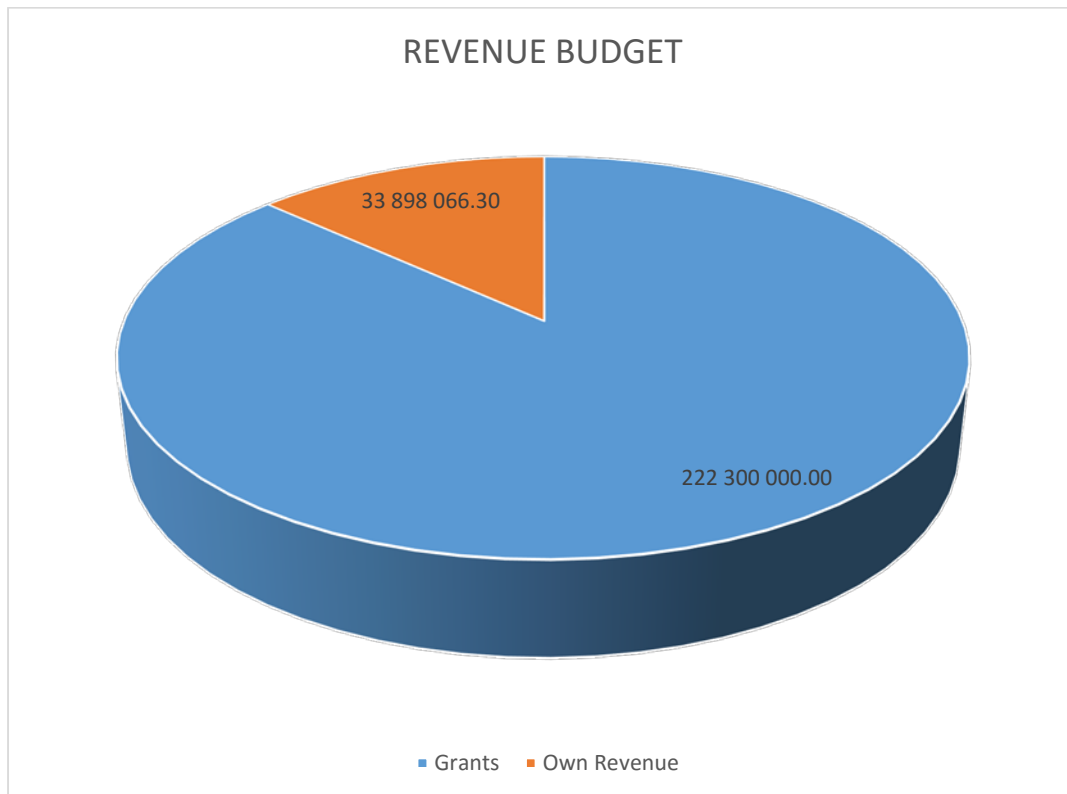
| ITEM | 2016/2017 | 2017/2018 BUDGET | |
|------------------------------------|-----------------------|-----------------------|-----------------------|
| REMUNERATION OF COUNCILLORS | 15 732 130.32 | 16 833 379.44 | 1 101 249.12 |
| PERSONNEL EXPENDITURE | 90 929 847.30 | 92 301 116.68 | 1 371 269.38 |
| GENERAL EXPENSES | 52 830 703.49 | 57 834 825.63 | 5 004 122.15 |
| CONTRACTED SERVICES | 19 791 746.87 | 19 444 511.27 | -347 235.60 |
| CONSULTING FEES | 5 899 800.00 | 5 293 436.80 | -606 363.20 |
| AUDIT FEES | 3 574 035.29 | 3 802 773.55 | 228 738.26 |
| REPAIRS & MAINTENANCE | 3 988 436.16 | 2 206 014.74 | -1 782 421.42 |
| DEPRECIATION & IMPAIREMENT | 34 244 839.35 | 13 496 561.49 | -20 748 277.85 |
| TOTAL OPERATING EXPENDITURE | 226 991 538.78 | 211 212 619.62 | -16 880 168.28 |
| CAPITAL EXPENDITURE | 54 441 080.83 | 43 625 712.00 | -10 815 368.83 |
| TOTAL EXPENDITURE | 281 432 619.60 | 254 838 331.62 | |
| DEFICIT | 10 423 951.34 | -1 359 734.68 | |

DEPARTMENTAL BUDGETS



INCOME

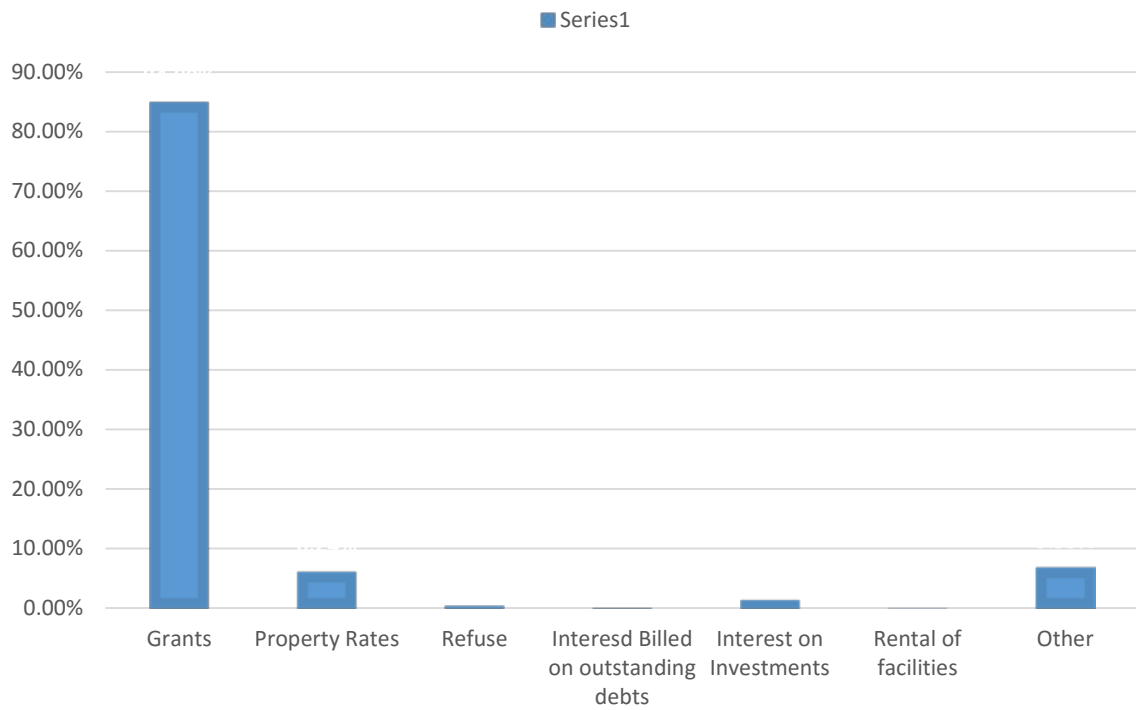
Again, the previous year trends have been used to provide the estimates for 2017/2018 and the previous comments on the shortcomings in this methodology apply to revenue as well. The information is shown by department and national standard for showing revenue source. The estimates are based on budgeted income rather than cash collected. The income budget for 2017/2018 is R 256 198 066.30



REVENUE BY SOURCE FOR 2016/2017

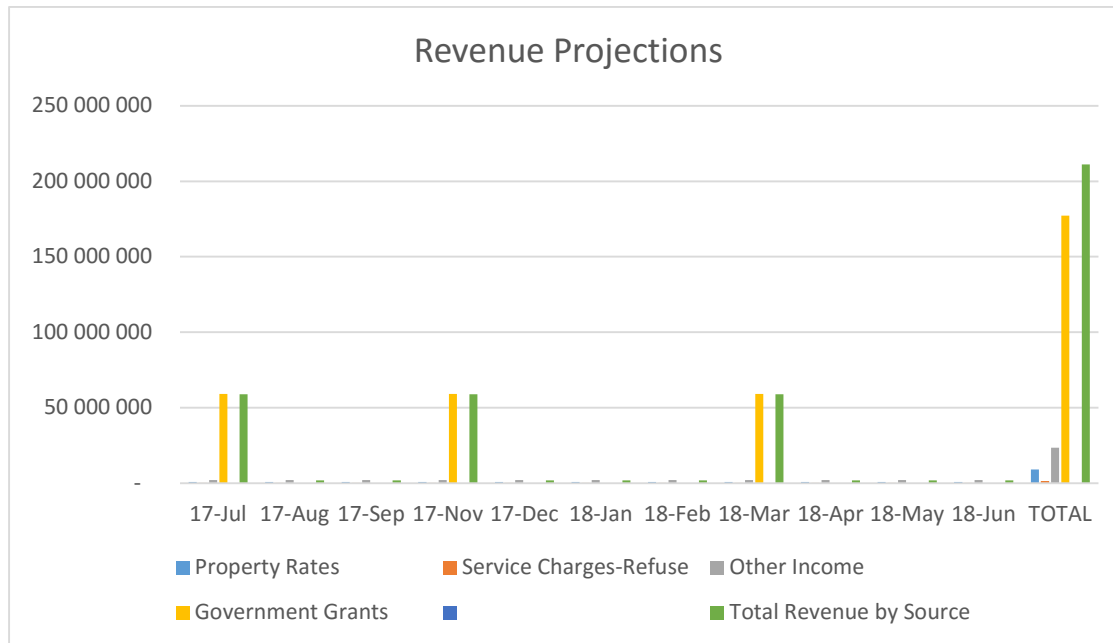
The following graph shows how the municipality's operating revenue is expected to accrue over the financial year.

REVENUE SOURCES



| OPERATING REVENUE BY SOURCE | 17-Jul | 17-Aug | 17-Sep | 17-Nov | 17-Dec | 18-Jan | 18-Feb | 18-Mar | 18-Apr | 18-May | 18-Jun | TOTAL |
|--------------------------------|-------------------|------------------|------------------|-------------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|--------------------|
| Property Rates | 760 862 | 760 862 | 760 862 | 760 862 | 760 862 | 760 862 | 760 862 | 760 862 | 760 862 | 760 862 | 760 862 | 9 130 347 |
| Service Charges-Refuse | 109 570 | 109 570 | 109 570 | 109 570 | 109 570 | 109 570 | 109 570 | 109 570 | 109 570 | 109 570 | 109 570 | 1 314 840 |
| Other Income | 1 954 407 | 1 954 407 | 1 954 407 | 1 954 407 | 1 954 407 | 1 954 407 | 1 954 407 | 1 954 407 | 1 954 407 | 1 954 407 | 1 954 407 | 23 452 880 |
| Government Grants | 59 103 667 | | | 59 103 667 | | | | 59 103 667 | | | | 177 311 000 |
| | | | | | | | | | | | | - |
| Total Revenue by Source | 58 921 871 | 1 743 354 | 1 743 354 | 58 820 180 | 1 743 354 | 1 743 354 | 1 743 354 | 58 820 180 | 1 743 354 | 1 743 354 | 1 743 354 | 211 209 066 |

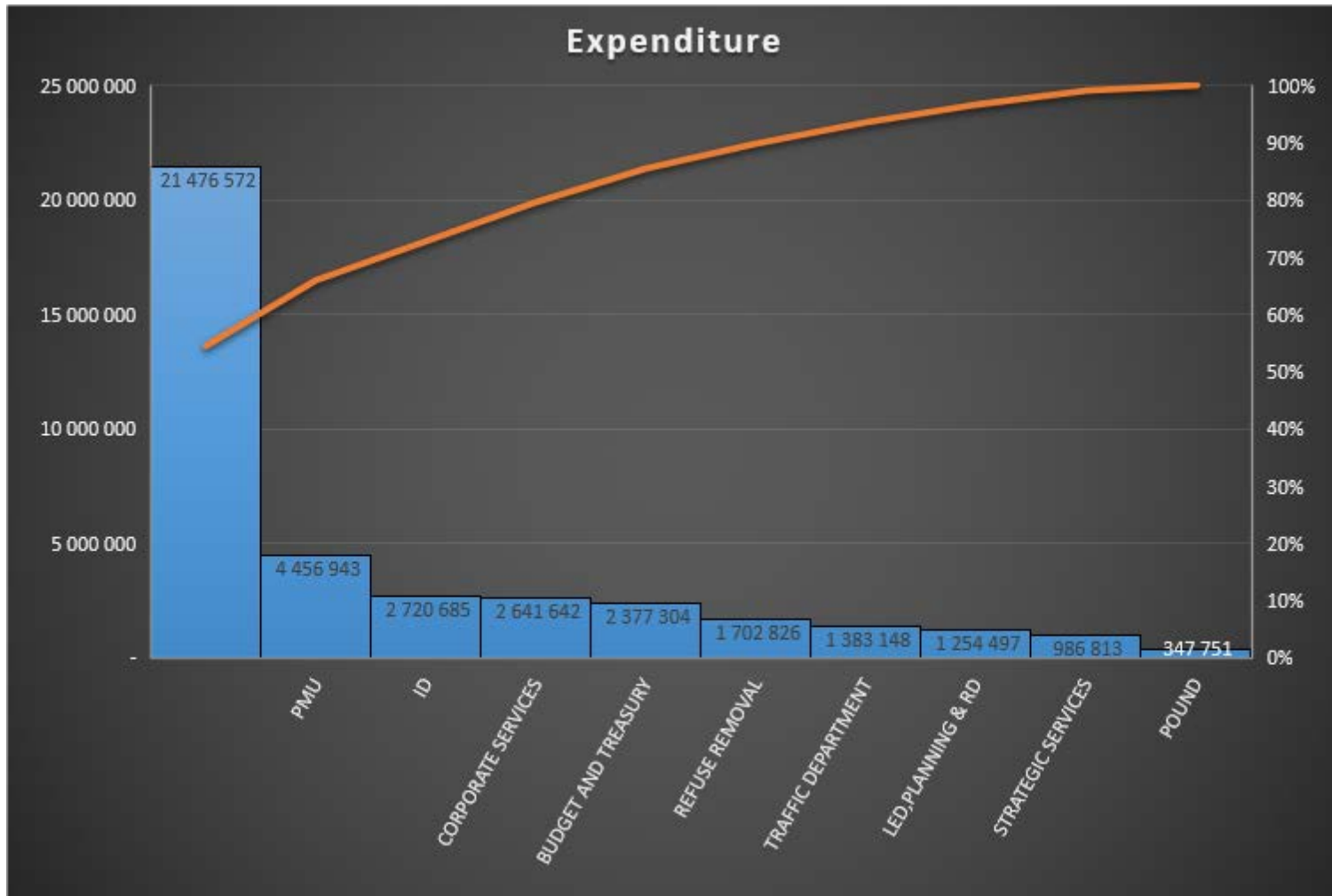
MONTHLY REVENUE PROJECTIONS



MONTHLY PROJECTIONS OF OPERATING EXPENDITURE

| OPERATING REVENUE BY SOURCE | 17-Jul | 17-Aug | 17-Sep | 17-Nov | 17-Dec | 18-Jan | 18-Feb | 18-Mar | 18-Apr | 18-May | 18-Jun | TOTAL |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| MAYOR'S OFFICE | 186 406 | 186 406 | 186 406 | 186 406 | 186 406 | 186 406 | 186 406 | 186 406 | 186 406 | 186 406 | 186 406 | 2 236 875.46 |
| COUNCIL | 2 545 039 | 2 545 039 | 2 545 039 | 2 545 039 | 2 545 039 | 2 545 039 | 2 545 039 | 2 545 039 | 2 545 039 | 2 545 039 | 2 545 039 | 30 540 465.66 |
| MUNICIPAL MANAGER | 873 520 | 873 520 | 873 520 | 873 520 | 873 520 | 873 520 | 873 520 | 873 520 | 873 520 | 873 520 | 873 520 | 10 482 234.76 |
| STRATEGIC SERVICES | 986 813 | 986 813 | 986 813 | 986 813 | 986 813 | 986 813 | 986 813 | 986 813 | 986 813 | 986 813 | 986 813 | 11 841 750.31 |
| CORPORATE SERVICES | 2 641 642 | 2 641 642 | 2 641 642 | 2 641 642 | 2 641 642 | 2 641 642 | 2 641 642 | 2 641 642 | 2 641 642 | 2 641 642 | 2 641 642 | 31 699 699.71 |
| BUDGET AND TREASURY | 2 377 304 | 2 377 304 | 2 377 304 | 2 377 304 | 2 377 304 | 2 377 304 | 2 377 304 | 2 377 304 | 2 377 304 | 2 377 304 | 2 377 304 | 28 527 646.58 |
| LED, PLANNING & RD | 1 254 497 | 1 254 497 | 1 254 497 | 1 254 497 | 1 254 497 | 1 254 497 | 1 254 497 | 1 254 497 | 1 254 497 | 1 254 497 | 1 254 497 | 15 053 966.60 |
| REFUSE REMOVAL | 1 702 826 | 1 702 826 | 1 702 826 | 1 702 826 | 1 702 826 | 1 702 826 | 1 702 826 | 1 702 826 | 1 702 826 | 1 702 826 | 1 702 826 | 20 433 912.03 |
| TRAFFIC DEPARTMENT | 1 383 148 | 1 383 148 | 1 383 148 | 1 383 148 | 1 383 148 | 1 383 148 | 1 383 148 | 1 383 148 | 1 383 148 | 1 383 148 | 1 383 148 | 16 597 770.25 |
| POUND | 347 751 | 347 751 | 347 751 | 347 751 | 347 751 | 347 751 | 347 751 | 347 751 | 347 751 | 347 751 | 347 751 | 4 173 016.32 |
| ID | 2 720 685 | 2 720 685 | 2 720 685 | 2 720 685 | 2 720 685 | 2 720 685 | 2 720 685 | 2 720 685 | 2 720 685 | 2 720 685 | 2 720 685 | 32 648 215.18 |
| PMU | 4 456 943 | 4 456 943 | 4 456 943 | 4 456 943 | 4 456 943 | 4 456 943 | 4 456 943 | 4 456 943 | 4 456 943 | 4 456 943 | 4 456 943 | 53 483 311.48 |
| | 21 476 572 | 21 476 572 | 21 476 572 | 21 476 572 | 21 476 572 | 21 476 572 | 21 476 572 | 21 476 572 | 21 476 572 | 21 476 572 | 21 476 572 | 256 198 066 |

See the graph below;



INSTITUTIONAL CAPACITY BUILDING AND TRANSFORMATION

| Priority Area | Municipal Objective | Programme/ Project | Key Performance Indicator | Baseline | Budget | Annual Targets | Quarterly Targets | | | |
|---|--|-------------------------------------|---|---|-----------|--|--|---|--|--|
| | | | | | | | 1 st quarter targets | 2 nd Quarter Targets | 3 rd Quarter Targets | 4 th Quarter Targets |
| Human resources alignment and development | To review and maintain an IDP-aligned organisational structure | Organisational review and Alignment | Approved Organogram | Current organogram council approved | R 228 114 | Annual review of the organogram | NA | NA | Prepare and submit draft review organogram for 2018/19 to council | Submit final reviewed organogram for 2018/19 financial year to council |
| | | Job evaluation | | Job descriptions completed. Evaluation underway | NIL | Job evaluation, grading and placement | Signing of all employee Job descriptions and Grading | Implementation of job grading results and continuous placement of employees | Continuous placement of employees in line with job descriptions | Continuous placement of employees in line with job descriptions |
| | | Skills Development | No of successfully completed skills programmes | WSP and Training Development Policy | R2669 894 | Develop and implement Skills Development Plan | 10 councillors, 2 traditional leaders and 10 officials | 11 councillors, 3 traditional leaders and 10 officials | 15 councillors, 2 traditional leaders and 10 officials | 15 councillors,3 traditional leaders and 10 officials |
| | | Institutional Transformation | Reviewed Employment equity plan | Employment Equity Plan | R 234 864 | Review Employment equity plan | Review current employment equity plan | Submit reviewed employment equity to council structures | Submit reviewed employment equity plan to the Department of Labour | Monitor implementation of employment equity plan |
| Institutional policies and systems review | To align institutional policies and systems with best practise in local government | Review and Implement HR Policies | Number of policies and systems reviewed and updated | Systems and policies in place | R 785 549 | Align and implement compliant policies and systems | NA | NA | Conduct Policy workshop to align, review and develop new policies | Submit reviewed and new developed policies to council |
| OHS and Employee wellness | To promote a health and wellness culture among Councillors and municipal employees | OHS and Wellness | Number of successful activities completed | OHS and wellness policies and plans in place | R 315 763 | Develop and implement employee wellness plan | 1 wellness programme conducted | 1 wellness programme conducted | 1 wellness programme conducted | 1 wellness programme conducted |
| | | | | | | Conduct site visits for OHS | 1 site visit conducted | 1 site visit conducted | 1 site visit conducted | 1 site visit conducted |

| | | | | | | | | | | |
|--|--|--|---|--|-------------|--|--|--|--|--|
| Information and Communication Technology (ICT) | To ensure adequate availability of critical ICT Infrastructure in line with ICT strategy and governance policies | ICT innovation and information management | Number of Integrated Management systems | ICT Governance Framework Policy | R 2 186 740 | Review and implement information systems management strategy | N/A | N/A | Review IT systems management strategy | Submit reviewed IT Management Strategy to council structures |
| | | | | | | | Scanning of all institutional documents submitted to Registry | Scanning of all institutional documents submitted to Registry | Scanning of all institutional documents submitted to Registry | Scanning of all institutional documents submitted to Registry |
| | | | | | | | Collection of all documents from two departments for filling and disposal | Collection of documents from two departments for filling and disposal | Collection documents from 1 department for filling and disposal | Collection of documents from 1 department for filling and disposal |
| | | | | | | | Review and implement IT Governance Policy | N/A | N/A | Review and implement IT Governance Policy |
| Labour relations | To strengthen and maintain good relations within the workplace | Strengthening of labour relations | No of successful LLF meetings | Functioning Local Labour Forum | NIL | Maintain healthy industrial relations | 3 LLF meetings | 3 LLF meetings | 3 LLF meetings | 3 LLF meetings |
| Performance Management | To review current, and implement a fully cascaded municipal-wide performance management system | Performance Management | Progress with implementation | PMS policy and framework in place | NIL | Review and update PMS policy and framework | Appointment of service provider to assist in PMS and conduct performance reviews for 2016/17 | Conduct performance reviews for the first quarter | Conduct performance reviews for the second quarter | Conduct performance reviews for the third quarter |
| MSCOA | To be a financial viable municipality | Comply with MFMA Regulations on mSCOA | Full compliance with MFMA prescripts | Approved mSCOA budget | NIL | Comply with all municipal budgetary, expenditure and SCM policies | Monitor Departmental Management Accounts | Monitor Departmental Management Accounts | Monitor Departmental Management Accounts | Monitor Departmental Management Accounts |
| Good Governance | To achieve a responsive, accountable, inclusive municipal governance and administrative capacity | Comply with all Municipal policies and by-laws | Full compliance with all municipal policies and by-laws | Municipal policies and by-laws | NIL | Gazetting of all council approved by-laws and implementation of municipal policies | Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes | Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes | Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes | Quarterly reporting on implementation of policies and by-laws, transgressions, disciplinary, grievance and unresolved disputes |
| Skills development | To be a thriving economy that creates wealth, employment, and sustainable livelihoods for all | Extend skills development beyond municipal employees | Extended skills development beyond municipal employees | Learnerships and internship programmes | NIL | Maintain current learnerships and internships | Monitor current learnership and internship programmes | Monitor current learnership and internship programmes | Monitor current learnership and internship programmes | Monitor current learnership and internship programmes |

| | | | | | | | | | | |
|----------------------|---|---|--|-----------------------------|-------------|---|---|---|---|---|
| Public Participation | Ensure meaningful effective stakeholder participation in municipal IDP and Budget | Conduct 26 public participation meetings | Meaningful involvement of communities in municipal decision making | Public Participation Policy | R 610 608 | Conduct 26 public participation meetings | Conduct public participation in 6 wards | Conduct public participation in 8 wards | Conduct public participation in 6 wards | Conduct public participation in 6 wards |
| | | Training and capacitation of Ward Committee members | Number of trained Ward Committee members | Established Ward Committees | R 1 165 225 | Training and capacitation of 260 Ward Committee members | Conduct training of 65 Ward Committee members | Conduct training of 65 Ward Committee members | Conduct training of 65 Ward Committee members | Conduct training of 65 Ward Committee members |

BASIC SERVICES DELIVERY

| Priority Area | Municipal Objective | Programme/ Project | Key Performance Indicator | Baseline | Bud get | Annual Targets | Quarterly Targets | | | |
|------------------------------|--|---|---|-----------------------------|-------------|-----------------------------------|---|---|--|--|
| | | | | | | | 1 st quarter targets | 2 nd Quarter Targets | 3 rd Quarter Targets | 4 th Quarter Targets |
| Roads and storm water | To construct and maintain 100kms of access roads with storm water management | Maintenance of 25 km access roads | No. of KMs completed | Existing roads | R3 964 827 | Maintenance of 25 km rural roads | Road maintenance, 6.25km, patching and re-gravelling in Mhlontlo wards | Road maintenance, 6.25km, patching and re-gravelling in Mhlontlo wards | Road maintenance, 6.25km, patching and re-gravelling in Mhlontlo wards | Road maintenance, 6.25km, patching and re-gravelling in Mhlontlo wards |
| | | Ngqakaqeni Bridge and 15km access road. | Completed bridge and No. of KMs completed | Gravel Road | R5 849 000 | Construction of Ngqakaqeni bridge | Appointment of contractor. | Site establishment. | Clearing site and excavations. Construction concrete bases on the river bed. | Assemble and installation of the steel bridge. |
| | To construct 7.68km surfaced roads. | Qumbu Street Surfacing Phase 2(2.78km) | No. of KMs completed | 400 metres Street Surfacing | R2 146 235 | 2.78km Street Surfacing | Complete kerbing of 2.78km streets. Laying of stormwater pipes 1km and open channel in 300m street. | Surfacing of 2.78km for all the streets Laying of stormwater pipes 1.23km and open channel in 200m street. Cleaning site on completion. | N/A | N/A |
| | | Tsolo Street Surfacing Phase 2(4.9km) | No. of KMs completed | Kerbing of 1 KM Completed | R18 039 000 | 4.9km Street Surfacing | Complete kerbing of 3km streets. Laying of stormwater pipes 346m and open channel in 3km street. | Complete kerbing of 2.2km streets. Laying of stormwater pipes 700m and open channel in 2.2km street. | Surfacing of 1.70km for all the streets. | Surfacing of 2.20km for all the streets. Cleaning site on completion. |
| | To maintain 8.0km of access and urban roads annually | Maintenance of 8.0km access urban roads | Kms completed | | R2 039 735 | 8.0km | Road maintenance to access and urban, 2km | Road maintenance to access and urban, 2km | Road maintenance to access and urban, 2km | Road maintenance to access and urban, 2km |

| | | | | | | | | | | |
|---|--|--|-------------------------------------|-----------------------------|---|--|--|--|--|--|
| Electrification | To eliminate electricity backlogs (6 000 households) | Connection of 220 households for aMacwerha Phase 2B area. And energise the villages. | No. of households connected | Electrification of phase 2 | R14 188 000 | Connection of 220 households | Connections and energising of 220 households and issuing of close out report | N/A | N/A | N/A |
| | | Connection of 1100 households in aMacwerha phase 3 | No. of households connected | Electrification of phase 2B | | Planting of poles to 200h/h network and cable stringing. | Appointment of Service provider and Site establishment | Construction of 5.5km line. Digging of holes for planting the poles. | Planting the poles for network on 100h/h. Stringing the cable for the network. | Planting the poles for network on 100h/h. Stringing the cable for the network. |
| | To construct 15 high mast and street lights | Tsolo Highmast Light (15 No.) | No. of high masts | Existing highmast lights | R3 866 865 | Connection of 15 highmast lights | Excavation for concrete bases. Pouring and curing for concrete bases. | Installation of 15 highmast lights. Installation of light bulbs for all the highmasts | Connections to Eskom kiosk and energising the 15 highmast lights. | Cleaning the site after completion. |
| Maintenance of streets and high mast lights | Qumbu and Tsolo highmast lights and street lights maintenance | No. of high masts and street lights | Existing High mast and streetlights | R744 192 | Maintenance of 45 Street lights and highmast lights in Qumbu and Tsolo. | Maintenance of 45 Street lights and highmast lights in Qumbu, Maintenance of 45 Street lights and 15 highmast lights in Tsolo, As per need | Maintenance of 45 Street lights and highmast lights in Qumbu, Maintenance of 45 Street lights and 15 highmast lights in Tsolo, As per need | Maintenance of 45 Street lights and highmast lights in Qumbu, Maintenance of 45 Street lights and 15 highmast lights in Tsolo, As per need | Maintenance of 45 Street lights and highmast lights in Qumbu, Maintenance of 45 Street lights and 15 highmast lights in Tsolo, As per need | |
| Sporting Facilities | To construct and maintain arts, culture and sporting facilities in all wards | Promotion and development of sport, arts and culture activities. | Completed sports field | Dilapidated sports field | R11 512 000 | Rehabilitation of Mvumelwano Sports Field. | Site Establishment. Demolish the existing unrepaired works(old fence) | Excavation and platform creation. | Fencing the entire field. | Laying pipe network for irrigation. |

COMMUNITY SERVICES

| Priority Area | Municipal Objective | Programme/ Project | Key Performance Indicator | Baseline | Budget | Annual Targets | QUARTERLY TARGETS | | | |
|---|--|---|---|-------------------------------------|--|---|---|---|---|---|
| | | | | | | | 1 st quarter targets | 2nd Quarter Targets | 3rd Quarter Targets | 4th Quarter Targets |
| Waste Management | To ensure full compliance with waste management law and regulations | Implementation of integrated waste management plan | Work completed towards Tsolo Waste Transfer station | Approved IWMP | R1000 000 | Establishment of Tsolo Waste Transfer station | Appointment of service provider and site establishment | Monitoring and review of fencing and construction of Tsolo Waste Transfer Station | Monitoring and review of fencing and construction of Tsolo Waste Transfer Station | Completion and handover of Tsolo Waste Transfer Station |
| | | | Completed Maintenance as scheduled | Landfill Site | R168 857 | Maintenance of Qumbu Landfill site | Cleaning, recycling of waste and compaction of Qumbu land fill site | Cleaning, recycling of waste and compaction of Qumbu land fill site | Cleaning, recycling of waste and compaction of Qumbu land fill site | Cleaning, recycling of waste and compaction of Qumbu land fill site |
| | | | Number of Waste Management EPWP programmes undertaken | EPWP Programmes | R1 915 200 | Implement EPWP programmes on Waste Management | Drafting and signing of 100 EPWP Employment contracts and refuse collection | Refuse collection | Refuse collection | Refuse collection |
| | | | Refuse collection | Number of urban households reached | Refuse Bags provided for 1611 urban households | R699 048 | Distribution of 600 000 refuse bags to all urban households | Appointment of service provider and Distribution of 150 000 refuse bags to all urban households | Distribution of 150 000 refuse bags | Distribution of 150 000 refuse bags |
| Sporting Facilities | To construct and maintain arts, culture and sporting facilities in all wards | Promotion and development of sport, arts and culture activities | Number of successfully supported activities per ward | Sports, Arts and Culture activities | N/A | To support ward-based Sports, Arts and Culture activities | N/A | Convening 3 preparatory committee Horse racing meetings. Hosting of horse race event. | Convening 4 preparatory committee Mayoral Cup meetings. | Hosting of Mayoral Cup. |
| Social Services and Infrastructure | To revitalise the urban centres of Tsolo and Qumbu towns | Revitalisation of urban centres | No of successfully completed projects | No of revitalisation projects | N/A | Provision of cleaning and greening urban centres | Cleaning of Qumbu and Tsolo town drains and Grass cutting | Cleaning of Qumbu and Tsolo town drains and Grass cutting | Cleaning of Qumbu and Tsolo town drains and Grass cutting | Cleaning of Qumbu and Tsolo town drains and Grass cutting |

| | | | | | | | | | | |
|--|--|---|---|---|---|---|---|--|--|---|
| | To ensure construction of 4 new libraries, promotion of learning and educational activities and maintenance. | Promotion of culture of life-long learning | No. of successfully completed services | Promotional activities currently undertaken | R334 279 | Promotion of Education and learning activities | Conduct Literacy day Conduct 1 Examination support programmes | Conduct 1 Examination support programmes | N/A | Conduct Library week Conduct World book day event |
| | To provide integrated transport management services | Transport Management Services | Progress with the construction of the VTC | Registering Authority office | R 1000 000 | Produce designs for Vehicle Testing Centre | Appointment of Consultants | Produce Technical Reports | Produce Final designs | N/A |
| | | | No of licensed and registered vehicles | Registering Authority office | R200 000 | Licensing of 500 vehicles and registration of 500 vehicles | Licencing and registration of 250 vehicle | Licencing and registration of 250 vehicle | Licencing and registration of 250 vehicles | Licencing and registration of 250 vehicles |
| | | | No of learners tested and learner driver's tested | 6000 | | Testing of 2000 learner and drivers for learners and drivers licences | Testing of 500 learners and drivers | Testing of 500 learners and drivers | Testing of 500 learners and drivers | Testing of 500 learners and drivers |
| To coordinate effective implementation of safety and security plan | Safety and security | Progress with implementation of community safety and security plan. | Community Safety Strategy and forum | R4 686 414 | Review of community safety and security plan. Provision of security services | Review of community safety and security plan. Provision of security services | Appointment of Service providers for security services. Provision of security services | Provision of security services | Provision of security services | |
| | To provide adequate pound and cemeteries management service | Pound Management | Progress with relocation of pounds | 2 pound sites existing in Tsolo and Qumbu | R414 000 | Relocation of Qumbu pound site and Impounding of stray animals | Appointment of service provider and Impounding of stray animals | Construction of Qumbu Pound Site and Impounding of stray animals | Completion of construction of Qumbu pound site and Impounding of stray animals | Impounding of stray animals |
| | | | Quantity of supplies | | R520 000 | Management of Pound Sites | Appointment of service provider and supply of animal feed and medicine. | N/A | N/A | Appointment of service provider to supply animal feed and medicine. |

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|--|--|---------------------|-----------------------------|----------------------------------|-----|---|---|---|--|--|
| | | Cemetery Management | Clean and secure cemeteries | 2 Cemeteries in Qumbu and Tsolo. | N/A | Cleaning and provision of security to both cemeteries | cleaning and provision of cemetery security | Cleaning and provision of cemetery security | Cleaning and provision cemetery security | Cleaning and provision cemetery security |
|--|--|---------------------|-----------------------------|----------------------------------|-----|---|---|---|--|--|

LOCAL ECONOMIC DEVELOPMENT, PLANNING AND RURAL DEVELOPMENT

| Priority Area | Municipal Objective | Programme / Project | Key Performance Indicator | Baseline | Budget | Annual Targets | QUARTERLY TARGETS | | | |
|--|---|-----------------------------|--|--|------------|--|--|---|---|---|
| | | | | | | | 1 st quarter targets | 2nd Quarter Targets | 3rd Quarter Targets | 4th Quarter Targets |
| Strategic economic sector growth and development | Ensure rapid growth and development of strategic economic sectors | Cropping Programme | No. of cultivated hectares | 961 hectares have been planted by DRDAR | R1 740 000 | | Appointment of service provider | Discing and planting | Spraying of pesticides | Harvesting |
| | | | No. of enterprises benefitting | N/A | N/A | Feasibility study and business planning | Request for assistance from SEDA and DRDAR | Data collection | | |
| | | Irrigation Schemes | No. of schemes completed | Ntshongweni Irrigation Scheme under construction | N/A | Revitalisation of Ntshongweni Irrigation Scheme | Registration of Ntshongweni Cooperative | Request for assistance with machinery and equipment | Request for assistance with machinery and equipment | Request for inputs from DRDAR and DRDLR |
| | | Wool Production/ processing | No. of wool improvement equipment and inputs | Shearing sheds and wool processing equipment available | R1 000 000 | Purchase of wool improvement equipment and vaccines for 80 000 sheep | Develop project specification. Issue advert for a service provider | Appointment of a service provider | Supply and delivery of inputs and equipment | Supply and delivery of inputs and equipment |
| Investment retention and attraction | Retain, grow and attract new investments linked to the strategic economic sectors | Cleanliness of towns | No of completed cleanliness projects | Waste recycling centre and buy-back centres | N/A | Revive the Waste Recycling Centres | Collect data base of waste collectors wall to wall | Conduct 4 Awareness campaigns in identified wards | N/A | N/A |

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| | | Trade and Investment Strategy Promotion | Trade and investment Strategy | Trade and Investment workshop conducted for both councillors and officials | R564 000 | Develop Trade and Investment Strategy | Develop Terms of Reference and Project Specification | Appointment of a service provider. Inception report | Development of Trade and Investment Strategy. Workshop on Trade and Investment Strategy | Submission of Draft Trade and Investment Strategy |
| Human Settlements | To ensure provision of adequate land for human settlements | Human settlement planning | Completed settlements Plan | Remainder of ERF 102 (Qumbu Commonage) | R508 000 | Identification of suitable land | Development terms of reference for development of Land Audit | Appointment of Service Provider. Inception Report | Produce draft land audit report | Close-out report |
| Investment retention and attraction | Retain, grow and attract new investments linked to the strategic economic sectors | Middle income housing development | No existing middle-income housing development scheme. | Existing Qumbu Ext 6 layout plan | R407 000 | General Plan for Qumbu Ext 6 | Development terms of reference for Producing of a general Plan for Qumbu Ext 6 | Pegging of Qumbu Ext 6 Sites | Producing a General Plan for Qumbu Ext 6 | Submission of General Plan to Surveyor General in Cape Town for Approval |
| Investment retention and attraction | Retain, grow and attract new investments linked to the strategic economic sectors | Commercial Property Development | Copy of a layout plan completed | Remainder of ERF 102 (Qumbu Commonage) ERF 42 (Tsolo Commonage) | R600 000 | Township Establishment for light Industrial Sites for Tsolo and Qumbu | Development terms of reference for Professional Land Surveyor to assist with Tachey Survey for reminder of erf 102 Qumbu and erf 42 Tsolo | Development terms of reference for Township Establishment For ERF 102 Qumbu and ERF 42 Tsolo. | Prepare a Layout Plan for ERF 102 Qumbu and ERF 42 Tsolo | Submit an application to council through council structures for approval. |
| Strategic economic sector growth and development | Ensure rapid growth and development of strategic economic sectors | Review of Tourism Master Plan | Reviewed Tourism Master Plan | Tourism Master Plan | R707 000 | Review Tourism Master Plan | Develop terms of reference | Appointment of a service provider and Inception report | Review of Tourism master plan | Workshop on Tourism Master Plan |
| Employment creation and poverty alleviation | Reduce by a quarter the unemployment rate and the number of people living in poverty by 2020 | (Youth and Women) Food gardens | Business Plan for food gardens | Household gardens in place | R350 000 | Identify beneficiaries and business plan development | Develop terms of reference. Appointment of service provider | Development of a Business plan | Submission of the draft business plan to council structures | N/A |
| | | Youth and Women Entrepreneurship- Brick making | No. of beneficiaries and Business Plan | Brick making equipment | R357 000 | Identify beneficiaries and business plan development | Develop terms of reference. Appointment of service provider | Development of a Business plan | Submission of the draft business plan to council structures | N/A |

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| | | Youth and Women Entrepreneurship- Sewing | No. of beneficiaries and Business | Sewing equipment | R357 000 | Identify beneficiaries and business plan development | Develop terms of reference. Appointment of service provider | Development of a Business plan | Submission of the draft business plan to council structures | N/A |
| Integrated Development Plan | To Ensure an Integrated Development Planning in-line with Municipal Systems Act | Integrated Development Plan | Credible Integrated Development Plan | 2016/2017 Credible IDP | | Credible Integrated Development Plan | Development of IDP Framework and Process Plan. Conduct community needs analysis | Community needs analysis. Review situational analysis | Submission of draft IDP to Council Structures for adoption | Conduct IDP Roadshow. Submit Draft and Final IDP to the MEC |

GOOD GOVERNANCE

| Priority Area | Municipal Objective | Programme/ Project | Key Performance Indicator | Baseline | Budget | Annual Targets | QUARTERLY TARGETS | | | |
|------------------------------------|--|---|--|--|--|--|--|--|--|---|
| | | | | | | | 1 st quarter targets | 2nd Quarter Targets | 3rd Quarter Targets | 4th Quarter Targets |
| Social Services and Infrastructure | To promote the interests of special and vulnerable groups | Special Programmes (HIV/Aids, Disabled, Women, Elderly, Youth and Children) | Number of Successful SPU programmes completed. | Support to designated groups | R97 500 | Development of Special Programmes Implementation Plan (Children) | Develop children's programme's implementation Plan | Conduct awareness campaign against child abuse in 4 identified wards | Coordinate back to school campaign (Purchase of school uniform for 100 children in identified schools) | Coordinate career guidance in 4 clusters (Tsolo, Qumbu, Sulenkama and Ncumbe) |
| | | | | | R210 400 | Development of Special Programmes Implementation Plan (Youth) | Develop youth programme's implementation plan. | Coordinate Mhlontlo - O.R.Tambo beauty pageant | | Coordinate capacity building workshop to 60 young people. |
| | | | | | | | Career guidance | | | Establishment of Mhlontlo youth council. |
| | | | | | | | | | | Coordinate young entrepreneur's seminars for 60 young people. |
| | | | | | | | | | | Coordinate June 16 celebrations. |
| R430 800 | Development of Special Programmes Implementation Plan (Disabled) | Develop Disabled people's programme's implementation plan. | Buying of wood work machinery for Masincedane project for people with disability in ward 15. | Awareness Campaigns on disability programmes in two identified wards | Awareness Campaigns on disability programmes in two identified wards | | | | | |

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|------------------------------------|---|---|--|------------------------------|----------|---|---|--|---|--|---|
| | | Special Programmes (HIV/Aids, Disabled, Women, Elderly, Youth and Children) | Number of Successful SPU programmes completed. | Support to designated groups | | | Buying of baking equipment for Gcinashe disability Project in ward 5. | Mhlontlo disability day celebration in Tsolo Junction Hall | Visit disability projects | Visit disability projects | |
| | | | | | | | | International Day for disabled | | | |
| | | | | | | | Development of Special Programmes Implementation Plan (Elderly) | Develop Elderly people's programme's implementation plan | Elderly End Year Party | Visit elderly project in two identified wards. | Information sharing session on elderly programmes in two wards. |
| Social Services and Infrastructure | To promote the interests of special and vulnerable groups | Special Programmes (HIV/Aids, Disabled, Women, Elderly, Youth and Children) | Number of Successful SPU programmes completed. | Support to designated groups | R344 100 | | Co-ordinate Golden games | Co-ordinate National golden games. | Information sharing on elderly programmes in two wards. | | |
| | | | | | | | Purchase of inputs for grannies old age group at ward 14. | | | | |
| | | | | | | | Purchase of inputs for Tshisane old age group at ward 26. | | | | |
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| | | Special Programmes (HIV/Aids, Disabled, Women, Elderly, Youth and Children) | Number of Successful SPU programmes completed. | Support to designated groups | R204 600 | Development of Special Programmes Implementation Plan (Women) | Develop Women's programme's Implementation Plan | Co-ordinate 16 Days of Activism on no violence against women and children abuse. | Awareness Campaign on no Violence against women in two wards. | Awareness Campaign on no Violence against women in two wards | |
| | | | | | | | Breast feeding Month Event. | | | | |
| | | | | | | | Women's day celebration | | | | |

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| | | | | | | | Trained & Informed women on gender based violence | | | |
| | | Special Programmes (HIV/Aids, Disabled, Women, Elderly, Youth and Children) | Number of Successful SPU programmes completed. | Support to designated groups | R400 925 | Development of Special Programmes Implementation Plan (HIV/Aids) | Develop HIV/Aids programme's Implementation plan | Convene 4 LAC Meeting. | Awareness campaigns in two identified wards | Awareness campaigns in two identified wards and VCT in two identified |
| | Awareness Campaign and VCT in two wards of Mhlontlo eliminate stigma. | | | | | Conduct Awareness Campaigns and VCT in two wards of Mhlontlo eliminate stigma. | LAC preparatory meeting for Condom week awareness. | LAC preparatory meeting for Candle light memorial. | | |
| | Establish 2 wards AIDS Forum. | | | | | 16 Days of Activism on no Violence against women and children abuse. | Condom week awareness. | Local Aids Council meeting (3 LAC) | | |
| | Revival of Local Aids Council and conducting training for the forum | | | | | Local Aids Council meeting (3 LAC) | Local Aids Council meeting (3 LAC) | | | |

GOOD GOVERNANCE

| Priority Area | Municipal Objective | Programme/ Project | Key Performance Indicator | Baseline | Budget | Annual Targets | QUARTERLY TARGETS | | | |
|------------------------------------|--|---|---|---|----------|--|---|---|--|-----------------------------------|
| | | | | | | | 1 st quarter targets | 2nd Quarter Targets | 3rd Quarter Targets | 4th Quarter Targets |
| Monitoring and evaluation | Ensure effective monitoring and evaluation of quality service standards | Strengthen oversight and accountability | Performance of Manco, Audit Committee and MPAC | Manco, Audit Committee and MPAC | N/A | 7 Statutory Reports & Capacity building for MPAC | Preparation of 4th Quarter, APR and Annual Report | Preparation of 1st Quarter report | Preparation of 2 nd Quarter, Midterm report | Preparation of 3rd Quarter report |
| Anti-corruption | Eradicate corruption throughout the municipality | Strengthen anti-corruption | Progress achieved with the implementation of the anti-corruption plan | Anti-corruption strategy council approved | N/A | Formulate Anti-corruption plan | Request the District Municipality to assist with formulation of the anti-corruption plan | Formulation of the anti-corruption plan | Submission of the anti-corruption plan to council structures | N/A |
| Intergovernmental relations | Strengthen alignment of sector department programmes and the municipal IDP | Enhance IGR performance | No of effective IGR meetings | Inter-Governmental Relations Policy | R696 980 | Formulate MoUs with DM and Sector departments | 1 IGR Meeting, Request CoGTA EC to assist with Formulation of MoUs with DM and Sector departments | 1 IGR Meeting and Review of existing IGR Framework and Policy | 1 IGR Meeting | 1 IGR Meeting |

Budget and Treasury Office

| Priority Area | Municipal Objective | Programme/ Project | Key Performance Indicator | Baseline | Budget | Annual Targets | QUARTERLY TARGETS | | | |
|--------------------|--|--|---|--|------------|--|---|---|---|---|
| | | | | | | | 1 st quarter targets | 2nd Quarter Targets | 3rd Quarter Targets | 4th Quarter Targets |
| Revenue Collection | To Ensure monthly collection rate of 60% of billed revenue by 2021 | Revenue collection | Amount of debt Reduced by set date Debtor's reduction by 5% as at 30 June 2018 | R 51 618 892.68 M as at 30 June 2017 | N/A | Reduction of the debt of R3 037 461.96 by R by 30 June 2018 | Reduce debt by R759 365.49 | Reduce debt by R759 365.49 | Reduce debt by R759 365.49 | Reduce debt by R759 365.49 |
| | | Development of revenue management enhancement strategy | Progress made in the implementation of the revenue management plan | Revenue management strategy developed and council approved | R315 000 | Formulate municipal wide plan | Appointment of the service provider | Submit the draft revenue Management Strategy plan to the office of the MM | N/A | N/A |
| | | General valuation roll | 2013 General valuation roll | General valuation roll | R1 279 462 | Procurement of services from a service provider and production of a general valuation roll to be implement on 01 July 2018 | Appointment of a municipal Valour by 30 September 2017 | N/A | Draft valuation roll by 31 January 2018 | Approved Valuation Roll by 30 June 2018 |
| Revenue Management | To Develop and fully implement Revenue Enhancement and Management Strategy | Debtors Reconciliations | Number of monthly debtor's reconciliations. | Debtors Reconciliations are done Monthly. | N/A | Reconciliations Done on a monthly basis by 30 June 2018 | 3 Monthly debtors reconciliation from the billing system to the General ledger and signed off by the Chief Financial Officer by the following dates: 15 August 2017 14 September 2017 | 3 Monthly debtors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 November 2017 14 December 2017 16 January 2018 | Monthly debtors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 February 2018 14 March 2018 | Monthly debtors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 12 May 2018 |

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|--|--|---|--|---|------------|---|--|---|---|---|
| | | | | | | | 14 October 2017 | | 16 April 2018 | 14 June 2018 16 July 2018 |
| | | Provision and Supply of free basic services to Indigent Beneficiaries | 11700 to be approved by 30 June 2018 | 10000 beneficiaries currently receiving the support through Grid and Non-Grid Energies. | | 12 Monthly Supply of registered and approved indigent beneficiaries by 30 June 2018 | Provide services to indigent beneficiaries on monthly basis as follows: Electricity 3 453 Refuse and Rates: 1 074 Alternative energy: Paraffin 200 | Provide services to indigent beneficiaries on monthly basis as follows: Electricity 3 453 Refuse and Rates: 1 074 Alternative energy: Paraffin 200 | Provide services to indigent beneficiaries on monthly basis as follows: Electricity 3 453 Refuse and Rates: 1 074 Alternative energy: Paraffin 200 | Provide services to indigent beneficiaries on monthly basis as follows: Electricity 3 453 Refuse and Rates: 1 074 Alternative energy: Paraffin 200 |
| | To ensure that all indigent people have access to free basic electricity (FBE) | Free basic electricity (FBE) | No of indigent households receiving FBE | Indigent Register | R5 070 282 | Update of indigent register and provisioning of free basic electricity | Update of indigent register and provisioning of free basic electricity | Update of indigent register and provisioning of free basic electricity | Update of indigent register and provisioning of free basic electricity | Update of indigent register and provisioning of free basic electricity |
| | | Credit Payments | Percentage of received invoices per month against number of payments made within 30 days | Creditors all paid within days | N/A | 100% payment for creditors and other service providers to be done within 30 days as per MFMA requirements | 100% payment for creditors and other service providers to be done within 30 days as per MFMA requirements | 100% payment for creditors and other service providers to be done within 30 days as per MFMA requirements | 100% payment for creditors and other service providers to be done within 30 days as per MFMA requirements | 100% payment for creditors and other service providers to be done within 30 days as per MFMA requirements |

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| | | Creditors Reconciliations | 1 Quarterly Creditors Reconciliation Submitted | Monthly submission of Reconciliations | N/A | Reconciliations Done on a monthly basis by 30 June 2018 | 3 Monthly Creditors reconciliation from the billing system to the General ledger and signed off by the Chief Financial Officer by the following dates: 15 August 2017 14 September 2017 14 October 2017 | 3 Monthly creditors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 November 2017 14 December 2017 16 January 2018 | Monthly creditors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 February 2018 14 March 2018 16 April 2018 | Monthly creditors reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 12 May 2018 14 June 2018 16 July 2018 |
| | | Payroll Reconciliations | 1 Quarterly Payroll Reconciliation Submitted | Monthly submission of Reconciliations | N/A | Reconciliations Done on a monthly basis by 30 June 2018 | 3 Monthly Payroll reconciliation from the billing system to the General ledger and signed off by the Chief Financial Officer by the following dates: 15 August 2017 14 September 2017 14 October 2017 | 3 Monthly Payroll reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 November 2017 14 December 2017 16 January 2018 | 3 Monthly Payroll reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 February 2018 14 March 2018 16 April 2018 | 3 Monthly Payroll reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 12 May 2018 14 June 2018 16 July 2018 |
| Expenditure Management | To develop, review and implement expenditure management policy | Petty Cash Processing and Reconciliation | 1 Quarterly Petty Cash Reconciliation Submitted | Monthly submission of Reconciliations | N/A | Reconciliations Done on a monthly basis by 30 June 2018 | 3 Monthly Petty cash reconciliation from the billing system to the General ledger and signed off by the Chief Financial Officer by the following dates: 15 August 2017 14 September 2017 14 October 2017 | 3 Monthly Petty cash reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 November 2017 14 December 2017 16 January 2018 | 3 Monthly Petty cash reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 February 2018 14 March 2018 16 April 2018 | 3 Monthly Petty cash reconciliation from the billing system to the General Ledger and signed off by the Chief Financial Officer by the following dates: 12 May 2018 14 June 2018 16 July 2018 |

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| | | VAT Processing and Reconciliation | Preparation of VAT Input and Output Schedules | Monthly submission of Reconciliations | N/A | Submission of VAT Returns and Reconciliation of VAT 201's | Submission of 3 Monthly VAT 201's to SARS 3 Monthly Petty cash reconciliation from the billing system to the General ledger and signed off by the Chief Financial Officer | Submission of 3 Monthly VAT 201's to SARS 3 Monthly Petty cash reconciliation from the billing system to the General ledger and signed off by the Chief Financial Officer | Submission of 3 Monthly VAT 201's to SARS 3 Monthly Petty cash reconciliation from the billing system to the General ledger and signed off by the Chief Financial Officer | Submission of 3 Monthly VAT 201's to SARS 3 Monthly Petty cash reconciliation from the billing system to the General ledger and signed off by the Chief Financial Officer |
| | | Document Management and Record Keeping | Backup Reports Submitted | Scanning of documents for safekeeping | N/A | Safekeeping of records and Backing up Documents | 3 Monthly Backup Reports submitted to the Chief Financial Officer for sign off | 3 Monthly Backup Reports submitted to the Chief Financial Officer for sign off | 3 Monthly Backup Reports submitted to the Chief Financial Officer for sign off | 3 Monthly backup Reports submitted to the Chief Financial Officer for sign off |
| | | 12 reports per year submitted | Number of reports submitted within 10 working days | 12 reports per year submitted | N/A | Submission of monthly budget statement (sec 71 report) to National and Provincial Treasury, and Mayor within 10 working days | Submission of monthly budget statement (sec 71 report) to National and Provincial Treasury, and Mayor within 10 working days of the following month as follows: 14 August 2017 14 September 2017 | Submission of monthly budget statement (sec 71 report) to National and Provincial Treasury, and Mayor within 10 working days of the following month as follows: 14 November 2017 14 December 2017 | Submission of monthly budget statement (sec 71 report) to National and Provincial Treasury, and Mayor within 10 working days of the following month as follows: 14 February 2018 14 March 2018 | Submission of monthly budget statement (sec 71 report) to National and Provincial Treasury, and Mayor within 10 working days of the following month as follows: 12 May 2018 14 June 2018 14 July 2018 |
| | | Reports submitted to | Number | 4 reports per year submitted to Management Team | N/A | Submission on of quarterly reports | Submission on of quarterly reports National Treasury, | Submission on of quarterly reports National Treasury, | Submission on of quarterly reports National Treasury, | Submission on of quarterly reports |

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|-----------------------------------|---|--|---|--|---------|--|--|--|--|---|
| | | National Treasury as required to National and Provincial al i.e. quarterly reports section | of reports submitted by set date | | | (sec 52d reports and withdrawal report) National Treasury, Provincial Treasury by the 10th working of each quarter | Provincial Treasury by 14 October 2017 | Provincial Treasury by 16 January 2018 | Provincial Treasury by 14 April 2018 | National Treasury, Provincial Treasury by 14 July 2018 |
| Budgeting and Financial Reporting | To ensure credible budgeting and proper financial reporting in line with relevant legislation | Preparation of Bank reconciliations | Number of submitted monthly reconciliation by set timeframe | Submitted Bank reconciliation monthly basis to MTM, Standing Committee, EXCO, Council. | N/A | 12 monthly bank reconciliations reconcile to the General Ledger and signed off by the Chief Financial Officer by 30 June 2018. | 3 monthly bank reconciliations reconcile to the General Ledger and signed off by the Chief Financial Officer by the following dates: 15 August 2017; 14 September 2017; 14 October 2017 | 3 monthly bank reconciliations reconcile to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 November 2017; 14 December 2017; 14 January 2018 | 3 monthly bank reconciliations reconcile to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 February 2018; 14 March 2018; 14 April 2018 | 3 monthly bank reconciliations reconcile to the General Ledger and signed off by the Chief Financial Officer by the following dates: 12 May 2018; 14 June 2018; 14 July 2018. |
| | | Cash Investment Register reconcile s to General Ledger | Number of monthly investment registers submitted by set timeframe | Submitted Investment register to MTM, standing committee, EXCO, and Council. | N/A | 12 Monthly investment registers reconcile to the General Ledger and signed off by the Chief Financial Officer and submitted to MTM, Standing Committee, EXCO, and Council by 30 June 2018. | 3 Monthly investment register reconciled to the General Ledger and signed off by the Chief Financial Officer by the following dates: 15 August 2017; 14 September 2017; 14 October 2017. | 3 Monthly investment registers reconciled to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 November 2017: 14 December 2017: 16 January 2018. | 3 Monthly investment register reconciled to the General Ledger and signed off by the Chief Financial Officer by the following dates: 14 February 2018; 14 March 2018; 14 April 2018. | 3 Monthly investment register reconciled to the General Ledger and signed off by the Chief Financial Officer by the following dates: 12 May 2018; 14 June 2018; 14 July 2018. |
| | | Budget related management policies | Number of developed and reviewed policies | Submitted and reviewed policies to National Treasury | R15 000 | Annual review of 8 policies within the legislative prescripts of MFMA, MSA, MPRA and NT Guidelines by 30 June 2018 | N/A | N/A | N/A | Annual review of 8 policies within the legislative prescripts of MFMA, MSA, MPRA and NT Guideline s by 30 June 2018 |
| | | Monthly Interim Financial Statements | Number of submitted monthly financial statements to | 12 reports for financial year 17-18 | N/A | 12 Monthly interim financial statements | 3 Monthly interim financial statements | 3 Monthly interim financial statements prepared and submitted to | 3 Monthly interim financial statements prepared and submitted to | 3 Monthly interim financial statements prepared and submitted to |

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| | | | Management Team, Standing Committee, EXCO, Council, National and Provincial Treasury by set date | | | prepared and submitted to Management Team, Standing Committee, EXCO, and Council by the 10 th working day of the following month. | prepared and submitted to Management Team, Standing Committee, EXCO, Council on the following dates: 15 August 2017; 14 September 2017; 14 October 2017. | Management Team, Standing Committee, EXCO, Council on the following dates: 14 November 2017; 14 December 2017; 16 January 2018. | Management Team, Standing Committee, EXCO, Council on the following dates: 14 February 2018; 14 March 2018; 14 April 2018. | Management Team, Standing Committee, EXCO, Council on the following dates: 12 May 2018; 14 June 2018; 14 July 2018 |
| | | Submission of adjusted budget | Adjusted budget by submitted to Management Team, Standing Committee, EXCO, and Council by set date | 2016/17 approved Budget | N/A | Prepare and Submit adjusted budget to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by the 28th February 2018. | N/A | N/A | Prepare and Submit adjusted budget to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by the 28th February 2018. | N/A |
| | | Budget preparation process | Submitted Process Plan to Management team, Standing Committee, EXCO, Council and National and Provincial Treasury by set date. | Submitted 2017/18 Time schedules to Management Team, EXCO, Standing Committee, Council and National and Provincial Treasury | N/A | Budget Process Plan (One time schedule) submitted to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by for the next financial year 10 months before start of new financial year | Budget process plan submitted to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by for the next financial year 10 months before start of new financial year | N/A | N/A | N/A |

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| | | | <p>Tabled and submitted draft budget to Management Team, Standing Committee, EXCO, Council, National and Provincial Treasury by set date.</p> | <p>Submitted 2017/18 tabled budget to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by the 31st March.</p> <p>Tabled and submitted draft budget to Management Team, Standing Committee, EXCO, Council, National and Provincial Treasury by set date.</p> | N/A | <p>Submit tabled draft budget that is aligned to the IDP 90 days before the start of a new financial year to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury.</p> | N/A | <p>Submit Budget return forms to management team by 31 October 2016</p> | <p>Submit tabled budget 90 days before of the new financial year to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury.</p> | N/A |
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| | | | Approved and submitted budget to Management Team, Standing Committee, EXCO, Council, National and Provincial Treasury by set date | Submitted 2017/18 tabled budget to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury | | Submit Approved budget that is aligned to the IDP to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by 30 June 2018. | N/A | N/A | N/A | Submit Approved budget that is aligned to the IDP to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by 30 June 2018. |
| | | Consultations on tabled budget | Number of public meetings held by set date | Budget Community Outreach held on 12 – 16 September 2017 and 11 – 15 April 2018 | | Two Budget Community Outreach held by 30 April 2018 | Budget Community Outreach held before 30 September 2017 | N/A | N/A | Budget Community Outreach held before 30 April 2018 |
| | | Budget preparation | Tabled tariff of charges by set date | Submitted tariff of charges to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury. | N/A | Submit the tariff setting 30 days before the start of the new financial year to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury. | N/A | N/A | N/A | Submit the tariff setting 30 days before the start of the new financial year to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury. |

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| | | Preparation of Annual Financial Statements with no Misstatements. | Submitted GRAP Compliant Annual Financial Statements to Management Team, Audit Committee, Auditor General, National Treasury and Provincial Treasury by the set date. | Submitted GRAP Statements to Management Team, Audit Committee and Auditor General. | R4 585 274 | Submit GRAP compliant Annual Financial Statements to Management Team, Audit Committee, Auditor General, National and Provincial Treasury by the 31st August 2018. | Submit GRAP compliant Annual Financial Statements to Management Team, Audit Committee, Auditor General, National and Provincial Treasury by the 31st August 2018. | N/A | N/A | N/A |
| | | Unqualified Audit Opinion | Achieved Unqualified Audit Opinion by set date | Achieved Clean Audit Report with other matters in 2015/16 FY. | N/A | Achieve a Unqualified Audit Opinion issued by the Auditor General and submit it to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury by 30 November 2018 | N/A | Achieve a Unqualified Audit Report issued by the Auditor General and submit it to Management Team, Standing Committee, EXCO, Council and National and Provincial Treasury | N/A | N/A |

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| Asset and Fleet Management | To ensure that assets are managed and utilised in line with relevant policies and procedures | Fixed Asset management | Number of asset additions on register and physical verification of non-infrastructure assets done | There is an Updated Fixed Asset Register for 2016/17 | N/A | Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly | Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly | Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly | Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly | Monthly additions of asset on the asset register and Physical verification of non-infrastructure assets done quarterly |

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| | | Fixed Assets | Number of recons and reports on Updated Asset Registers submitted to MTM, STANCO, EXCO, Council | There is an Updated Fixed Asset Register for 2015/16 | N/A | 4 Quarterly Asset reconciliation to General Ledger and 4 reports on Updated Assets Register submitted to MTM. STANCO, EXCO and Council | One quarterly Assets reconciliation n (Movable and Immovable Assets) to General Ledger and 1 report on Updated Asset Register submitted to MTM. STANCO, EXCO and Council | One quarterly Assets reconciliation n (Movable and Immovable Assets) to General Ledger and 1 report on Updated Asset Register submitted to MTM. STANCO, EXCO and Council | One quarterly Assets reconciliation n (Movable and Immovable Assets) to General Ledger and 1 report on Updated Asset Register submitted to MTM. STANCO, EXCO and Council | One quarterly Assets reconciliation n (Movable and Immovable Assets) to General Ledger and 1 report on Updated Asset Register submitted to MTM. STANCO, EXCO and Council |
| | | Logistics Management | Number of stock counts, reconciliations, Investigations, report by set date | Stores management procedures in place | N/A | Quarterly Stock counts, Reconciliation of stock counts to General Ledger, Investigate and report on discrepancies Perform annual stock takes by 30 June 2018 | 1 Stock counts, 1 Reconciliation of stock counts to General Ledger, 1 Investigate and report on discrepancies | 1 Stock counts, 1 Reconciliation of stock counts to General Ledger, 1 Investigation and report on discrepancies | 1 Stock counts, 1 Reconciliation of stock counts to General Ledger, 1 Investigation and report on discrepancies | Perform Annual Stock count by 30 June 2018 1 Reconciliation of stock counts to General Ledger, 1 Investigate and report on discrepancies |
| | | Fleet Management | Progress towards establishment of the Fleet Management Unit | Fleet management Unit not in existence | N/A | Establishment of Fleet Management Unit by 2020 | Appointment of a fleet management personnel | N/A | N/A | N/A |
| Supply Chain Management | To ensure that supply chain policies comply with MFMA and all relevant regulations | Procurement Plan Management & Implementation 2017/18 | Approved Procurement Plan and Percentage of implementation | Ineffective procurement plan- 2016/17 | N/A | To have an approved Procurement Plan by 31 July 2017 | To have an approved Procurement Plan by 31 July 2017 | N/A | N/A | N/A |

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| | | | | | N/A | 100% Implementation of the approved procurement Plan by 30 June 2018 | 100% Implementation of approved procurement plan by 30 September 2017 | 100% Implementation of approved procurement plan by 30 December 2017 | 100% Implementation of approved procurement plan by 30 March 2018 | 100% Implementation of the approved procurements by 30 June 2018 |
| | | Demand Management | Updated accredited service provider register and supplier day hosted by set date | Accredited prospective service provider Register for 2016/2017 | N/A | Updated and Verified register of accredited prospective service by 31 June 2017 | Invitation to register on the list of accredited prospective service providers by 15 July 2017 | Updated list of accredited prospective service providers | Updated list of accredited prospective service providers | Updated list of accredited prospective service providers |
| | | | | | | Supplier Day by 30 November 2017 | Verification of accredited prospective service | Supplier Day by 30 November 2017 | N/A | N/A |
| | | Acquisition Management | Percentage of Procurements between R30 000.00 and R20 000.00 procured locally | Awarded bids, Deviation Register, Reports on Regulation 32 bids for 2015/6 FY | N/A | 30% of Procurement plan budget procured locally | 5% of Procurement plan budget procured locally | 5% of Procurement plan budget procured locally | 10% of Procurement plan budget procured locally | 10% of Procurement plan budget procured locally |
| | | | | | N/A | 30% of Procurement plan budget procured locally (youth) | 5% of Procurement plan budget procured locally (youth) | 5% of Procurement plan budget procured locally (youth) | 5% of Procurement plan budget procured locally (youth) | 5% of Procurement plan budget procured locally (youth) |
| | | | Number of days for awarding of bids | Awarded bids, Deviation Register, Reports on Regulation 32 bids, | N/A | Ensure 60 days turnaround time from closing date for the awarding of bids | Ensure 60 days turnaround time from closing date for the awarding of bids | Ensure 60 days turnaround time from closing date for the awarding of bids | Ensure 60 days turnaround time from closing date for the awarding of bids | Ensure 60 days turnaround time from closing date for the awarding of bids |

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| | | | Number of reports on irregular expenditure | 12 reports on irregular expenditure for Financial year 2016/17. However not submitted to MTM | N/A | To have 12 monthly reports on Irregular expenditure submitted to Management Team Meeting, | 3 Monthly Report to Management Team Meeting on irregular expenditure | 3 Monthly Report to Management Team Meeting on irregular expenditure | 3 Monthly Report to Management Team Meeting on irregular expenditure | 3 Monthly Report to Management Team Meeting on irregular expenditure |
| | | | | | N/A | 4 Quarterly reports on irregular expenditure to STANCO, EXCO and the Council by 30 June 2018 | 1 Quarterly report on irregular expenditure to STANCO, EXCO and the Council. | 1 Quarterly report on irregular expenditure to STANCO, EXCO and the Council. | 1 Quarterly report on irregular expenditure to STANCO, EXCO and the Council. | 1 Quarterly report on irregular expenditure to STANCO, EXCO and the Council. |
| | | Contracts Management | Number of days in which Contracts/service level agreements are signed after a bid is awarded | Contract register is in place | N/A | To have signed contracts/ service level agreements for all the bids awarded within 30 days of award date. | Ensure contracts/ service level agreements signed within 30 days from the date of appointment | Ensure contracts/ service level agreements signed within 30 days from the date of appointment | Ensure contracts/ service level agreements signed within 30 days from the date of appointment | Ensure contracts/ service level agreements signed within 30 days from the date of appointment |
| | | | Number of days in which reports on awarded bids were submitted to National treasury and number of Updated contract register | | N/A | Submission of reports on Awarded bids to National treasury within 10 days after Month end and Monthly updated contract register | Submission of reports on Awarded bids to National treasury within 10 days after Month end and Monthly updated contract register | Submission of reports on Awarded bids to National treasury within 10 days after Month end and Monthly Updated contract register | Submission of reports on Awarded bids to National treasury within 10 days after Month end and Monthly Updated contract register | Submission of reports on Awarded bids to National treasury within 10 days after Month end and Monthly Updated contract register |
| | | Training in SCM Policies and regulations | No of trainings or seminars attended | SCM not fully compliant | R60000 | Training in SCM Policies and regulations | N/A | 1 Training conducted for SCM Practitioners on Policies and regulations | 2 Trainings conducted for SCM Bid Committee Members on Policies and regulations | 1 Training conducted for SCM Practitioners on Policies and regulations |

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| Anti- Corruption | Eradicate corruption throughout the municipality | Strengthen anti-corruption | Progress achieved with the implementation of the anti-corruption plan | Anti-corruption strategy council approved | | Formulate Anti-Corruption plan | Request the District Municipality to assist with formulation of the anti-corruption plan | Formulation of the anti-corruption plan | Submission of the anti-corruption plan to council structures | N/A |
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