



2014/15 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

JULY 2014

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OVERVIEW

The 2014/15 Service Delivery and Budget Implementation Plan (SDBIP) has been prepared in line with the approved MTREF and 5-Year IDP as well as the applicable legislative requirements of the MFMA. The SDBIP therefore contains information in regard to revenue and expenditure projections, service delivery targets and indicators and provides a detailed breakdown of the municipality's approved capital budget per ward.

It should be noted that the SDBIP is an important oversight and management tool which must be informed by the approved IDP and Budget. Secondly, the annual performance plans/contracts of the Municipal Manager and Directors must be aligned to the service delivery targets contained in the approved SDBIP. To further ensure alignment with the municipality's Performance Management System (PMS) it is critical that in-year reporting (monthly, mid-year and quarterly), and annual reporting should be done against the information contained in the approved SDBIP.

Part One (General Information) of the SDBIP contains information relating to the municipality's vision, mission, municipal scorecard perspectives, KPAs and IDP priorities as well as the legal and management context of the SDBIP.

Part Two (Financial Information) includes the financial information in respect of the operating revenue and expenditure, capital expenditure monthly projects in line with the approved cash flow budget and a breakdown of the capital budget per IDP priority and ward.

Part Three (Performance Information) provides details on the municipality's quarterly service delivery targets and performance information,

The intention is that SDBIP must be utilised to effectively strengthen the alignment with the IDP, Budget and PMS and the oversight and management mechanisms of the municipality.

The Executive Mayor and Municipal Manager will therefore ensure, in accordance with their respective MFMA responsibilities, that the implementation of the SDBIP is effectively monitored during the course of the financial year. Quarterly performance review sessions will be convened between the Mayoral Committee and Directors after the end of each quarter to do an in-depth assessment of actual performance, the reasons for under- or non-performance and whether appropriate corrective measures are being taken to address any performance issues.

PART ONE: INTRODUCTION

VISION AND MISSION STATEMENT

Vision

“Moghaka Local Municipality strives to be a Municipality that creates an environment for socio economic growth and sustainable development.

Mission Statement

“To maintain and enhance quality of life by providing effective, efficient quality and affordable services equitably and facilitating sustainable socio economic growth through active community participation.”

MUNICIPAL SCORECARD PERSPECTIVES, KPAs AND IDP PRIORITY ISSUES

Municipal Scorecard Perspective	Municipal KPAs	IDP Priority Issues
Service Delivery Perspective	Basic Service Delivery and Infrastructure Investment	<ul style="list-style-type: none"> • Sanitation Provision • Water Provision • Housing • Streets and Storm Water • Electricity Provision • Environmental Management • Parks/Cemeteries • Solid Waste Management • Telecommunication • Alternative Energy Sources • Public Transport (Air/Rail/Road) • Future Land Use/Spatial Development Framework • Land Reform • Environment
Municipal Development Perspective	Local Economic Development	<ul style="list-style-type: none"> • Local Economic Development: <ul style="list-style-type: none"> ☞ Tourism ☞ Agriculture ☞ Mining ☞ Manufacturing ☞ Commercial Transport • Poverty Alleviation • SMME Development
	Community Development and Social Cohesion	<ul style="list-style-type: none"> • Community Safety and Transport (Safety and Security) • Disaster Management • HIV / AIDS management • Welfare Service Provision • Education • Youth Development • Gender Equity • Improved level of Health Services • Public Information Education Relation • Sport & Recreation • Emergency Services
Institutional Development Perspective	Municipal transformation and institutional development	<ul style="list-style-type: none"> • ITC (Information Technology & Communication) • Training & Education • Learnerships for Construction, Finance & LED • Geographic Information System
Financial Management Perspective	Financial viability and financial management	<ul style="list-style-type: none"> • Revenue, Expenditure, Asset and Liability Management • Financial Management Reforms • MFMA Compliance
Governance	Good governance and	<ul style="list-style-type: none"> • Monitoring • Governance

Municipal Scorecard Perspective	Municipal KPAs	IDP Priority Issues
Perspective	community participation	<ul style="list-style-type: none"> • Performance Management • Ward Committees • Intergovernmental Relations

DEFINITION: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

In terms of **section 1** of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) the SDBIP is defined as follows:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include the following:

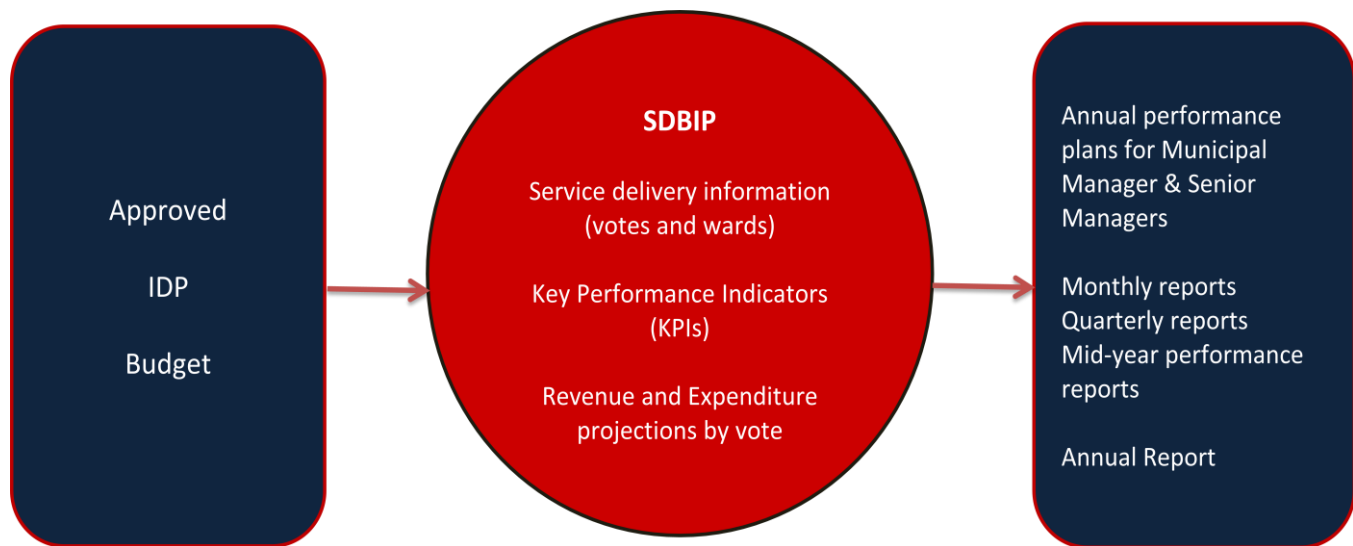
- (a) projections for each month of –*
 - (i) revenue to be collected by source; and*
 - (ii) operational and capital expenditure, by vote;*
- (b) service delivery targets and performance indicators for each quarter”.*

The five necessary components of a SDBIP are:

1. Monthly projections of revenue to be collected for each source, for example electricity, water, sanitation, property rates, refuse, fines, grants, etc.
2. Monthly projections of expenditure (operating and capital) and revenue for each vote (directorate).
3. Annual and quarterly projections of service delivery targets and performance indicators for each vote (directorate).
4. Ward information for expenditure and service delivery.
5. Detailed capital works plan (budget broken down by ward).

THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN CONCEPT

What the diagram illustrates is that the SDBIP contains information in regard to service delivery targets, performance indicators and revenue and expenditure. It is also important to note that the SDBIP is firstly informed by the IDP and Budget, secondly that the annual performance agreements/contracts of the Municipal Manager and Directors must be influenced by the SDBIP and thirdly that in-year reporting (monthly and quarterly), and annual reporting should be done against the information contained in the approved SDBIP.



SDBIP MONITORING, REPORTING AND REVISION

In-year reports	Revision	Annual Report
<ul style="list-style-type: none">• Monthly reports must be submitted by the MM to the Executive Mayor (s71 of MFMA)• Quarterly reports must be submitted by the Executive Mayor to Council (s52 of MFMA)• Mid-year budget and performance assessment report must be submitted by the MM to the Executive Mayor (s72 of MFMA)	<ul style="list-style-type: none">• Any <i>revisions to the SDBIP</i> service delivery targets and performance indicators may only be made with the approval of the Council following approval of an adjustments budget (s54 of MFMA)	<ul style="list-style-type: none">• The Annual Report of the municipality must include an assessment of performance against measurable objectives and the approved SDBIP (s121 of MFMA)

PART TWO: FINANCIAL INFORMATION

OPERATING REVENUE PROJECTION BY VOTE

Description R thousand	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar ch	April	May	June	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2014/15
Revenue By Source															
Vote 1 – council and executive	67 422				57 584				45 000				169 828	179 848	189 739
Vote 2- office of the municipal manager															
Vote 3 – cooperate service	408	408	408	408	408	408	408	408	408	408	408	449	4 932	5 160	5 444
Vote 4 – financial services	4 694	4 694	4 694	4 694	4 694	4 694	4 694	4 694	4 694	4 694	4 694	4 226	55 860	59 428	62 756
Vote 5 – technical services	30 485	30 485	30 485	30 485	30 485	30 485	30 485	30 485	30 485	30 485	30 485	30 485	365 920	388 533	409 819
Vote 6 – community and emergency services	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 852	1 684	22 052	23 442	24 755
Total Revenue by vote	51 507	51 507	51 507	51 507	51 507	51 507	51 507	51 507	51 507	51 507	51 507	52 507	618,592	656 411	692 514

OPERATIONAL EXPENDITURE PROJECTION BY VOTE

Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
	July	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar ch	April	May	Jun e	Budge t Year 2014/15	Budge t Year +1 2014/15	Budge t Year +2 2014/15
R thousand															
<u>Revenue By Source</u>															
Vote 1 – council and executive	5 415	5 415	5 415	5 415	5 415	5 415	5 415	5 415	5 415	5 415	5 415	5 415	64 981	74 749	78 935
Vote 2- office of the municipal manager	353	353	353	353	353	353	353	353	353	353	353	353	4 239	4 472	4 723
Vote 3 – cooperate service	2 948	2 948	2 948	2 948	2 948	2 948	2 948	2 948	2 948	2 948	2 948	2 948	35 239	56 006	59 142
Vote 4 – financial services	4 504	4 504	4 504	4 504	4 504	4 504	4 504	4 504	4 504	4 504	4 504	4 504	54 046	72 600	78 591
Vote 5 – technical services	28 039	28 039	28 039	28 039	28 039	28 039	28 039	28 039	28 039	28 039	28 039	28 039	336 468	330 477	348 984
Vote 6 – community and emergency services	8 524	8 524	8 524	8 524	8 524	8 524	8 524	8 524	8 524	8 524	8 524	8 524	102 284	103 552	109 351
Total Revenue by vote	49 783	49 783	49 783	49 783	49 783	49 783	49 783	49 783	49 783	49 783	49 783	49 783	597 392	641 856	679 725

OPERATING EXPENDITURE PROJECTIONS BY SOURCE

Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2014/15
R thousand															
Expenditure by type															
Employee related costs	15 977	15 977	15 977	15 977	15 977	15 977	15 977	15 977	15 977	15 977	15 977	15 977	191 721	203 033	241 199
Remuneration of councillors	1 320	1 320	1 320	1 320	1 320	1 692	1 520	1 520	1 520	1 520	1 520	1 520	17 412	18 439	19 527
Debt Impairment	1 000	1 000	1 000	1 333	1 333	1 333	1 000	1 000	1 000	1 000	1 000	1 000	13 000	13 767	14 579
Depreciation & assets impairment	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	24 000	25 416	26 916
Finance charges			850			850			850			850	3 400	3 601	3 813
Bulk purchases	20 000	14 396	14 000	14 000	14 000	14 000	14 000	14 000	14 000	14 000	21 500	23 241	191 137	202 414	213 850
Contracted services	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 016	1 012	12 188	12 907	13 669
Other expenditure	12 736	17 736	12 736	12 736	12 736	7 736	12 736	10 736	12 736	7 734	12 736	11 440	144 534	153 063	203 828
Loss on disposal of PPE												–	–	–	–
Total Expenditure	54 049	53 445	48 899	48 382	48 382	44 604	48 249	46 249	49 099	43 247	55 749	57 040	597 392	632 639	695 817

REVENUE PROJECTIONS BY SOURCE

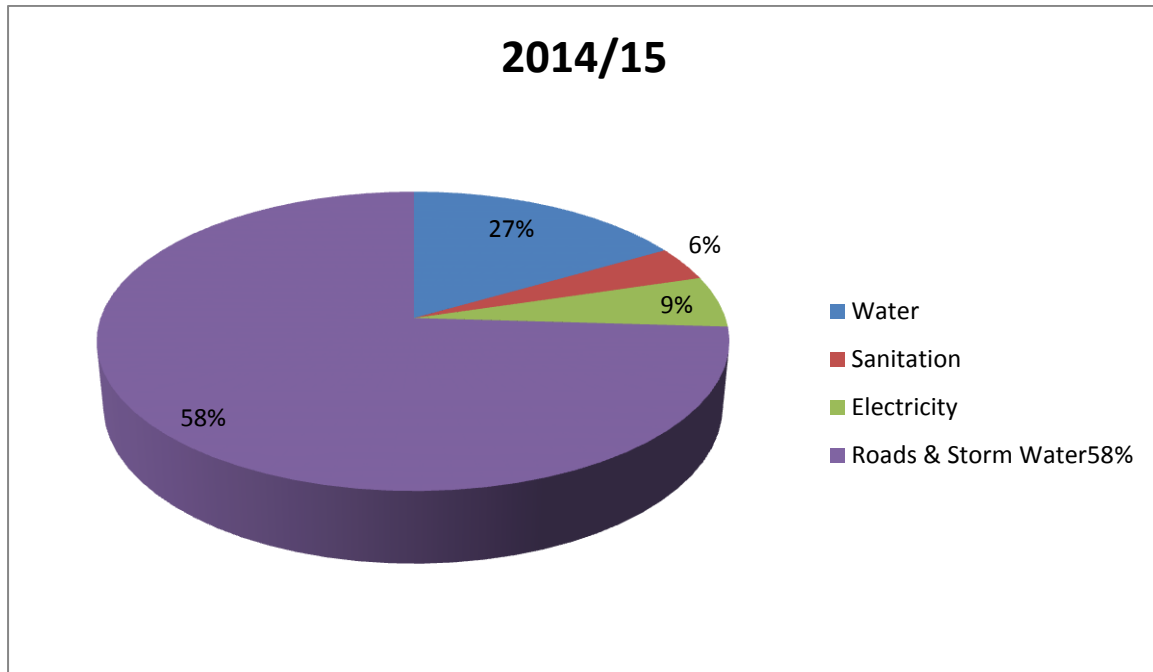
Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	Budget Year 2014/15	Budget Year +1 2014/15	Budget Year +2 2014/15
R thousand	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue By Source															
Property rates	4,910	2,402	4,525	4,515	4,160	4,559	4,551	4,200	4,514	4,610	4,210	4,036	51,193	54,213	57,195
Service charges - electricity revenue	21,120	21,600	20,800	21,774	20,700	18,500	17,400	21,500	20,468	21,640	23,000	21,751	250,253	265,018	279,646
Service charges - water revenue	6,976	8,276	7,254	7,345	7,245	7,138	7,033	7,135	7,647	7,444	7,125	6,699	87,317	92,469	97,554
Service charges - sanitation revenue	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,040	2,041	24,481	25,925	27,351
Service charges - refuse revenue	1,459	1,499	1,483	1,430	1,399	1,354	1,459	1,411	1,473	1,466	1,489	956	16,878	17,874	19,554
Rental of facilities and equipment	216	817	277	350	233	51	149	375	168	80	40	545	3,300	3,012	3,177
Interest earned - external investments	15	59	39	124	21	100	18	11	42	46	12	46	530	540	570
Interest earned - outstanding debtors	317	317	317	317	317	17	417	417	417	417	417	313	4,000	5,295	5,586
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	85	104	82	87	51	64	55	55	90	71	90	71	907	961	1,013
Licences and permits													–	–	–
Agency services													–	–	–
Transfers recognised - operational	67,244	2,484			57,000				45,000				171,728	181,860	191,862
Other revenue	830	677	850	350	677	1,010	285	600	899	450	740	637	8,005	8,477	8,944
Gains on disposal of PPE													–	–	–
Total Revenue (excluding capital transfers and contributions)	105,312	40,375	37,767	38,432	93,942	35,233	33,407	37,744	82,759	38,264	39,163	36,195	618,592	655,644	692,452

DETAILED CAPITAL WORKS PLAN

SUMMARY OF DETAILED CAPITAL PLAN

Project description	EPWP	Ward	Total project cost	Source of funding	2014/15
Water and Sanitation					
RBIG Steynsrus/ Matlwangtlwang	N	MW	105 000 000	DWA	15 000 000.00
Steynsrus: Upgrade Sewer Treatment works, Ponds and Filters - Phase 3	N	1,2	13 848 969	MIG	2 519 031.19
Maokeng: Upgrading of Sewer Pumpstations	N	MW	1 000 194.00	MIG	1 000 194.00
					18 519 225.19
Electricity					
Electrification of Khatliso Moeketsi (phase 2)	N	9	21 000 000	DoE	5 000 000.00
					5 000 000.00
Roads and Storm water					
Moqhaka: The Upgrading of Demane Street in Constantia	Y	8,9	8 435 150	MIG	826 541.16
Moqhaka: Marabastad - Upgrading of 11th Avennnue Road	Y	11,12	11 055 797	MIG	4 311 559.44
Moqhaka : Construction of vehicular crossing in Maokeng	Y	8	3 420 000.00	MIG	1 502 960.33
Moqhaka:Lebina Street - Upgrading of gravel road and provision of proper stormwater drainage in Phomolong	Y	8,9	5 899 828	MIG	2 216 193.96
Moqhaka: Matlwangtlwang: Upgrading of bus route and accessroad	Y	1	14 818 975	MIG	161 199.71
Moqhaka: Morake Street - Upgrading of Gravel Road in Seisoville	Y	9	9 714 747	MIG	179 776.80
Gelukwaarts 2897 - 1495 - Connector Road and Provision of Proper Storm Water (1.05km)	Y	14	3 255 000	MIG	3 092 250.00
Moqhaka: Matlwangtlwang: Upgrading of Ablution Facilities and Construction of Palisade Fence at the Sports Ground	Y	1	957 326	MIG	47 866.30
Moqhaka: Phomolong: Upgrading of Parking Area and Construction of Palisade Fence at Central Sports Terrain	Y	9	5 732 181	MIG	373 685.00
Rammulotsi: Upgrading of Sports Centre	Y	21	4 894 578	MIG	2 208 761.95
Brentpark: Upgrading of Ablution Blocks and Rehabilitation of Football Field for Sports Stadium	Y	13	2 506 126	MIG	1 787 339.00
Maokeng - Upgrading of Storm Water System and Channelling of Vlei Areas (Phase 1)	Y	8,9	14 272 560	MIG	2 080 235.06
Upgrading of Loubserpark Sports Facility	Y	16	7 326 340	MIG	6 109 528.95
Rammulotsi - Rehabilitaion of exsisting landfill site and Construction and Fencing of New Landfill Site - Phase 2	Y	21	9 909 550.74	MIG	7 820 627.15
					32 718 524.81
TOTAL					56 237 750.00

CAPITAL EXPENDITURE PER IDP PRIORITY



2014/15 CAPITAL BUDGET PER IDP PRIORITY

CAPITAL FUNDING SOURCES

The municipality is reliant on funding from government grants and subsidies to sustain its capital investment and infrastructure delivery programme.

Government grants and subsidies from the National Government, constitute 100% of the total capital funding in 2014/2015

PART THREE: PERFORMANCE INFORMATION

SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

MUNICIPAL SCORECARD PERSPECTIVE: SERVICE DELIVERY

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
1. Water	1.1 2603 Households not having access to potable water within 200m radius	To ensure access to potable water by 2014 by providing a network with meters to all current erven.	100% of households have access to potable water within 200m radius.	80 %	90 % access and metered	82%	84%	86%	90%	Billing system
	1.2 MLM not meeting blue drop criteria	To ensure improved blue drop rating from DWA.	100%blue drop rating achieved.	60 %	85 % blue drop rating	65%	70%	80%	85%	DWA evaluation
	1.3 ±40% water loss in distribution.	To reduce water loss in distribution.	Reduce water loss to 15% maximum.	40 %	Reduce to 20 %	35%	30%	25%	20%	Output vs Billing / Reports to management
	1.4 Compilation of WSDP Module 1 and 2.	To have WSDP Module 1 & 2 in place by 2014/15.	100% of WSDP module 1 & 2 in place	40 %	80 % compilation of WSDP	50%	60%	70%	80%	WSDP Document.
	1.5 Demand in Viljoenskroon and Steynsrus exceeds purification capacity.	To provide sufficient potable water to meet demand by upgrading of treatment plant.	Meet 100% demand by 2016/17	70 %	Meeting 85 % demand by end 2014/15	70%	75%	80%	85%	Output from plants / Reports to management
	1.6 No approved water Master Plan.	To ensure approved water Master Plan is in place.	% of Water Master Plan developed and approved.	0 %	50 % of master plan developed and approved.	0%	0%	0%	50%	Documents from Service Provider
	1.7 Van der Lingen and Kroonheuwel to Maokeng P/s in poor condition, Viljoenskroon reservoir P/s.	Upgrade and refurbish pump stations.	Number of pumps to be refurbished.	0	Refurbish and upgrade 4 pumps	1	2	3	4	Asset condition (asset register)
	1.8 Several pumps and electric motors and panels need upgrading.	Refurbishment at Kroonstad WTW.	Number of pump stations refurbished.	0	Refurbish 4 pumps at WTW	1	2	3	4	Asse condion (asset register).
2. Sanitation	2.1 MLM not meeting green drop criteria	Ensure improved Green Drop Criteria	100% green drop rating.	25%	50 % green drop rating	35%	40%	45%	50%	DWA evaluation.
	2.2 No approved Sanitation Master Plan	Have an approved Sanitation Master Plan.	% of Sanitation Master Plan developed and approved.	0 %	50 % of mater plan developed and approved	0%	0%	0%	50%	Documents from Service Providers.
	2.3 Insufficient capacity at WWTW Viljoenskroon.	Increase capacity to accommodate total outflow including new 4000 stands.	Increase capacity to ±11ML/day.	3.4 MI	Increase to 11 MI / day	3.4	3.4	3.4	11	Desigh reports from service providers and output (Funding dependent)
	2.4 Insufficient capacity at WWTW Steynsrus	Increase capacity to accommodate total outflow include new 1500 stands.	Increase capacity to ±3.5MI/day	1 MI	Increase to 3.5 MI / day	1	1	1	3.5	Design reports from service provider (Funding dependent).

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
	2.5 WWTW not running at full capacity.	Refurbish Kroonsad WWTW.	Run WWTW at full capacity (20MI/day)	15 MI	Increase to 20 MI / day capacity	15	17	19	20	Progress reports.
	2.6 Several main sewer lines resulting in spillages (e.g. Hill Street, Mian outfall to Kroonstad WWTW).	Refurbish several collapsed sewer lines.	Km sewer lines replaced.	0 km	1 km main outfall lines to be refurbished	0	0	0	1	Progress reports
	2.7 B P/s, C P/s, Murray Street P/s, Kroonpark P/s, Smit P/s, Brentparry P/s in poor quality.	Upgrade/refurbish several aged sewage pump stations mostly in Maokeng/Kroonstad.	Upgrade per pump station.	0	Upgrade / refurbish 6 sewer pump stations	1	3	5	6	Progress reports
3. Roads and storm water	3.1 No approved Roads and Stormwater Master Plan	To ensure that the Roads and Storm water Master Plan is developed and approved.	% of Roads and Storm Water Master Plan is developed and approved.	0%	100 % master plan developed and approved	0%	0%	50%	100%	Document
	3.2 Upgrading of Roads and Storm water channels.	Improving accessibility of roads and drainage of storm water.	Number of km roads upgraded and storm water channels constructed.	390	7.5 km of roads and associated storm water constructed	0km	3km	3km	7.5km	Progress reports
	3.3 Gravel roads to be maintained.	Maintain gravel roads in priority areas.	Number of km of gravel roads maintained.	344	100 km	25km	50km	75km	100km	Monthly reports
	3.4 Patching of potholes.	Improving accessibility of roads.	Number of m ² of potholes patched.	6000 m	4000 m	1000m	2000m	3000m	4000m	Monthly reports
4. Electricity and Energy	4.1 All electrified idigent households receiving free basic electricity. (FBE)	Provide FBE (50kWh) to all electrified indigent households.	% Electrified indigent households receiving FBE.	100 %	100 % FBE to indigents	100 %	100 %	100 %	100 %	Billing system
	4.2 85% attended to and reinstate power within 48 hours of reported power interruption/.	Reduce the number of power interruptions exceeding 48H after reporting.	% Reported power interruptions attended to within 48Hrs.	98%	100 % reinstated	98 %	99 %	99%	100 %	Call centre reports
	4.3 15% electricity losses.	To reduce electricity distribution losses.	% Electricity distribution losses.	15 %	Reduce electricity losses to 12 %	15 %	14%	13%	12%	Annual report
	4.4 Faulty public lighting	To improve public lighting in residential areas.	% reported public lights repaired within 5 days as per NRS standards.	80 %	90 % of faulty lights to be repaired within 5 days	82 %	84%	87%	90%	Call centre reports
	4.5 No approed Energy Master Plan.	To ensure that Electricity and Energy Master Plan is developed and approved.	% of Energy Master Plan developed and approved.	0%	100 % e;ectricity master plan develeoped and approved	0%	0%	50%	100%	Document
	4.6 Insufficient NMD in Viljoenskroon.	Increase NMD from 5MVA to 10MVA	MMD in Viljoenskroon.	5MVA	Increase to 10 MVA	5MVA	5MVA	5MVA	10MVA	Eskom Account
	4.7 Substations and Mini substations need urgen attention.	Repair/upgrade 5 substations and 20mini substations.	Number of substations and mini substations repaired/upgraded.	5	Repair and upgrade 8 mini substations / substations	2	4	6	8	Monthly reports

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance indicators	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
5. Housing.										
	5.1 Hosing Section Palm outdated	To review the housing Sector Plan.	% of housing sector plan updated.	100%	The Sector Plan to be reviewed.	0%	50%	50%	100%	Reveiwed/updated HSP to be submitted to Council.
	5.2 Housing waiting list outdated.	To update the waiting housing list.	% of waiting list updated.	100%	Waiting list updated.	100%	100%	100%	100%	Electronic database.
	5.3 Un-serviced residential erven	To provide infrastructure services.	% of available erven serviced.	100%	To provide 1000 erven with infrastructure services.	10%	30%	50%	100%	Haning over of 1000 serviced erven.
6. Solid Waste	6.1 Proper maintenance of landfill sites as per relevant Regulations	Rehabilitation of current landfill site in Viljoenskroon when the new landfill site has been licensed and is opened	Rehabilitation of current landfill site in Viljoenskroon when the new landfill site has been licensed and is opened	0%	100% rehabilitatin of current landfill site.	0	0	0	100%	Month and quarterly reports
	6.2 Integrated Waste Management Plan (IWMP) not finalised.	To ensure that the IWMP is finalised and approved.	% of IWMP developed and submitted to Council fo approval.	50%	100%	0%	0%	0%	100%	Month and quarterly reports

MUNICIPAL SCORECARD PERSPECTIVE: MUNICIPAL DEVELOPMENT

KPA: LOCAL ECONOMIC DEVELOPMENT										Means of verification
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets				
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
7. LED and Poverty alleviation	7.1 Incentive for industrial Development not up to date.	To review industrial incentive to promote investment.	To submit the review incentive to Council.	50%	100% Policy is available but needs to be reviewed and submitted to Council for approval.	0%	60%	70%	100%	Progress report
	7.2 LED Strategy completed in 2010 but not yet served to Council.	To submit the strategy to Council for approval.	To submit LED strategy to Council by November 2014.	Draft	100% document to be approved by Council.	30%	100%			Approved Strategy
	7.3 Municipality has land and leased it to farmers.	To support land reform programmes.	To identify land for emerging farmers.	0%	2 pieces of land to be identified.	0%	0%	1	1	Progress reports to management.
	7.4 Database for SMME is not available.	To develop a database for SMME register.	100% SMME database completed.	45	To capture 100 registered SMME	0	25	25	50	Progress reports
	7.5 Tourism strategy not available.	To develop a tourism strategy to promote tourism.	100% of Tourism strategy developed and submitted to Council by June 2014.	0%	100 completed tourism strategy	0	10%	50%	100%	Completed strategy

KPA: COMMUNITY DEVELOPMENT AND SOCIAL COHESION										Means of verification
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets				
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
8. Sport and recreation and community facilities	Accommodation, leisure equipment obsolete and damaged.	To support expansion of the tourism potential of Kroonpark Holiday Resort.	(a) Renovated and maintained all chalets.	15	Painting of chalets (5 x 6 Sleepers)	2	2	1	0	Monthly and quarterly reports
					(5x4 Sleepers)	3	3	3	6	
					(6 x 2 Sleepers	2	2	1	0	
			(b) Number of electric equipment procured.	55	10 Fridges	0	10	0	0	Monthly and quarterly Reports.
					15 Oil Heaters	15	0	0	0	
					Water Circulation Pumps	0	2	0	0	
			(c) Number of buildings fumigated.	54	54 Buildings	0	54	0	0	Monthly quarterly reports
			(d) Number of ablution facilities renovated.	1	Painting and tiling of ablution No.1.	0	1			Monthly and quarterly reports.
			(e) Renovation of Bloemkom Lapa.	1	Painting and Tiling	0	1	0	0	Monthly and quarterly reports.
			(f) Renovation of the Reception office.	1	Painting and Tiling	0	1	0	0	Monthly and quarterly reports.
			(g) Repair and renovating of all swimming pools.	1	Repair and renovating of the entire swimming pool complex.	0	0	1	0	Monthly and quarterly reports.
(h) Increased number of visitors	290000	Increase the number of visitors	4000	16000	8000	1000	Monthly and quarterly reports.			
9. Arts and Culture	9.1 Communities not participating optimally in arts and culture programmes.	To optimise community participation in Arts and culture	(a) Number of arts and culture programmes organised.	16	Matric Farewell	0	1	0	0	Monthly and quarterly Reports.
					Annual Melodrama	0	1	0	1	
					School concerts	0	4	0	0	
					Expo	1	0	0	0	
					Weddings	4	4	2	0	
			(b) Repairs and maintenance.	4	Resealing of roof of the Civic Centre.	50%	0	0	50%	Monthly quarterly report.
					Renovating and repairing of toilets next to foyer and the toilets on the upper level.	1	0	0	0	
					Renovating dressing room on state.	1	1	0	0	
					Renovating bar.	0	0	1	0	

KPA: COMMUNITY DEVELOPMENT AND SOCIAL COHESION										Means of verification
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets				
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
10. Education/Lib raries	10.1 Library services not utilised by all residents.	To increase access to library services.	(a) Number of Library programmes developed and offered.	12	12 Annual Programmes to be held at the Libraries.	3	3	3	3	Monthly and quarterly reports.
			(b) Number of new members to libraries.	800	Target 800 new members	200	200	200	200	Monthly and quarterly reports.
11. Public Safety	11.1 Road signs and Road markings	Maintain and repair all outdated and inferior Road sings and markings.	Maintenance plan executed.	50	Maintain and Mark 50 streets in Kroonstad, Viljoenskroon and Steynsrus.	10	10	15	15	Monthly and quarterly reports.
	11.2 By-laws : Street trading, heavy vehicles.	Draft and submit By-Laws to Council for approval and implementation.	Implementation of approved By-Laws.							
	11.3 Fire stations are needed in Steynsrus/Matlwangtl wang and Viljoenskroon/Rammul otsi.	To provide professional fire service within Steynsrus/Matlwangtlwang and Viljoenskroon/Rammolutsi.	Establishment of professional fire service within Steynsrus/Matlwangtlwang and Viljoenskroon/Rammolutsi.	2	Fire Station in Viljoenskroon Rammolutsi Steynsrus, Matlwangtlwang	1	0	0	0	Monthly Quarterly Reports
						1	0	0	0	
	11.4 Replacement of dilapidated fleet and equipment.	Replace dilapidated fleet and equipment.	Dilapidated fleet and equipment replaced.	0	Pistol grip for	2	2	1	0	Monthly and quarterly reports.
					High pressure hose	0	3	0	0	
					Inline foam inductures	0	1	0	1	
					Hazmat Rubber hoses	1	1	1	1	
					Hydrant Key and bar	1	1	0	0	
					Stand pipes	1	1	0	0	
					Fire fighting hoses	2	2	2	2	
					Foam expansion fan	1	0	0	0	
Lighting plant					0	1	0	0		
Extension ladder 6 metres					0	0	1	0		
High expansion foam	3	3	0	0						
	11.5 Limited budget	Purchase equipment through the correct procedures.	To provide a customer orientated disaster management to the community.	2	Turntable ladder Unit Fire Engine	0 1	0 0	1 0	0 0	Monthly and quarterly reports.
12. Community Facilities (Cemetreid)	12.1 Cemeteries not effectively maintained.	To provide a customer orientated disaster management to the community.	Number of existing cemeteries maintained.	15	Brentpark	1	0	1	0	Monthly Reports and quarterly reports.
					Werspark	1	0	1	0	
					Old War Cemetery	0	1	0	1	
					Old Kroonstad Cemetery	0	1	0	1	
					Dinoheng	1	0	1	0	

KPA: COMMUNITY DEVELOPMENT AND SOCIAL COHESION										Means of verification
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets				
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
					Stilfontein	0	1	0	1	
					Seesioville	0	1	0	1	
					Rammulotsi 1	0	1	0	1	
					Rammullotsi2	1	0	1	0	
					Viljoenskroon	1	0	1	0	
					Northleigh	1	0	1	0	
					Matlwangtlwang 1	0	1	0	1	
					Matlwangtlwang 2	0	1	0	1	
					Matlwangtlwang 3	1	0	1	0	
					Steynsrus	1	0	1	0	
13. Ward Committees and Public Participation	12.2 Ward Committee not functioning optimally.	To ensure that functional ward committees are established.	Number of functional Ward committees per ward.	25	25	25	25	25	25	Attendance Registers
	12.1 CDWs not deployed in all wards	To ensure that CDWs are deployed to all wards.	No of ward committess trained on identified core skills.	25	25	25	25	25	25	Attendance Registers
	12.2 Not all ward committees are trained.	To ensure that ward committees are empowered.	Number of ward committees trained on identified core skills areas.	25	25	25	25	25	25	Attendance Registers
	13.1 Not all ward committees meet on a regular basis.	To ensure that all ward committees conduct regular meetings.	Number of monthly community meetings held per ward.	3 per quarter	3 per quarter	3	3	3	3	Attendance Registers
	13.2 No regular interaction with all key municipal stakeholders.	To ensure that all key municipal stakeholders are engaged.	Number of quarterly interactions held with relevant municipal and community stakeholders (business, religious, etc.)	4	4 meetings	1	1	1	1	Attendance Registers
	13.3 Engagement of public on municipal issues.	To ensure that the public participates effectively in all municipal processes	% of public participation meetings convened on IDP, Budget, By-laws etc.	100%	100%	80%	100			Attendance Registers

KPA: PUBLIC PARTICIPATION AND GOOD GOVERNANCE										
IDP Priority	Status Quo	Strategic Objective	Key Performance Indicators	Baseline	Performance targets 2014/15	Quarterly Targets				Means of Verification
						Q.1 Sept 2014	Q.2 Dec. 2-14	Q.3 Mar 2015	Q.4 June 2105	
14. Council Affaris and Support	Optimal functioning of Council, MAYCOM and Portfolio Committees. The Internal audit function is not fully established and operational. The Internal audit function is not fully established and operational. The risk management function is non-existent. The Internal audit function is not fully established and operational. The risk management function is non-existent.	To facilitate the optimal functioning of Council. To ensure a fully functional Audit Unit. To ensure a fully functional Audit Unit. To ensure a fully functional Audit Unit.	(a) Number of Mayco sittings as per schedule.	6	Meet as per schedule.	3	2	2	2	Mayco Minutes
			(b) Number of annual Council meetings convened.	4	4 Ordinary Council Meetings per annum.	1	1	1	1	Council Agenda
			(c) Number of council sittings as per schedule.	50%	Meet as per schedule.	1	1	1	1	Council Minutes
			(d) % of agendas for Council, Mayoral Committee and Portfolio committees delivered on time (Souncil and Committees – 48 hrs)	100%	100% of agenda for meetings on time.	100%	100%	100%	100%	Agenda delivery register.
			(e) Number of quarterly reports to Council on the trackingof council resolutions (submitted at the end of each quarter) Sept, Dec, March.	4	4 Quarterly Council Resolutions management (tracking) reports submitted to Council.	1	1	1	1	Quarterly reports to Council.
15. Internal Audit	The Internal audit function is not fully established and operational. The risk management function is non-existent.	To ensure a fully functional Audit Unit.	% developed and approved by the Audit Committee.	0%	100% developed and approved by the Audit Committee.	100%	0%	0%	0%	Approved three year rolling plan and minutes of the Audit Commtee Meeting
			(a) % of annual internal audit plan approved by Audit Committee before end June each year.	0%	100% developed and approved by the Audit Committee.	100%	0%	0%	0%	Approved annual internal audit plan and minutes of the Audit Committee Meeting.
			(b) % execution of annual internal audit plan.	0%	100% execution of the annual plan.	25%	50%	75%	100%	Audit Committee quarterly progress report.
			(c) Number of Audit Committees held per year.	2	Meetings to be held once in a quarter.	1	1	1	1	Schedule of Audit Committee Meetings and Minutes of Audit Committee meetings.
			(d) % Reilews of Audit Charters completed annually (reviewed charters must be approved by Audit Committee.	50%	100% Internal Audit Charter reviewed and approved by Audit Committee and the Council.	100%	0%	0%	0%	Approved Internal Audit Charter and minutes of the Audit Committee and Council Resolution.

KPA: COMMUNITY DEVELOPMENT AND SOCIAL COHESION										Means of verification	
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators	Baseline	Annual target: 2014/15	Quarterly targets					
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015		
16 Risk Management	The risk management function is non-existent	To ensure that an effective and efficient risk management function is established.	(a) %review of risk management strategy and policy (approved by RMC)	0%	100% review of risk management strategy and policy completed subject to appointment of Risk Officer	25%	50%	75	100%	Report to Risk Committee and Council	
			(b) % of risk register compiled and updated quarterly.	0%	100% risk register to be updated quarterly	25%	50%	75%	100%	Quarterly reports to Risk Committee and Council.	
			(c) Number of RMC meetings held.	2	Meetings to be held once in a quarter (4)	1	1	1	1	Schedule of Audit and Risk Committee meeting and minutes of meetings.	
		To ensure that an effective and efficient risk management function is established.	(d) % approved fraud prevention and anti-corruption strategy annually reviewed.	100%	100% fraud prevention and anti-corruption strategy reviewed and approved by Council.	25%	50%	75%	100%	Approved Fraud Prevention and Anti-corruption strategy and Council Minutes.	

Municipal Scorecard Perspective: Institutional Development

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Performance targets: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
17. Communication	Communication Strategy is not developed and implemented.	17.1 To ensure that a communication strategy is developed, approved and implemented.	a) % of communication strategy developed and approved.	50%	100% Completion	65%	100%			Completed communication strategy.
			b) % of approved communication strategy implemented.	50%	80% implementation due to shortage of staff in the Communications and Marketing office.	60%	65%	70%	80%	Progress report.
	Public participation strategy is not developed and implemented.	17.2 To ensure that a public participation strategy is developed, approved and implemented.	a) % of public participation strategy developed and approved.	50%	100% public participation strategy developed and implemented.	50%	60%	80%	100%	Council Resolution.
			b) % of approved public participation strategy implemented.							
	Regular communication with internal and external stakeholders.	18 To ensure effective communication with all stakeholders.	a) % of municipal website updated and maintained.	20	20 pages will be updated annually.	5	5	5	5	Copies of updated pages.
			b) Number of newsletters produced and distributed.	0	4 newletters per annum 4 newspaper articles per month.	1 12	1 12	1 12	1 12	Copies of newsletters.
c) Number if interactions arranged with the print and electronic media.			0	4 per month	12	12	12	12	Confirmations from Radio Stations and newspaper clippings.	
18. Customer Care	18.1 Draft Customer Care policy not finalised.	To ensure that the customer care policy is approved and implemented.	% of customer care policy approved and implemented.	50%	Policy in a draft format, yet to be approved.	0%	100%			Policy approved by council.
	18.2 Manual complaints management system.	To automate the complaints management system.	% of electronic complaints management system implemented.	0%	System yet to be sourced.	25%	50%	75%	100%	System yet to be sourced.
	18.3 Average Turnaround time on complaints exceeds 48hours	To achieved an average turnaround time of 24 hrs on all complaints.	% of customer complaints handled within 24 hrs.	100%	100% customer complaints dealt with within 24 hours.	100%				Random courtesy calls to complainants.
19. Human Resource Management	19.1 Organisational structure reviewed and approved.	To ensure that the structure is submitted to Council for approval.	Implementation of the approved structure.	60%	100% of organisational structure reviewed and submitted to Council for approval by end of December 2014.	80%	100%			Council Resolution on approval of the reviewed structure.
	19.2 To ensure that all posts on the structure	Ensure that all posts on the structure have sound job	Communicating the job descriptions to all	50%	100% of job descriptions compiled and distributed (subject to District Job	60%	80%	100%		Progress reports on distribution and signing of job descriptions

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Performance targets: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
	have sound job descriptions.	descriptions.	employees and ensuring that they are signed.		Evaluation Task Team).					to management and quarterly reports on the process of the District Job Evaluation Task Team
	19.3 High rate of vacancies.	Ensure that all vacant and funded positions are filled.	Prioritise and fill vacant positions (scarce skills and legislated positions).	100%	100% recruitment in line with approved HR Policy and funded positions.	25%	25%	25%	25%	Quarterly reports on recruitment to management.
	19.4 Develop and review HR Policies.	Develop and review HR policies and submission to council for approval.	Developed, reviewed and approved HR policies and communicate to all employees.	100%	100% of compilation of HR Policies reviewed and compiled by end of March 2015.	25%	25%	25%	25%	Council Resolutions on approved HR Policies.
20. Human Resource Development20.	20.1 WSP 2012/13 submitted to LGSETA on 30 June 2013	To ensure compliance with the relevant SkillsDevelopment Legislation.	% of WSP & ATR submitted to LGSETA by end of June each year.	100%	100% of Workplace Skills Plan (WSP), annual training report(ATR) AND PIVOTAL report compiled and submitted to LGSETA on 30 April each year.	0%	50%	75%	100%	Compiled copy of WSP, Minutes of the Training Committee and proof of timely submission from LGSETA.
	20.2 Slow implementation of planned training interventions.	Implementation of planned training interventions.	% of employees trained as per approved annual Workplace Skills Plan (613 employees to be trained).	100%	Number of employees to be trained as per approved Workplace Skills Plan (WSP).	25%	25%	25%	25%	Submissions of quarterly training reports and competency certificates.
		Implementation of Learnerships, graduate development programmes, skills programmes andapprenticeships.	Number of learnerships and experiential trainings implemented.	3	14 Experiential training. 28 Leainership (employees)	14 0	0 28	0 0	0 0	Submission of signed MOU with providers. Submission of placement letters of learners on experiential training programme. Submission of quarterly progress reports on learnership programmes,
			Number of apprenticeships implemented.	4	10 Unemployed in Motor Mechanics 15 Electrical 15 Plumbers	0 0 0	10 15 15	0 0 0	0 0 0	Approval and funding agreements from LGSETA. Submission of appointment letters of learners enrolled on the programme. Submission of quarterly reports on progress of apprenticeships.
			Number of skills programmes implemented.	5	Number of employees to be enrolled on the skills programmes.	25%	25%	25%	25%	Submission of quarterly reports and competency certificates.
			Number of Senior and Finance officials trained on MFMP competency levels.	5	10 Number of Senior Officials.	0	10	0	0	Submission of enrolment forms, learner acceptance letters, training schedule and quarterly reports.

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Performance targets: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
	20.3 Review of EE plan on progress	Ensure compliance with Employment Equity Act.	% of EE plan and annual reviews compiled.	100%	100%. Review of EE Plan, setting of numerical goals and targets.	50%	100%			Copy of EE Plan and Concil Resolution on approval of the reviewed EE Plan.
	20.4 EE report submitted to DoL in January.	Ensure compliance with Employment Equity Act.	% EE report submitted to DoL by January each year.	100%	100% submission of EE Report to DoL.	50%	100%			Copy of EE Report and proof of timely submission of the report to DoL.
	20.5 Review of the EE plan on progress, workforce analysis currently being conducted.	Ensure Implementation the EE Plan and compliance.	% of implementation of the EE plan and annual reviews.	100%	100% Implementation of the EE Plan and archival of numerical goals and targets.	25%	25%	25%	25%	Submission of quarterly reports on implementation of EE Plan.
21. Information Technology	20.1 Development and implementation of ICT master plan	Ensure that effective and efficient system master plan is developed.	Development of the ICT strategic documents (policies and procedures).	10 policies and procedures developed.	100% Fully developed Information Communication Technology Master Plan.	0	0	1	0	Approved ICT Master Plan
	21.2 Design adequate disaster recovery plan.	To ensure that the Plan is developed documented and approved	To ensure that the business continuity plan is in place.	0 0	100% fully developed Disaster Recovery Plan (DRP). Construction Recover Room	0 0	1 0	0 0	0 1	Approved DRP document. Constructed Recovery Room in Maokeng and Viljoenskroon.
	21.3 Upgrading the Municipal telephone system.	Installation of Voice over Internet Protocol (VoIP) telephone system.	All municipal sites to be connected over the VoIP system.	0	100% implementation of Voice over Internet Protocol (VoIP) telephone system PABX.	0	0	1	0	Fully functional Voice over Internet Protocol system.
				0	Connection of outside units (towns) to VoIP PABX.	0	0	0	1	Connection of Viljoenskroon and Steynsrus offices to VoIP.
	21.4 Availability and reliability ICT infrastructure.	To ensure 90% of uptime of municipal critical systems.	Availability of billing and vending systems, 90% uptime of WAN and LAN	90%	99% availability of financial systems (Venus, Cashdrawer and Syntel).	3	3	3	3	Signed documentation of satisfaction from Finance.
		To ensure that effective helpdesk is implemented.	% of Web-based call log system implemented.	25%	100% registration of user's requests or calls on call logging system.	1	1	1	1	Fully functional web call logging system.
			% of user complaints handled in 24 hours.	30%	100% implementation of prioritising and reporting system.	0%	50%	75%	100%	Reports generated from the help desk system.

Municipal Scorecard Perspective: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

KPA: 5. INSTITUTIONAL DEVELOPMENT										Means of verification
IDP Priority	Status Qou	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Annual target: 2014/15	Quarterly targets				
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2014	Q4 June 2014	
22. Labour Relations	Labour relations environment.	To ensure the effective functioning of the LLF.	Fully functional Local Labour Forum (LLF) established (no. of meetings held per annum).	8	10 Local Labour Forum meetings convened per annum	3	2	2	3	Notices , agendas an attendance registers
			% implementation of resolutions taken (including of monitoring of SALGBC Collective Agreements).	100%	100% implementation onf all Local Labout Forrum and related council resolutions and monitoring of Implementation of SALGBC Collective Agreements	100&	100%	100%	100%	Submission of monthly reports
		To ensure that disputes and grievances are managed effectively	% of disputes and grievances (stage 1 to 3) handled in terms of the collective agreement (turnaround time is within 90 days).	100%	100% of disputes and grievances handle in terms of the SALGBC collective agreement within 90 days.	100%^	100%	100%	100%	Submission of monthly reports
23. Legal Services	Capacity and resource constraints	To provide efficient and effective legal services.	Number of by-laws developed and approved as per priority functional order.	0	8 By-laws	2	2	2	2	Promulgation in Provincial Gazatte
			(a) Update and revise Access to Information Manual.	0	1 Information Manual	0	1	0	0	Approved by Council

Municipal Scorecard Perspective: Governance

KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT										
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015	
24. Budget and Reporting	Municipality not always complying with legislative requirements.	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	(a) % of compliant annual budget (MTREF) compiled and approved by end of May each year ¹	90%	100% of compliant annual budget (MTREF) compiled and approved by end of May each year.	10%	-	80%	100%	Q1 – Tabled Schedule of Key deadlines. Q3 – Sec 72, approved adjustment budget and tabled annual budget. Q3 – Public Participation and approved annual budget.
			(b) % of budget-related policies developed, reviewed and approved as per National Treasury and MFMA requirements.	90%	100% of budget-related policies developed, reviewed and approved as per National Treasury and MFMA requirements.	-	-	90%	100%	Q3 – Budget related policies tabled in council. Q4 – Budget Related policies approved by council.
			(c) % of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by no later than the 10 th working day after the end of each month.	100%	100% of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by no later than the 10 th working day after the end of each month.	100%	100%	100%	100%	Q1 – Q4: Monthly Budget Statement submitted to the mayor.
			(d) % of Monthly National Treasury returns submitted on time ²	100%	100% of Monthly National Treasury returns submitted on time ³	100%	100%	100%	100%	Q1 – Q4: Monthly returns submitted to Treasury
			(e) % of quarterly National Treasury returns submitted on time.	90%	100% of quarterly National Treasury returns submitted on time.	100%	100%	100%	100%	Q1 – Q4: Quarterly returns submitted to Treasury
			(f) % of DoRA returns submitted on time (MIG, DoE, MSIG, and DWA)	90%	100% of DoRA returns submitted on time (MIG, DoE, MSIG, and DWA)	100%	100%	100%	100%	Q1 – Q4: DoRA returns submitted to Treasury
			(g) % of mid-year budget and performance assessment report	90%	100% of mid-year budget and performance assessment	-	-	100%	-	Q3 – Sec 72 report submitted.

¹ In terms of MFMA Section 24(1): Council must consider approval of the annual budget at least 30 days before the start of the budget year

² ME, MFM1, BM, LTC, BEC and COM returns

³ ME, MFM1, BM, LTC, BEC and COM returns

KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT											
IDP Priority	Status Quo	Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Annual target: 2014/15	Quarterly targets				Means of verification	
						Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015		
			submitted by 25 January each year ⁴		report submitted by 25 January each year ⁵						
25. Expenditure and Supply chain management	Qualifications and matters emphasised in 2011/12 audit report.	To implement an effective and efficient system of expenditure and supply chain management	(a) % actual capital expenditure (CAPEX) as a percentage of the approved/adjusted budget.	4%	8% of the actual expenditure spend as a percentage of the approved/adjusted budget.	30%	60%	90%	100%	Venus GS560 Report	
			(b) % of actual operating expenditure (OPEX) as a percentage of the approved/adjusted budget.	96%	92% of actual operating expenditure spent as a percentage of the approved/adjusted budget	25%	50%	75%	100%	Venus GS560 Report.	
			(c) Actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget.	8.7%	100% of expenditure budget spent on repairs and maintenance.	25%	50%	75%	100%	Venus GS560 Report.	
			(d) % of MSIG allocation spent.	90%	100% of the MSIG allocated spent.	35%	50%	80%	100%	Verification against the MSIG Activity Plan.	
			(e) % of creditors paid within 30 days of receipt of invoice (includes implementing and maintaining an effective system of internal control)	40%	100% of creditors paid within 30 Day.	100%	100%	100%	100%	Venus GS560 Report.	
			(f) % of compliance with approved SCM policy.	40%	To ensure 100% implementation of the SCM Policy.	100%	100%	100%	100%	Venus GS560 Report.	
26. Asset Management		To ensure the effective, efficient and economical management of municipal assets.	% of Fixed Asset Register (FAR) compiled and updated annually in line with GRAP requirements	50%	100% of the Fixed Asset Register completed on time before the start of the financial year.	25%	50%	75%	100%	Q1 – Q3: Additions/Disposals accounted for. Q4 – Final FAR	
			% of asset maintenance and replacement plans developed and updated annually.								
27. Clean audit	The Municipality received a disclaimer from the Auditor General for 2012/13 financial year.	To ensure that the municipality received a Clean Audit Report by 2014	(a) Clean audit action plan compiled, approved and implemented.	70%	To ensure that the action plan is compiled, approved and implemented.	-	100%	100%	100%		
			(b) % of Annual Financial Statements submitted to the Auditor-General by the end of August each year.	100%	To ensure that the AFS are submitted by the 31 August	100%	-	-	-	Acknowledgement of Receipt from the Office of the Auditor-General.	
			(c) Actual improvement in annual audit outcomes received from the Auditor-General	Disclaimer	To ensure compliance with s131 of the MFMA.	-	Qualified	-	-	Auditor's Report on the AFS 2013/14	

⁴ In terms of MFMA Section 72 the report must be submitted to the Mayor by 25 January each year⁵ In terms of MFMA Section 72 the report must be submitted to the Mayor by 25 January each year

		KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT										Means of verification
IDP Priority		Strategic objectives	Key Performance Indicators (KPIs)	Baseline	Annual target: 2014/15	Quarterly targets						
	Status Quo					Q1 Sept. 2014	Q2 Dec. 2014	Q3 Mar. 2015	Q4 June 2015			
			(d) % of the Action Plan on issues raised by the Auditor-General is compiled, approved and implemented annuallu.	100%	To ensure that all issues raised by the AGSA are attended to accordingly.	25%	100%	-	-	Management Report issued by the AGSA.		
			(e) Internal audit recommendations implemented within specified time frames.	0%	To ensure that the internal audit recommendations are duly implemented.		100%	100%	100%	Internal Audit Reports.		

IDP Priority	Status Quo	Strategic objective	Key Performance Indicators (KPI)	Baseline	Annual Target	Q.1 Sept 2014	Q.2 Dec 2014	Q.3 Mar 2015	Q.4 June 2-15	Means of verification
28. Revenue management		To ensure the effective and efficient management of municipal revenue and cash flow according to national norms and standards	Ratio of net current consumer debtors to annual property rates and service charge income.	0%	Strive to ensure that the municipality raises enough revenue which exceeds its debtors' book by 30%	5%	10%	20%	30%	S71 Reports
			Annual property rates and service charges more than 50% of total revenue.	70%	To ensure that the municipality raises enough revenue internally to fund operations.	70%	70%	70%	70%	S71 Reports
			% of consumer debtors revenue collected (actual total collections as a percentage of total levies/billings)	84.2%	95% of consumer services levied, collected on average monthly by end of June 2015	95%	95%	95%	95%	S71 Reports
			% reduction of consumer debtors older than 90 days (Balance as at 30 June 2014: R242m (Unaudited))	30%	30% reduction in consumer debt older than 90 days by end of June 2015	5%	10%	20%	30%	S71 Reports
			% actual revenue generated (billing) as a percentage of the approved/adjusted budget.	100%	100% of actual revenue generated as a percentage of the approved/adjusted budget	25%	50%	75%	100%	S71 Reports
			% of revenue management strategy compiled and implemented.	0%	To ensure that the revenue management strategy is implemented on a continuous basis.	30%	60%	90%	100%	S71 Reports
			% of cash management and investment policy framework compiled and approved	0%	To ensure the development of the cash management and investment policy.	10%	50%	80%	100%	Cash management and investment policy framework approved by Council. (Council Resolution)

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JUSTICE MAREKA
EXECUTIVE MAYOR

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DATE