

GREATER LETABA MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

MID YEAR PERFORMANCE ASSESSMENT REPORT 2013/2014







Music
World



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Introduction	<p>The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA).</p> <p>In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”</p> <p>As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan.</p> <p>The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.</p> <p>The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections.</p> <p>Circular 13 further suggests that “the SDBIP provides the 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 community.”</p> <p>The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality.</p> <p>In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the municipal manager and senior managers.</p> <p>The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA).</p> <p>In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”</p>
Legislation	<p>According to the Municipal Finance Act (MFMA) the definition of a SDBIP is:</p> <p>‘service delivery and budget implementation plan’ means a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate-</p> <p>(a) projections for each month of-</p> <p>(i) revenue to be collected, by source; and</p> <p>(ii) operational and capital expenditure, by vote;</p> <p>(b) service delivery targets and performance indicators for each quarter;</p> <p>Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.</p> <p>The following National Treasury prescriptions as minimum requirements that must form part of the SDBIP are applicable to the Municipality :</p> <p>(1) Monthly projections of revenue to be collected by source</p> <p>(2) Monthly projections of expenditure (operating and capital) and revenue for each vote *</p> <p>(3) Quarterly projections of service delivery targets and performance indicators for each vote</p> <p>(4) Ward information for expenditure and service delivery</p> <p>(5) Detailed capital works plan broken down per ward for three years</p> <p>* Section 1 of the MFMA defines a “vote” as:</p> <p>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</p> <p>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</p>

<p>Methodology and Content</p>	<p>National Treasury directives are clear on the contents and methodology to derive at the SDBIP.</p> <p>As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and activities to enable the SDBIP to serve as monitoring tool for service delivery.</p> <p>The SDBIP is describes as a layered plan. The top layer deals with consolidated service delivery targets and time frames. Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators. From the consolidated information, top management is expected to develop the next level of detail by breaking up outputs into smaller outputs and then linking and assigning responsibility to middle-level and junior managers.</p>
	<p>The SDBIP of the Greater Letaba Municipality consists of Strategic Objectives derived from the IDP that are aligned with the strategic intent of the organisation. Strategic indicators with targets are set to measure the objectives. The Municipal Manager takes responsibility for the Strategic Indicators and Objectives which will form part of his Performance Agreement and Plan. Projects and activities are aligned to the indicators with quarterly targets, time-frame and budget assigned to each.</p> <p>The Strategic Indicators give rise to the Institutional Indicators for which the Directors will take responsibility. These indicators will form part of the Performance Agreements and Plans of Senior Managers (Directors). Indicators are assigned quarterly targets and responsibilities to monitor performance.</p> <p>Derived from this, the next layer is developed, whereby the details with responsibilities for the next level of management is outlined and forms part of the Lower SDBIP. This lower SDBIP is a management tool for the S57 Managers and need not be made public and is a separate document for each internal department.</p> <p>The SDBIP serves as a management, implementation and monitoring tool that will assist the Mayor, Councilors, Municipal Manager and Directors in delivering services to the community</p>

Vision and Mission

The strategic vision of the organisation sets the long term goal the Municipality wants to achieve. The vision of Greater Letaba Municipality is:

"To be an outstanding agro-processing and eco-cultural tourism hub.

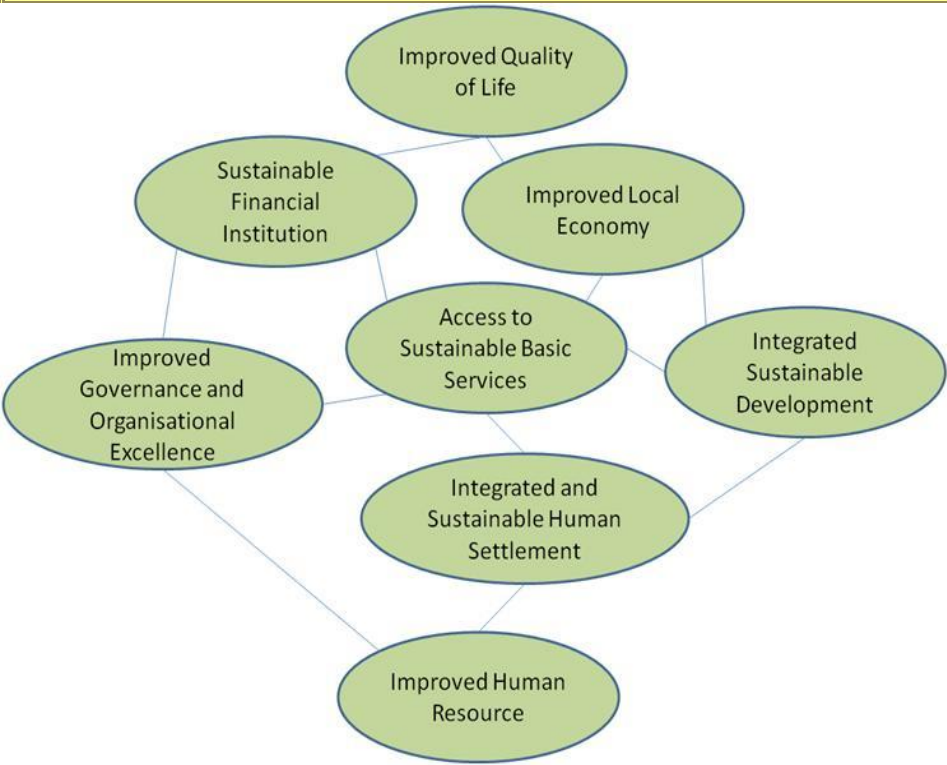
The strategic Mission Speaks about what the purpose of Greater Letaba Municipality is:

The mission of Greater Letaba Municipality is to ensure an effective, efficient and economically viable municipality through:

- Provision of accountable, transparent, consultative and co-operative governance
- Improving the quality of life through economic development and poverty alleviation
- Provision of sustainable services
- Ensuring a safe and healthy environment

Strategy map

The Strategy Map depicts the Strategic Objectives on how Greater Letaba Municipality will be able to become an outstanding agro-processing and eco-cultural tourism hub while providing sustainable and affordable services to all. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All operational outputs (projects, initiatives and process) as contained within the SDBIP are aligned to the attainment of one or more of these objectives.



Votes and Operational objectives	Votes	Objectives and Targets
	Municipal Manager Office (Vote 040)	To lead, direct and manage a motivated and inspired Administration and account to the Greater Letaba Municipal Council as Accounting Officer for long term Municipal sustainability to achieve a good creditor rating within the requirements of the relevant legislation and whereas the following sections within the department, i.e. HIV/Aids, Youth, Disabled and Gender Desk, Communication and Internal Auditing is managed for integration, economic growth, marginalised poverty alleviation, efficient, economic and effective communication and service delivery.
	Finance (Vote 050)	To secure sound and sustainable management of the financial affairs of Greater Letaba Municipality by managing the budget and treasury office and advising and if necessary assisting the accounting officer and other directors in their duties and delegation contained in the MFMA. Ensuring that the Greater Letaba Municipality is 100% financially viable when it comes to Cost Coverage and to manage the Grant Revenue of the municipality so that no grant funding is foregone
	Community Services (Vote 028)	To co-ordinate Environmental Health Services, Sports Arts and culture, Education, Libraries, Safety and security, Environmental and Waste management, Health and Social development programmes as well as Disaster management to decrease community affected by disasters
	Infrastructure Development and Economic Planning (Votes 029 and 022)	To ensure that the service delivery requirements for roads are met and maintenance of water, sewerage and electricity are conducted for access to basic services as well as no less than an average of 100% MIG expenditure To direct the Greater Letaba Municipality's resources for advanced economic development and investment growth through appropriate town and infrastructure planning in order that an environment is created whereby all residents will have a sustainable income.
	Corporate Services (Vote 046)	To ensure efficient and effective operation of council services, human resources and management, legal services and the provision of high quality customer orientated administrative systems. Ensuring 100% compliance to the Skills Development Plan

KPA 1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

KEY PERFORMANCE INDICATORS

OUTCOME NINE (OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT, OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)

Vote Nr	Strategic Objective	Programmes	Measurable Objectives	Performance measures	Baseline / Status	Budget 2013/2014	2nd Quarter target	Progress Made	Challenges	Intervention	Expenditure
50	Improved Quality of Life	Indigent Management	To ensure that all indigent groups are registered in the indigent register	Indigent registered (# of qualified indigent /# of indigent applicants)	100%	Operational	100%	99,8%	n/a	n/a	0
22	Integrated Sustainable Development	IDP	To ensure that draft IDP, budget and PMS are done within the legislation framework.	Draft IDP, budget and PMS adopted by 31 March 2014	Adopted by 31 March 2014	Operational	n/a	n/a	n/a	n/a	0
22	Integrated Sustainable Development	IDP	To adopt Final IDP, budget and PMS within the legislation framework.	Final IDP, budget and PMS adopted by 31 May 2014	Adopted by 31 May 2014	Operational	n/a	n/a	n/a	n/a	0
22	Integrated Sustainable Development	IDP	To review, drive and monitor implementation of the IDP by 31 May 2014	% achievement of milestones on IDP/Budget/PMS process plan.	100%	Operational	50%	The IDP process is at project phase. Strategic Planning Session was conducted in the quarter under review. Progress is estimated at 45%	Non adherence of process plan due to unavailability of other stakeholders	Proper planning to avoid clash of events	0
22	Integrated and Sustainable Human Settlement	Spatial Planning	To ensure proper housing coordination to submit Database to COGHSTA by the 31 December 2013	House demand database submitted within timeframe	Database submitted to COGHSTA by the 31 December 2013	Operational	Database submitted to COGHSTA by the 31 December 2013	Data base was submitted to COGHSTA for consideration in allocation of low cost housing units	n/a	n/a	0
22	Integrated and Sustainable Human Settlement	Spatial Planning	To ensure proper land use management 30 June 2014	% land use applications processed (# of applications processed / # of land use applications received)	100%	Operational	100%	100% of land use applications have been processed.	n/a	n/a	0
22	Integrated and Sustainable Human Settlement	Annual Report	To compile the Draft Annual Report and submit to council by 31 December 2013	Draft Annual Report adopted by Council on 31 December 2013	Draft Annual Report adopted by Council on 31 December 2013	Operational	Draft Annual Report adopted by Council on 31 December 2013	Draft Annual Report adopted by Council by 31 December 2013	n/a	n/a	0

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KEY PERFORMANCE INDICATORS

OUTCOME NINE (OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT, OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)

33	Improved Governance and Organisational Excellence	Annual Report	To compile the Final Annual Report and submit to council by 31 January 2014	Final Annual Report approved by council on 31 January 2014	Final Annual Report approved by council on 31 January 2014	Operational	n/a	To be reported in the third quarter	n/a	n/a	0
33	Improved Governance and Organisational Excellence	SDBIP	To ensure that the SDBIP is done within the legislated framework	SDBIP approved by Mayor 28 days after adoption of budget/IDP/PMS	SDBIP approved by Mayor 28 days after adoption of budget/IDP/PMS	Operational	n/a	n/a	n/a	n/a	0
54	Improved Governance and Organisational Excellence	OPMS	To ensure annual implementation of the performance management system in the organisation	# Quarterly performance reports submitted to Council	4	Operational	2	Performance report submitted to Council	n/a	n/a	0
54	Improved Governance and Organisational Excellence	EPMS	To ensure that S57 Managers sign the performance agreement within legislated framework.	# S57 staff with signed performance agreements	5	Operational	n/a	Three performance agreements were signed for 2 Directors and Municipal Manger. The agreement for Corporate director will signed after appointment	Director corporate services and CFO positions are vacant	Filling of two vacant positions	0
54	Improved Governance and Organisational Excellence	EPMS	To ensure implementation of the performance management system in the organisation	Annual formal assessments (S57) for 2012/2013 conducted	1	Operational	n/a	Waiting for Audit report and Annual formal assessments (S57) for 2012/2013 will be conducted in the third quarter	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Internal Audit	To ensure functionality of Audit committee	# of meetings held	4	Operational	2	1st quarter audit committee was held on the 7th November 2013.	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Risk	To ensure functionality of Risk committee.	# of meetings held	4	Operational	2	The 2nd quarter risk committee meeting will be held on the 20th January 2014	n/a	n/a	0
54	Improved Governance and Organisational Excellence	CORPS	To ensure functionality of Council committee.	# of meetings held	6	Operational	2	2 Community Services Councils committee meetings were held.1 Corporate and shared services meeting was held.1 Extended finance meeting was held.5 Infrastructure and development portfolio committees were held.	n/a	n/a	0

KPA 1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

KEY PERFORMANCE INDICATORS

OUTCOME NINE (OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT, OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)

	Improved Governance and Organisational Excellence	CORPS	To ensure functionality of Exco committee	# of meetings held	6	Operational	2	2 Exco meetings were held	n/a	n/a	0
54	Improved Governance and Organisational Excellence	EPMS	To ensure implementation of the performance management system in the organisation	Mid Year formal assessment (S57) for 2013/2014 conducted	1	Operational	n/a	Mid Year formal assessment (S57) for 2013/2014 to be conducted in the third quarter	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Internal Audit	To assess and evaluate the municipal performance information	# of performance audit reports issued	4	Operational	2	1st Performance management audit finalised and 2nd quarter performance audit report to be presented in the 2nd quarter audit committee meeting.	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Internal Audit	To develop the 3 year internal audit plan	% approval of internal audit plan and implementation.	1	Operational	100%	Three year internal audit plan approved by the Audit Committee, by the end of 2nd quarter we had 12 projects, 7 completed, 3 in-progress and 2 not started	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Operation clean audit	To attain Clean Audit by ensuring compliance to all governance; financial management and reporting requirements by 2014	# of Internal Audit issues resolved versus # of issues raised	30	Operational	100%	The municipality attained disclaimer of opinion	The municipality appointed the service providers to assist in the compilation of AFS late	The municipality will ensure the financial records are perfected on monthly basis and audit file is also updated on monthly basis	0
54	Improved Governance and Organisational Excellence	Risk management	To ensure effective implementation of risk mitigations actions June 2014.	# Risk issues implemented / resolved versus # of risks identified	10	Operational	100%	Four out of ten strategic risks identified were resolved and 29 out of 50 operational risk that needed to be addressed during the 2nd quarter were addressed.	n/a	n/a	0

KPA 1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT												
PROJECTS												
OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT, OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES												
Vote Nr	Strategic Objective	Programme	Measurable Objective	Project / Initiative	Budget 2013/2014	Start Date	Completion Date	Milestones Qtr Ending Dec 13	Progress Made	Challenges	Intervention	Expenditure
54	Improved Governance and Organisational Excellence	Furniture & Equipment	To purchase 6 fax machines, 2 steel filing cabinets, 6 photocopy machines, 2 mobile units and 3 flip chartboards	Fax machines (6), steel filing cabinets (2), photocopy machines (6), mobile units (2) and flip chartboards (3)	155,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM	Development of specification is at advanced stage	Delay in development of the specification	Fast track the process	0
54	Improved Governance and Organisational Excellence	Furniture & Equipment	To purchase office furniture	Office furniture	1,200,000.00	1/10/2013	30/06/2014	Develop specifications and submit to SCM	Development of specification is at advanced stage	Process of identifying number of employees that need to be allocated office furniture	Fast track the process	0
39	Improved Governance and Organisational Excellence	Information Technology	To purchase colour printer 4, laptops 10 and computers 5	Colour printer 4, laptops 10 and computers 5	900,000.00	01/10/2013	30/06/2014	Develop specifications and submit to SCM	Specifications were submitted to SCM	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Furniture & Equipment	To purchase 5 aqua coolers	Aqua coolers (5) and camera	8,000.00	01/01/2014	31/03/2014	n/a	n/a	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Property Services	To purchase filing cabinet for PMS Office	Filing Cabinet for PMS Office	10,000.00	01/01/2014	31/03/2014	n/a	n/a	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Property Services	Building of counter at registry office	Building a counter for registry	20,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM	Specification was submitted to SCM for advertisement	n/a	n/a	0

54	Improved Governance and Organisational Excellence	Property Services	Purchasing of printer for registry, shredding machine, conventional tent, tables 2 and fax machine	Printer for registry, shredding machine, conventional tent (gazabo), 1table ,2 chairs and fax machine	78,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM	Specification was submitted to SCM for advertisement	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Property Services	Purchasing of mobile filing cabinet	Mobile filing cabinet (HR)	60,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM	Specification was submitted to SCM and advertisement is done	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Property Services	To install mounted projectors for Mayor and MM's boardrooms; and Council Chamber	Projectors for boardrooms and Council Chamber	100,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM	Specification was submitted to SCM for advertisement	n/a	n/a	0
54	Integrated Sustainable Development	IDP	To review the IDP	IDP Review	Operational	01/07/2013	30/06/2014	Complete Project phase	The IDP process is at project phase. Strategic Planning Session was conducted in the quarter under review.	Non adherence of process plan due to unavailability of other stakeholders	Proper planning to avoid clash of events	0
54	Improved Governance and Organisational Excellence	SDBIP	To review the SDBIP	SDBIP Review	Operational	01/07/2013	30/06/2014	n/a	n/a	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Bursary Scheme	To fund good performing student from needy families	Bursary Scheme	1,056,570.00	01/07/2013	30/06/2014	Advertise for application for the academic year 2014	The advert is out the newspapers and available on GLM website	n/a	n/a	0
54	Improved Governance and Organisational Excellence	Risk Management	To train the risk committee	Risk Committee Training	118,272.00	01/07/2013	31/12/2013	Workshop conducted and report compiled	The risk committee was trained on the 25 June 2013	None	n/a	0
54	Improved Governance and Organisational Excellence	Risk Management	To develop risk management strategy	Development and implementation of Risk Assessment Strategy	59,136.00	01/07/2013	31/12/2013	Risk Strategy review	n/a	None	n/a	0
54	Improved Governance and Organisational Excellence	OHS	To purchase and install signs and posters at offices	OHS Signs and posters	50,000.00	01/10/2013	31/03/2014	Submission of specifications to SCM	Specification was submitted to SCM for advertisement	n/a	n/a	0
54	Improved Governance and Organisational Excellence	OHS	Purchase and distribute safety clothing to employees	Protective Clothing	40,000.00	01/10/2013	31/03/2014	Submission of specifications to SCM	Ahead of target as the tender was advertised and awaiting evaluation	n/a	n/a	0
46	Improved Human Resource	Skills Development	To develop the WSP by 30 June 2014	Workplace Skills Plan	300,000.00	01/07/2013	30/06/2014	Identification of gaps and collection of information	Training interventions were advertised and closing was November 2013	Delay in procurement process	Review procurement plan	0
39	Improved Governance and Organisational Excellence	Information Technology	Networking of Kgapanne, Senwamogope and Mokwakwaila sub-offices	Networking of sub-offices	250,000.00	01/10/2013	31/12/2013	Completion of the project and handover.	Project is at 80% and 2/3 sub-offices are connected to the GLM network	The appointed service provider delays the process	To engage SITA in fast tracking the service provider	0
39	Improved Governance and Organisational Excellence	Information Technology	Upgrading of information Technology System	Network upgrade	200,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM	Network upgrade is done	n/a	n/a	0
39	Improved Governance and Organisational Excellence	Information Technology	Develop maintenance Plan for all IT Systems	Maintenance Plan for all IT Systems	100,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM	Development of specification is in advance stage	Delay in development of the specification	Fast track the process	0
39	Improved Governance and Organisational Excellence	Internal Audit	Purchase and install teamate Software (Internal Audit)	Teamate Software (Internal Audit)	200,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM	Ahead of target. Quotations were submitted to SCM	Delay in procurement process	To improve the pace of procuring	0

39	Improved Governance and Organisational Excellence	Human Resources	Purchase and install bullet proof class at Customer Care office	security features at Customer Care office	60,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM.	The installation is in progress at 80 %	n/a	n/a	
39	Improved Governance and Organisational Excellence	Human Resources	Purchasing and pasting of office signage and labels	Office signage and labelling	60,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM.	Specification was submitted to SCM	n/a	n/a	
39	Improved Governance and Organisational Excellence	Human Resources	To develop employees satisfaction survey	Employees satisfaction survey	Operational	01/07/2013	30/06/2014	Administering of the questionnaire	Administering of the questionnaire is in progress	n/a	n/a	0
39	Improved Governance and Organisational Excellence	Human Resources	To develop ghost verification plan	Ghost verification	Operational	01/10/2013	31/12/2013	Notification of the work force and engaging sector departments	Ghost verification process is in progress at 70 %	unavailability of other personnel	Encouraging the remaining personnel to undergo Ghost verification process	0
39	Improved Governance and Organisational Excellence	Human Resource	To review delegation of powers and functions	Review delegation of powers and functions	Operational	01/10/2013	30/06/2014	Assess and evaluate existing delegation of powers and functions by doctorate	Operational	None	None	0

KPA 3 LOCAL ECONOMIC DEVELOPMENT

PROJECTS

OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME

Vote Nr	Strategic Objective	Programme	Measurable Objective	Project / Initiative	Budget 2013/2014	Start Date	Completion Date	Milestones Qtr Ending Dec 13	Progress Made	Challenges	Intervention
22	Improved Local Economy	Planning and Development	Purchasing of land to expand development by 31 March 2014	Purchasing of land	12,000,000.00	01/07/2013	31/03/2014	Advertisement and submission of bids by interested parties	On target. Terms of reference have been developed and submitted to SCM unit. Tender was advertised	None	None
22	Improved Local Economy	Local Economic Development	Construction of paving at Tourism centre by 30 June 2014	Paving at Tourism Information Centre	250,000.00	01/10/2013	30/06/2014	Develop specifications and submit to SCM for advertisement	Behind target. Measurements were taken and in process to finalise specifications	Delay in procurement process	Review procurement plan
22	Improved Local Economy	Local Economic Development	Construction activities at Show Ground by 31 March 2014	GLM Show Ground	1,000,000.00	01/07/2013	31/03/2014	Appoint service provider and resume with construction	On target. Terms of reference have been developed and submitted to SCM unit. There was delay in advertisement of tender. Bids closed in December 2013	None	None
22	Improved Local Economy	Local Economic Development	Support on Youth Development Programme / project by 30 June 2014	Youth Development Programme	200,000.00	01/07/2013	30/06/2014	Support initiatives for Khumeloni Youth Development Programme	On target. Proposed initiatives were approved by the MM for implementation	None	None
22	Improved Local Economy	Planning and Development	To peg sites at Modjadjiskloof Extension 11 by 30 June 2014	Pegging of Modjadjiskloof Extension 11 sites	100,000.00	01/07/2013	30/06/2014	Advertise for appointment of professional service provider	Behind target. Terms of reference have been developed and submitted to SCM unit in the first quarter. There is delay to advertise	Delay in procurement process	Review procurement plan

22	Improved Local Economy	Planning and Development	Rezoning and demarcation of parks at Ga-Kgapane by 30 June 2014	Rezoning of Kgapane Parks	350,000.00	01/07/2013	30/06/2014	Advertise for appointment of professional service provider	On target. Terms of reference have been developed and submitted to SCM unit. Tender was advertised	None	None
22	Improved Local Economy	Local Economic Development	Feasibility Study of Potential LED projects by 30 June 2014	Feasibility Study (LED)	350,000.00	01/07/2013	30/06/2014	Advertise for appointment of professional service provider	Behind target. Terms of reference have been developed and submitted to SCM unit. Tender awaits advertisement	Delay in procurement process	Review procurement plan
22	Improved Local Economy	Local Economic Development	Establish agro-processing initiatives and support by 30 June 2014	Agro-processing projects	316,000.00	01/07/2013	30/06/2014	Support and implement agro-processing initiatives	Request was submitted to the Department of Agriculture to avail funding for supplementing allocation by the municipality	None	None
22	Improved Local Economy	Local Economic Development	To do feasibility study by 31 December 2013	Feasibility Study of Manokwe Caves	250,000.00	01/07/2013	31/12/2013	Feasibility study 100% complete	On target. Feasibility study has been conducted and draft document has been submitted for consideration by the municipality	None	None
22	Improved Local Economy	Planning and Development	To demarcate and peg sites at Goudplaas by 31 December 2013	Demarcation of sites - Goudplaas	400,000.00	01/07/2013	31/12/2013	Demarcation progress 100% complete	Behind target. Pegging is at 50%.	Delay in producing the layout plan	Service provider to fast track pegging process
22	Improved Local Economy	Planning and Development	To peg sites at Vrystaat Farm - Modjadjiskloof by 30 September 2013	Site pegging (Vrystaat)	200,000.00	01/07/2013	30/09/2013	n/a	On target. Site pegging is complete	None	None

22	Improved Local Economy	Local Economic Development	To review the LED strategy by 31 December 2013	Reveiw of LED strategy (MSIG)	200,000.00	01/07/2013	30/12/2013	Final LED Strategy submitted to Council for approval	Behind target. The service provider did not accept the appointment	Service provider did not sign and accept the appointment	Tender to be re-advertised
22	Improved Local Economy	Local Economic Development	Review of existing Spatial Development Framework (SDF) by 30 June 2014	SDF Review	400,000.00	01/07/2013	30/06/2014	Advertise for appointment of professional service provider	On target. Terms of reference have been developed and submitted to SCM unit. Tender was advertised	None	None
22	Improved Local Economy	Local Economic Development	To attend and participate in Tourism Indaba by 30 June 2014	Tourism Indaba	150,000.00	01/07/2013	31/06/2014	Implementation of resolutions of the Tourism Indaba report	The event was not attended and there were no resolutions taken	None	None
22	Improved Local Economy	Enviromental Management	To organize and conduct environmental programme within the municipality by 30 June 2014	Environmental Programmes	274,000.00	01/07/2013	30/06/2014	Coordinate and conduct enviromental related events and campaigns (1 per quarter)	Conducted	None	None
34	Improved Local Economy	Sports and Recreation	To organise the rainmaking ceremony by 31 December 2013	Rain making ceremony	100,000.00	01/07/2013	31/12/2013	Participate in the celebratory activities	Ceremony held	None	None
34	Improved Local Economy	Sports and Recreation	To organise the Wolkberg sports day by 31 March 2014	Wolkberg Sports day	100,000.00	01/07/2013	31/03/2014	Advertisement to invite various sporting codes	All sporting codes invited	None	None
34	Improved Local Economy	Sports and Recreation	To organise and host various sport codes by 31 March 2014	Sports Activities	300,000.00	01/07/2013	31/03/2014	Advertisement to invite various sporting codes	Sporting codes held	None	None
34	Improved Local Economy	Sports and Recreation	To organise event for cultural activities by 30 June 2014	Cultural Activities	100,000.00	01/07/2013	30/06/2014	Development of Implementation plan	Cultural activities are being held	None	None

34	Improved Local Economy	Sports and Recreation	To organise Choral Music Competition by 31 March 2014	Coral Music Competition	80,000.00	01/07/2013	31/03/2014	Group stages competition	Choirs invited	None	None
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KPA 4 MUNICIPAL FINANCIAL VIABILITY
KEY PERFORMANCE INDICATORS
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY

Vote Nr	Strategic Objective	Programmes	Measurable Objectives	Performance measures	Baseline / Status	Budget 2013/2014	2nd Quarter target	Progress Made	Challenges	Intervention	Expenditure
50	Sustainable Financial Institution	Budget and Reporting	To ensure that financial information is supplied to relevant authorities within timeframe	Financial information supplied to relevant office by 10 June 2014	Information was submitted by 10 June 2014	Operational	n/a	n/a	n/a		0
50	Sustainable Financial Institution	Budget and Reporting	To ensure that quarterly financial statements are prepared within timeframe	Preparation of Quarterly financial statements and submitted to the relevant office	100%	Operational	100%	The old caseware version has been upgraded to the latest .	Financial statements for quarters 1 & 2 not yet done on caseware	Outstanding financial statements to be done in the third quarter	0
50	Sustainable Financial Institution	Supply Chain Management	To effectively manage the financial affairs of the municipality	%Payment of service provider within 30 days.	100%	Operational	100%	Payments are done to service providers within 30 days	none	Maintenance of the trend to pay within 30 days	0
50	Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality	% capital budget spent as approved by Council	100%	Operational	50%	Capital expenditure is at 17%	Delays in appointments of service providers	Review of the procurement plan	R28 189 835
50	Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality	% MIG expenditure	100%	53,847,921.00	50%	Expenditure is at 32%	There are delays in the appointments of contractors and this led to non adherence to the procurement plan	Review of the procurement plan	R17 266 474
50	Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality	% FMG expenditure	100%	1,550,000.00	50%	Expenditure is at 35%	n/a	n/a	R544 318

50	Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality	% MSIG expenditure	100%	890,000.00	50%	Expenditure is at 0%	Projects are at specification stage	Review of the procurement plan	R0.00
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**KPA 4 MUNICIPAL FINANCIAL VIABILITY
PROJECTS
OUTCOME NINE (OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)**

Vote Nr	Strategic Objective	Programme	Measurable Objective	Project / Initiative	Budget 2013/2014	Start Date	Completion Date	Milestones Qtr Ending Dec 13	Progress Made	Challenges	Intervention
50	Sustainable Financial Institution	Indigent Management	To register qualifying indigents 30 June 2014	Updating of Indigent Register	Operational	01/07/2013	30/06/2014	Collection of information on indigent households and update the register	609 out of 610 indigents submitted which is a low turn up	The turn up for the applicants is very low perhaps due to lack of extensive awareness campaigns	Acceleration of indigent awareness campaigns
50	Sustainable Financial Institution	Revenue Management	Review of Revenue Enhancement Strategy 30 June 2014	Revenue Enhancement Strategy	106,000.00	01/07/2013	30/06/2014	Develop terms of reference and submit to bid specification committee. Advertisement for service providers	The strategy has been developed by KPMG	The review not finalised	To ensure the strategy is fully reviewed
50	Sustainable Financial Institution	Revenue Management	To update household billing system information 30 June 2014	Data cleansing	106,000.00	01/07/2013	30/06/2014	n/a	Households are still submitting data forms for updating	Forms already issued out to households but the response is too low	To explore alternative avenues
50	Sustainable Financial Institution	Asset Management	To monitor the process of unbundling and make progress report by 31 March 2014	Unbundling of Infrastructure Assets to update the asset register	200,000.00	01/10/2013	31/03/2014	Continuation of unbundling of assets and updating of asset register.	The specification is in the process of being finalised	n/a	To review the procurement plan
50	Sustainable Financial Institution	Supply Chain Management	Purchasing of the Automated Procurement Software by 30 June 2014	Automated Procurement Software	250,000.00	01/10/2013	30/06/2014	Develop specifications and submit to bid specification committee.	The municipality is still conducting the industry analysis on the appropriate system	The specification is not yet completed by SCM for BSC to endorse	To review the procurement plan
50	Sustainable Financial Institution	Supply Chain Management	Linking the Assets to the GIS software by 31 March 2014	Linking the Assets to the GIS software	150,000.00	01/07/2013	31/03/2014	Advertise tender and appointment of service provider.	The process not yet started	The specification not yet submitted to SCM	To review the procurement plan

50	Sustainable Financial Institution	Asset Management	Updating of valuation roll by 31 March 2014	Valuation Roll	159,600.00	01/07/2013	31/03/2014	Complete assessment of supplementary valuation roll.	The supplementary valuation roll is done as and when is necessary	n/a	n/a
50	Sustainable Financial Institution	Asset Management	To purchase two (2) Small Bakkie for water reading by 31 March 2014	Small Bakkie	400,000.00	01/10/2013	31/03/2014	Develop specifications and submit to supply chain.	The tender has been advertised and closed pending the evaluation	n/a	n/a
50	Sustainable Financial Institution	Asset Management	To purchase Sedan by 31 March 2014	Sedan	200,000.00	01/10/2013	31/03/2014	Develop specifications and submit to supply chain.	The tender has been advertised and closed pending the evaluation	n/a	n/a
50	Sustainable Financial Institution	Office furnisher	To procure printers (2) - Salary Section & Revenue Section by 31 March 2014	Printers (2) - Salary Section & Revenue Section	400,000.00	01/10/2013	31/03/2014	Develop specifications and submit to supply chain.	The specification has already been developed pending the advertisement	n/a	n/a
50	Sustainable Financial Institution	Auxiliary Services	Supply and delivery of fuel by 31 December 2013	Fuel supply	1,600,000.00	01/10/2013	31/12/2013	Appoint service provider for delivery of fuel	The tender has been advertised and closed pending the evaluation	The procurement plan not adhered to	To review the procurement plan to allow the procurement processes to be finalised at end of January 2014

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KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KEY PERFORMANCE INDICATORS

OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)

Vote Nr	Strategic Objective	Programmes	Measurable Objectives	Performance measures	Baseline / Status	Budget 2013/2014	2nd Quarter target	Progress Made	Challenges	Intervention	Expenditure
54	Improved Governance and Organisational Excellence	Ward Committee	To ensure full participation of ward committees	# ward committees evaluated per month	29	Operational	29	1 ward committee meeting per month out of 29 wards was held. Implementing ward operational plan	None	None	0
54	Improved Governance and Organisational Excellence	Ward Committee	To ensure full participation of ward committees	% complaints attended (# of community complaints received/ # of complaints attended to).	100%	Operational	100%	6 complaints were received via Premier Hotline. 100% were resolved	None	None	0
54	Improved Governance and Organisational Excellence	Local Imbizos	To ensure community participation	# of local imbizos held by the Mayor	4	1,000,000.00	2	No local imbizo was held	Clashes with other provincial events	Postponed to february 2014	
54	Improved Governance and Organisational Excellence	Local Imbizos	To ensure community participation	% public participation events publicised on the newspaper and website) (# for public participation events publicised in the newspapers and website	100%	Operational	100%	Busy with the new issue of the newsletter	None	None	0
54	Improved Governance and Organisational Excellence	Traditional Leaders	To establish a good relationship with traditional leaders	# traditional leaders invited to take part in council	9	Operational	10	All traditional leaders are invited to Council meetings and other activities	None	None	0
54	Improved Governance and Organisational Excellence	Communication	To promote effective and efficient communication	# of articles issued to the media on Mayoral events.	1	Operational	1	6 articles issued	None	None	0

KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KEY PERFORMANCE INDICATORS

OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)

Vote Nr	Strategic Objective	Programmes	Measurable Objectives	Performance measures	Baseline / Status	Budget 2013/2014	2nd Quarter target	Progress Made	Challenges	Intervention	Expenditure
54	Improved Governance and Organisational Excellence	Ward Committee	To ensure full participation of ward committees	# ward committees evaluated per month	29	Operational	29	1 ward committee meeting per month out of 29 wards was held. Implementing ward operational plan	None	None	0
54	Improved Governance and Organisational Excellence	Communication	To promote effective and efficient communication	# of newsletters issued	4	Operational	2	Under procurement processes	None	None	0
54	Improved Governance and Organisational Excellence	Communication	To promote effective and efficient communication	# of meetings held by the Communicators Forum	4	Operational	2	None	No enough capacity in the communicators office	None	0
54	Improved Governance and Organisational Excellence	Legal	To ensure proper contract management	% appointed service providers with Service Level Agreement (# of service providers appointed/# of service providers with service level agreement)	100%	Operational	100%	100%	none	none	0
46	Improved Human Resource	Skills Development	To ensure effective implementation of the WSP	% employees trained as per the WSP	100%	Operational	50%	50% employees trained as per the WSP	none	none	0
46	Improved Human Resource	OHS	To ensure a health and safe working environment	# of wellness campaign conducted per quarter	4	Operational	2	2 Wellness campaigns were conducted	none	none	0

KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PROJECTS

OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)

Vote Nr	Strategic Objective	Programme	Measurable Objective	Project / Initiative	Budget 2013/2014	Start Date	Completion Date	Milestones Qtr Ending Dec 13	Progress Made	Challenges	Intervention	Expenditure
40	Improved Governance and Organisational Excellence	Furniture and Equipments	To procure recording system/video camera 31 March 2014	Recording System/ Video Camera	20,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM. Advertise for appointment of service providers	No progress made	The specification not yet submitted to SCM	The SDBIP will be reviewed	0
40	Improved Governance and Organisational Excellence	Furniture and Equipments	To procure (2) council vehicles by 31 March 2014	Council Vehicles	600,000.00	01/10/2013	31/03/2014	Develop specifications and submit to SCM. Advertise for appointment of service providers	No progress made	The specification is not submitted to SCM	To review the procurement plan	0
54	Improved Governance and Organisational Excellence	Property Services	Interior design and decoration of the Council Chamber and foyer including purchasing of podium by 31 March 2014	Decoration of Council Chamber (Including the foyer and podium)	1,505,000.00	01/07/2013	31/03/2014	Appointment of service provider and resume with design	No progress made	Delay in development of the specification	Fast track the process	0