

FINANCIAL YEAR  
2016/2017



# TOP LAYER 4<sup>TH</sup> QUARTER REPORT 2016/ 2017

This fourth quarter Report was produced from the Office of the Municipal Manager in terms of section 53 of MFMA. It reflects all performance related activities in accordance with the requirements of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) and MFMA for the period 1 April to 30 June 2017. Information contained in this publication was provided by the various departments.

Every effort was made to ensure that facts are correct.

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## 1. INTRODUCTION

The Municipal Financial Management Act 56 of 2003 (MFMA) defines the Service Delivery and Budget Implementation plan (SDBIP) as “a detailed plan approved by the Mayor of a municipality in terms of section 53(1) (c) (ii) for implementing the municipality’s delivery of services and the execution of its annual budget”.

Bushbuckridge Local Municipality has undertaken to accelerate implementation of its developmental goals and consolidate gains made during the current term of office, in an effort to ensure service delivery continuity for the next term. Through the 2016/2017 institutional SDBIP, the Municipality has translated its strategic objective into an implementable plan that seeks to align its priorities, the service delivery needs of communities, and the annual budget.

Circular 13 of MFMA indicates that the SDBIP provides integration between the executive mayor, council and the Administration, by essentially assisting to hold management accountable for its performance. Furthermore, it states that the goals and objectives set by the municipality must be quantifiable outcomes that can be measured to enable to monitor performance and evaluate service delivery outcomes.

As an effective management tool, the 2016/2017 SDBIP consolidates the planning and performance management processes for the institution. It outlines the key performance indicators and targets associated with the municipality’s as aligned to the 2016/2017 IDP review. The document is a critical part for planning, implementation and monitoring, ensuring alignment between the municipality’s vision and mission.

In terms of section 1 of the MFMA, it states that the SDBIP must include:

- a) Projections for each month of
  - Revenue to be collected by source; and
  - Operational and capital expenditure, by vote;
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed.

In line with National Treasury (NT) Guidelines and Regulations, municipalities are required to prepare the SDBIP comprising of the following:

- Budget Implementation Plan;
- CAPEX (Capital Budget); and
- Service delivery breakdown including measurable performance indicators.

## **2. LEGISLATIVE MANDATES**

Bushbuckridge Local Municipality's Services Delivery Budget Implementation plan (SDBIP) is compiled in terms of the municipal systems Act 32 of 2000 and complies is further mandated by the following pieces of legislation to budget and deliver services to the community of Bushbuckridge.

## **3. TIMING AND METHODOLOGY FOR PREPARATION OF THE SDBIP**

“section 69 (3) (a) of the MFMA requires the accounting officer (municipal manager) to submit draft SDBIP and annual performance agreement for the municipal manager and all senior managers, as required in terms of section 56 (1) (b) of the municipal systems Act. These should be submitted to the mayor not later than 28 days after the approval of the annual budget.

The Executive Mayor in accordance with section 53 (3) (a) & (b) of the MFMA must not later than 28 days after the approval of the SDBIP ensure that the revenue and expenditure projections for each month and service delivery targets and performance indicators for each quarter, as set out in the SDBIP are made public.

In the light of this statement must also ensure that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are also made public. Copies of such performance agreements must be submitted to the council and MEC for Local Government in the province”.

## **4. BUDGET IMPLEMENTATION PLAN FOR 2016/2017**

The Municipality is faced with challenges which include amongst others, an increasing population demand for services as the populations and the demographics of the municipality are growing, as well as development backlogs and increasing poverty levels. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation balancing expenditures against available financial resources.

The municipality still needs to ensure the implementation of the Revenue strategy which will be built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;



- Identification of new possible revenue sources and the sustainability of such sources
- Increased pressure to deliver and maintain services and recover costs;

#### 4.1 REVENUE COLLECTION REPORT

The budget implementation component of the SDBIP, circular 13 requires a break down by monthly projections of revenue for each source and monthly projections of capital expenditure and operational expenditure and revenue for each vote.

DESCRIPTION	Current Year 2016/17		2016/17 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK			
	Original Budget	Adjusted Budget	Budget Year 2017/18	Budget Year 1 2018/19	Budget Year 2 2019/20	R`000
REVENUE	R`000	R`000	R`000	R`000	R`000	
<b>Operational revenue</b>						
<b>Vote 1 Dept 001 Budget and Treasury</b>						
Interest on Investment	11893	13893	15 010	15 911	16 865	
Interest on Outstanding Debtors	26000	34000	37300	39 538	41 910	
Database Registration	84	84	88	93	99	
Gain on loss of Assets	525	525	750	795	1200	

DESCRIPTION	Current Year 2016/17		2016/17 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK			
	Original Budget	Adjusted Budget	Budget Year 2017/18	Budget Year 1 2018/19	Budget Year 2 2019/20	
Rates Rebates	(5814)	(5814)	(6163)	(6533)	(7125)	
Property Rates	185 814	185 814	197 952	209 829	222 419	
<b>Vote 2 Dept Corporate Service</b>						
Office Rental	127	127	135	143	151	
Rent Received House	48	248	251	266	282	
Site Rental	445	445	472	500	530	
Hire of Water Tankers	27	27	28	30	32	
Rumble Removal	4	4	4	4	5	
Sundry Income	265	265	281	298	316	
Disposal of Containers	24	24	26	27	29	
Tender Documents	477	677	506	536	568	
Site Transfer Fee	92	92	98	104	110	

DESCRIPTION	Current Year 2016/17		2016/17 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK			
	Original Budget	Adjusted Budget	Budget Year 2017/18	Budget Year 1 2018/19	Budget Year 2 2019/20	
Photocopies	18	68	70	74	79	
Proof of Residence Service	742	1042	1100	1166	1236	
Admin Fee	45	45	47	50	53	
Amendment of Names	23	23	25	26	28	
Bond Fee	23	23	24	26	28	
Reconnection Fee Resident	37	37	39	41	44	
<b>Vote 3 Dept 005 Economic Development, Planning and Developmental</b>						
Business Licensing	700	700	735	772	815	
Billboard	159	159	169	179	189	
Land use application			100	107	114	
Site Demarcation			50	54	57	

DESCRIPTION	2016/17 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK				
	Current Year 2016/17	Adjusted Budget	Budget Year 2017/18	Budget Year 1 2018/19	Budget Year 2 2019/20
Site Development Plan			20	21	23
Rezoning and Zoning			10	11	13
Township Establishment			15	16	17
Consent Use			5	5	6
Sale of Land			5000	5350	5725
Printing of Maps			20	21	23
Refuse Removal Business	692	1850	740	763	799
Refuse Removal Residential	5800	7300	1100	1166	1236
Refuse Removal Government			4500	4815	5152
<b>Vote 4 Dept 006 Community Service</b>					
Library Membership Fees and Fines	22	22	23	24	25

DESCRIPTION	Current Year 2016/17		Adjusted Budget	2016/17 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK		
	Original Budget			Budget Year 2017/18	Budget Year 1 2018/19	Budget Year 2 2019/20
Hire of Community Halls	53		53	56	60	63
Rent Received Chairs	10		10	10	11	11
Rent Received Stadium	170		170	180	191	202
Rent Received Club House	27		27	28	30	32
Rent Received Tent	6		6	7	7	8
Rent Received Cell Phone Towers	106		106	112	119	126
Cemetery	69		69	73	77	82
Traffic Income	10927		10927	11473	12047	12770
Fines	2625		2625	2756	2894	3068
Income for Agency	9550		9550	10027	10528	11160
DLTC	6060		6060	0	0	0
VTS	80		80	80	0	0

DESCRIPTION	Current Year 2016/17		2016/17 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK			
	Original Budget	Adjusted Budget	Budget Year 2017/18	Budget Year 1 2018/19	Budget Year 2 2019/20	
<b>Vote 9 Municipal Works</b>						
Plan Approval Business	420	420	441	463	495	
Plan Approval Residential	116	116	121	127	136	
Water Basic Residential	10000	10000	10700	11449	12250	
Water Basic Business	6720	6720	7056	7409	7762	
Water Rebate 6kl free	(593)	(1173)	(622)	(653)	(699)	
Water Consumption Business	26474	34474	36543	38735	41059	
Water Connection Business	1383	1383	1466	1554	1647	
Water Connection Residential	234	234	249	263	279	
Reconnection Fee	25	25	26	28	29	
Meter Maintenance	4	4	4	4	5	
Basic Charges Sewer	3200	3200	3392	3596	3811	

DESCRIPTION	Current Year 2016/17		2016/17 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK			
	Original Budget	Adjusted Budget	Budget Year 2017/18	Budget Year 1 2018/19	Budget Year 2 2019/20	
Sewerage Rebate 6kl Free	(54)	(54)	(57)	(61)	(64)	
Sewerage Blockage Fee	10	10	10	11	12	
Sewer Connection Resident	10	10	650	689	730	
Honey Sucker Services (Sucking of Sludge)	58	58	61	65	69	
<b>EXPENDITURE</b>						
Operational expenditure						
Capital expenditure						

#### 4.2 MONTHLY PROJECTIONS OF REVENUE FOR EACH SOURCE REPORT

One of the most important and basic priorities for any municipality is collect all its revenue as budgeted for. The failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality MUST ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be



collected and should reconcile to the cash flow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than accrued (billed) revenue is to ensure that expenditure does not exceed actual income.

	Jul 2016	Aug16	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017
	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	31 431,00	31 431,00
Grass Cutting	596,74	0,00	0,00	0,00	0,00	0,00	0,00	0,00	2 000,00	0,00	0,00	2 000,00
Reconnection Fee	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	840,00	840,00	294,23
Sewer Connection Resident	1 296,10	0,00	738,87	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Sewerage Blockage Fee	362,46	362,33	0,00	1 679,04	362,46	0,00	362,46	0,00	0,00	0,00	363,00	0,00
Water Connection Business	5 370,67	3 328,87	0,00	2 611,90	4 061,24	1 295,61	1 222,74	1 222,81	3 890,47	0,00	2 592,22	0,00
Water Connection Resident	6 361,53	2 942,70	3 937,64	2 208,19	2 208,19	992,61	1 471,35	2 942,70	3 195,14	258,10	734,65	4 118,14
Sewer Reconnection	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1 360,29	0,00	0,00	0,00
Water Sales (Residential)	0,00	975,56	200,00	0,00	0,00	0,00	976,56	0,00	0,00	0,00	200,00	0,00
honey sucker service(sludge)	0,00	0,00	75 657,89	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	75 657,89
Hire of Chamber Halls	1 671,10	3 347,55	5 850,20	2 306,64	2 507,55	4 178,65	4 815,09	835,55	7 326,19	635,54	6 486,64	6 691,10
Hire of Water Tanker	977,00	1 953,56	1 953,56	2 930,56	3 906,68	976,56	976,56	0,00	977,00	0,00	0,00	0,00
Office Rental	0,00	1 320,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Rent Received House	96 330,25	59 155,21	59 155,21	59 155,21	59 419,32	59 419,32	59 419,32	59 419,32	59 419,32	59 419,32	59 419,32	59 419,32
Rent Received Chairs	0,00	200,00	216,00	0,00	1 650,00	0,00	328,00	0,00	0,00	0,00	0,00	0,00
Rent Received Stadium	954,30	1 499,75	1 072,68	1 993,91	0,00	3 817,20	1 466,68	3 221,39	3 290,71	0,00	835,36	187,89
Site Rental	9 274,56	1 622,28	1 622,28	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Site Rental	2 945,00	0,00	0,00	0,00	0,00	0,00	611,00	4 000,00	0,00	0,00	0,00	0,00

Interest on Investments	955 016,46	1 014 098,45	936 114,47	956 079,31	729 740,29	1 282 443,24	1 230 897,41	1 097 131,57	1 016 820,25	1 618 120,01	1 428 460,07	1 001 226,23
Fines	1 006 600,00	753 900,00	1 062 700,00	532 560,00	1 411 000,00	548 050,00	462 300,00	95 581,10	94 845,00	816,50	37 536,40	184 024,70
Income for Agency Service	997 146,19	914 566,26	892 638,75	720 472,72	838 198,77	862 119,09	996 128,51	822 775,42	842 367,61	460 248,33	1 120 378,37	0,00
Traffic Income Licensing	1 758 355,36	948 130,40	990 149,74	1 539 144,38	196 253,24	899 848,30	2 731 304,56	1 269 949,99	1 648 645,00	821 946,07	2 052 223,41	2 543 677,90
Admin Fee	0,00	0,00	277,00	450,00	30,00	806,00	825,73	4 711,74	3 610,14	1 250,51	470,00	1 611,04
Amendment of Names	138,60	69,30	138,60	69,30	0,00	69,30	207,90	1 740,02	277,29	485,10	138,60	0,00
Billboards	1 094,15	45 965,25	8 250,47	8 328,76	7 410,67	12 475,49	12 475,49	7 099,78	12 475,49	15 978,10	12 475,49	10 028,59
Bond Fee	0,00	9 663,53	0,00	0,00	800,00	0,00	0,00	0,00	1 000,00	0,00	0,00	13 200,00
Cemetery	5 957,59	4 610,43	700,84	10 227,28	583,55	2 442,93	6 620,13	6 359,17	5 521,63	1 761,66	8 334,92	6 240,95
Disposal of Containers	0,00	0,00	116,71	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Photo Copies	12 330,00	5 362,00	26 773,20	15 995,00	8 806,00	5 396,00	9 533,20	5 937,00	6 266,30	3 131,00	7 971,00	35 363,00
Trading License	0,00	690,00	0,00	0,00	0,00	785,30	785,00	0,00	786,00	0,00	1 570,30	2 546,00
Plan Approval Business	0,00	0,00	0,00	0,00	3 141,18	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Site Purchases	0,00	785,29	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Plan Approval Residential	4 834,52	853,74	8 759,49	2 906,37	2 260,26	1 103,10	4 106,66	2 412,87	614,90	700,00	3 026,57	2 442,50
Proof of Residence Service	79 224,95	120 228,91	74 166,20	92 586,86	223 042,75	130 061,63	295 932,84	163 264,32	153 544,00	55 133,31	259 946,10	173 864,98
Rezoning Certificate	0,00	155,30	0,00	0,00	0,00	0,00	0,00	42,50	0,00	0,00	152,65	0,00
Site Transfer Fee	0,00	0,00	0,00	40,00	0,00	620,00	0,00	42,50	0,00	0,00	0,00	785,29
Sundry Income	0,00	0,00	0,00	0,00	0,00	150 000,00	0,00	0,00	0,00	0,00	0,00	0,00
Sundry Income	4 788,43	8 725,80	1 298,08	5 480,36	3 459,16	3 869,50	4 408,60	13 939,80	1 035,08	1 588,00	9 048,64	6 936,91
Library Membership Fees & Fines	5 276,00	50,00	0,00	277,00	558,00	900,00	1 681,00	1 288,00	1 484,00	180,00	150,00	1 627,00
Tender Documents	11 577,99	199 000,00	7 000,00	104 500,00	0,00	0,00	209 210,00	389 500,00	97 000,00	0,00	191 200,00	67 300,00
Stock Adjustment Account	62 140,00	0,00	0,00	0,00	56 120,47	91 161,13	188 956,39	128 421,79	151 633,72	276 368,99	1 626 098,08	862 579,08

Site Inspection	4 713,87	4 668,17	1 570,58	5 403,44	4 713,16	785,29	3 144,00	6 284,45	3 928,79	0,00	1 571,29	8 638,90
Business Licensing	3 554,00	20 000,03	26 630,22	11 854,49	43 076,35	11 702,19	79 259,80	40 771,71	15 636,00	0,00	12 031,73	29 337,72
Actuarial (gains)/Loss	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	920,00	0,00
Proceeds Sale of Assets	70 000,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Proceed From Sale of Land	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	1 500 000,00	0,00	0,00
	(4 968 887,82)	(2 231 969,87)	(2 056 073,42)	(4 079 260,72)	(3 210 802,81)	(4 075 318,44)	(846 817,86)	(4 128 895,50)	(4 134 951,32)	(4 818 860,54)	(3 569 777,65)	(3 406 072,20)

**5. SERVICE DELIVERY TARGETS**

The SDBIP will assist departments to track achievements through regular collection of information to assist timely decision making, ensure accountability, and provide the basis for evaluation.

The top layer service delivery budget implementation plan, indicating how the budget and the strategic objectives of council will be implemented, is hereunder attached in order for the internal and extend stakeholders to acclimatise themselves.

**5.1 KEY PERFORMANCE AREAS**

The following key performance Areas (KPA's) as outlined in the local Government: Municipal Planning and Performance Management Regulations inform the strategic objectives listed in the table below.

<b>Number</b>	<b>Key Performance Area</b>	<b>Weight</b>
	INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES DELIVERY	30%
	MUNICIPAL INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	15%
	LOCAL ECONOMIC DEVELOPMENT (LED)	20%
	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT.	25%
	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10%

100%

**6. TOP LAYER SDBIP: KPA**

**6.1 KPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (15% WEIGHT)**

Functional Area	Strategic Objective As Per IDP	Baseline	KPI	Annual Target	Ordinary Budget	Revised target	Fourth quarter		Reasons for variance	Improvement measure	Responsible / POE
							Actual	projection			
Organogram	Assess the capacity of Bushbuckridge Local Municipality	Adopted organisational structure 2015/16	Review of organisational structure	-	-	Review of organisational structure by 30 June 2017 (R1,2 million)	Review of organisational structure by 30 June 2017	Organisational structure reviewed and in place.	None	None	Director Corporate services (approved Org structure and council resolution)

**6.2 LOCAL ECONOMIC DEVELOPMENT (LED)**

Area	Objective As Per IDP	Measurement	Previous performance	Target	Budget	target	Actual & expenditure	for variance	ment measure
								4 <sup>th</sup> quarter top layer 2016/2017	
Enhance Tourism Growth and development	Implementation of LED strategy	Promotion of LED to enhance tourism growth and development	No. of projects and initiatives supported	6 tourism projects and 1 programme	825 000	To develop business plans for tourism projects by June 2017	Advert by SCM	Not achieved	To fast track the processes
Small Medium Micro Enterprises (SMMEs) Development	Promote Public-Private Partnership	Promotion of LED through sustainable SMME support	Number of SMME supported and type of support given	300 SMME supported by June 2015/16	515 000	To have 60 SMME's supported by June 2017	10 SMME's supported externally	Achieved 63 SMME's supported	The municipality also hosted tourism awards for SMME's
LED Awareness	Implementation of LED strategy	Ensure job creation and poverty alleviation through economic development	Number of awareness campaigns, training workshop	9 awareness and workshops conducted	Operational	To have awareness programmes and capacity building workshops held by June 2017	2 awareness programmes	Achieved 2 achieved (Youth Tourism Day and youth summit)	Invites and attendance registers,

Stakeholder Coordination	Promote Public-Private-Partnership	Ensure job creation and poverty alleviation through economic development	Number of LED forums / other Fora meetings held	10 LED for a meetings held 2015/16	Operational	To have 8 fora meetings held by June 2017	2 for a meetings	Achieved 2 meetings held	Minutes and attendance registers
Agricultural Development	Implementation of LED strategy	Promotion of LED through Sustainable Agricultural Development	Number of co-operatives, initiatives & schemes supported	12 co-operatives supported in 2015/16 financial year and 2 Agricultural schemes	900 000	To have 6 co-operatives supported by June 2017	1 co-operative supported	Achieved co-operative supported (Pfulkani Hoxani )	List of distribution of production inputs Appreciation letter from Xanthia Coop.
		Facilitate and coordinate implementation of CWP programmes	Projects implementation in line with CWP Business Plan	Business plan developed for 2015/2016	Operational	100% support and monitoring for the implementation of the CWP business plan (project on: health, environment,	100% supported	Achieved	Letter of intervention and the response Attendance Register,

Implementation of the LED Strategy – JOB CREATION	Implementation of LED strategy	Reducing the high level of unemployment	Number of jobs created through implementation of LED initiatives and projects	1764 jobs created by June 2016	N/A	To have 2000 jobs created by June 2017	education, agriculture and construction	300 to be created	Achieved 784 jobs created (Dwarsloot mall, Alien plant clearing and SCM)	Had timeous response on job stats from different sectors/units both internally and externally	-	List of jobs created from different sectors/departments and internally
LED Strategy Reviewal	Implementation of LED strategy	Reducing the high level of unemployment	Reviewal of the LED strategy	2010-14 LED	60 000	To have a reviewed LED strategy by June 2017		Consolidation of stakeholder inputs	Achieved (COGTA, CWP, Serite Institute)	-	-	Attendance register Draft strategy
BBR local Economic Development Agency	Implementation of LED strategy	Enhancement of a conducive environment for Economic development	Approved economic development agency	Lack of implementation tool for key economic projects	1 500 000	Established Economic Development Agency by June 2017		Stakeholder consultation on the feasibility	Achieved	-	-	Attendance registers



6.3 KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (WEIGHT 25%)

Functional Area	Strategic objectives as per the IDP	Objective	KPI	Baseline/Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
								Projecti on	Actual	Reason s for varian ce	Improv ement measu res	
Budget Management, reporting & control	Allocate available funds to identified priorities on a multiyear Plan	100% Credible & Realistic Budget	Budget aligned to IDP	100% Budget aligned to IDP  No project plan, no budget	100% alignment of budget & IDP	Internally driven	N/A	100% Budget aligned to IDP	100% Budget aligns to IDP	None	None	Approved budget and IDP, project expenditure monitoring schedule

Functional Area	Strategic objectives as per the IDP	Objective	KPI	Baseline/Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
								Projecti on	Actual	Reason s for varian ce	Improv ement measu res	
Credible budget	Conduct constant monitoring of municipal services	Credible Budget adjustment based on 6 months performance	Budget review aligned to IDP	100% budget implementation	Budget review in January 2016  Draft budget 2017/18 approvals by 31 March 2017  Final budget 2017/18 approvals by 31 May 2017	Internally driven	Budget review in January 2017  Draft budget 2017/18 approvals by 31 March 2017  Final budget 2017/18 approvals by 31 May 2017	Draft budget submissions to treasury  Final budget preparation for 2017/18 approvals by the 31 <sup>st</sup> of May 2017	Draft budget submissions to treasury  Final budget preparation for 2017/18 approvals by the 31 <sup>st</sup> of May 2017	None	None	Proof of submission of Draft Budget submissions to treasury  Approved budget for 2017/18

Functional Area	Strategic objectives as per the IDP	Objective	KPI	Baseline/Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
								Projecti on	Actual	Reason s for variance	Improv ement measu res	
Assets Management	Improve the IDP and budget planning process	Prepara tion of monthly and quarterly reports	Section 71 reports to the Treasury	Reportin g not done on the actual due date	12 Section 71 reports submitted to Treasury	Internally generated	N/A	3 Section 71 reports submitted	3 Section 71 reports submitted	None	None	Proof of submission of Monthly Section 71 reports
	Conduct constant monitoring of municipal services	To ensure proper management of BLM assets	All assets owned by the ELM adequately accounted for	GRAP 17 compliant FAR	FAR compliant with GRAP 17	R500 000	Maintain compliant and up-to-date FAR	FAR updated with assets purchased during the year	None	None	Updated FAR	
Safe guarding of assets, Accounting, and Control								Update Assets Register with new assets purchased and disposed				

Functional Area	Strategic objectives as per the IDP	Objective	KPI	Baseline/Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POES
								Projecti on	Actual	Reason s for varian ce	Improv ement measu res	
Assets verifications		To ensure proper management of BLM assets	Number of assets physical verification	Assets verifications were done regularly in 2015/16 F/Y	Conduct 4 physical verification of assets		Conduct 4 physical verification of assets	Conduct quarterly physical verification of assets	Physical verification done	None	None	4 <sup>th</sup> Quarterly assets verifications report

6.4 KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES DELIVERY (WEIGHT 30%)

Functional area/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measures	
Maintenance of Roads & Storm-water infrastructure	Monitoring the implementation of capital projects and services	Ensure accessibility and properly maintained access and internal roads	% Implementation of Operation and Maintenance Plan including street rehabilitation	Review and approval of operation and maintenance plan done	Implementation of operation and maintenance plan	9 900 000	50% Implementation of Operation and Maintenance Plan including street rehabilitation	Achieved R9 900 000.00	-	None	Operation and maintenance plan (monthly reports for the planned activities)	

Functional areas/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Projectio n & budget	Actual & Expenditu re	Reason s for varian ce	Improve ment measure s	
Installation of High mast lights	Ensure implementation of IDP priorities	Provisioning of public lighting	Number of high mast lights to be constructed	80% construction progress of the 75 High mast lights in 2015/16	Complete the outstanding 20% of the construction of 75 High mast lights in 2016/17	R14 200 000	Complete the outstanding 20% of the construction of 75 High mast lights in 2016/17	100% Complete	100% complete R 17 053 517,05	All high masts are installed pending energising	Eskom to expedite the energising	Progress report on high mast

Functional areas/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Projectio n & budget	Actual & Expenditu re	Reason s for variance	Improve ment measure s	
Electrify households for Municipal project	Ensure implementation of IDP priorities	Electrification of household	Number of households to be connected with electricity	143799 households have access to electricity while 2921 are without electricity	Complete 20% on 420 outstanding electricity connection for 2015/2016 and complete 90% progress on 322 households electricity connection end of 2016/2017	R4 000 000	Complete 20% on 420 outstanding electricity connection for 2015/2016 and complete 90% progress on 322 households electricity connection end of 2016/2017	90% construction of 322 progress	R2 726 950,00 spent for 2016/17 electric action projects	None	To energize two outstanding projects by 30 August 2017	Completion certificates and beneficiary lists of 420 connections



Functional area/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measures	
Sports	Access to sport, culture and recreation	Provision of sports facilities	Completion of Acornhoek sport facility designs	-	100% completion of 2 sports facilities	R2 200 000	Completion of designs for 1 sport facility of Acornhoek	100% Designs complete	None	Budget not available	Budget only approved for 2017/18	Technical Reports
Maintenance of Municipal infrastructure (Buildings)	Ensure the Maintenance of Municipal Buildings	Provision of adequate sustainable, healthy and safety facilities to be in good working condition	Number of Municipal infrastructure (Buildings) Maintenance projects	10 Municipal infrastructure (Buildings) maintenance projects were done in 2015/16 f/y	Implementation of annual maintenance plan for building	R2 850 000	Completion of 11 Municipal infrastructure (Buildings) maintenance projects	Completion of 12 Municipal infrastructure (Buildings) maintenance projects	12 projects complete R2 200 000			Reports, pictures and completion certificates



Functional areas/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measures	
Municipal Buildings	To promote an effective and affordable transport and traffic system	Construction of DLTCs, Community hall and traffic offices	Construction of traffic office at Dwarssloop	Traffic officers using the regional office space which is not convenient	Commencement of construction in 10 sites according to building plan	R4 200 000	Construction of Dwarssloop traffic office.	100% complete	100% complete R4 200 000	None	None	Reports
Sanitation	Ensure implementation of IDP priorities	Provision of decent and basic sanitation system	Sourcing funds for WWTW Upgrading project at Maviljan	50% construction progress	Sourcing funding and Completion of designs (Maviljan WWTW)	0	Sourcing funding and Completion of designs (Maviljan WWTW)	-	None			

Functional area/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measures	
Sanitation	Ensure implementation of IDP priorities	Provision of decent and basic sanitation system	Number of households to be connected with sanitation	391 households benefitted from Basic sanitation	400 households to be connected	R 4 000 000.00	400 households to be connected	400 households to be connected	390 toilets completed	The budget was reduced to R3,676,000	None	Progress report

## 6.5 KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (WEIGHT 10%) CORPORATE SERVICES

Functional Area	Strategic objective as per IDP	KPI/ Measurement	Baseline/ previous performance	Annual target	Ordinary / adjusted budget	Revised Target	Quarter 4				POEs
							Projection & budget	Actual	Reasons for variance	Improvement measures	
<b>Council Support</b>	To effectively manage council support activities.	Number of council sitting	4 ordinary council and 1 special council were conducted in 2016/17 F/Y	4 Ordinary Council sittings.	-	4 Ordinary Council sittings.	To conduct 1 Ordinary Council Sittings	Ordinary Council Sitting conducted.	None	None	Attendance registers.
<b>Mayoral IMBIZO</b>	To effectively involve members of the community in the affairs of the municipality	Number of Izimbizo to be held.	4 Mayoral Izimbizo conducted in 2016/17 F/Y	Four (4) mayoral Izimbizo outreach programmes and respond to issues as raised.	400 000.00	Four (4) mayoral Izimbizo outreach programmes and respond to issues as raised.	Arrange and hold one (1) Mayoral imbizo outreach programme.	Mayoral imbizo outreach programme held.	-	-	Attendance registers.

Functional Area	Strategic objective as per IDP	KPI/ Measurement	Baseline/ previous performance	Annual target	Ordinary / adjusted budget	Revised Target	Quarter 4				POEs
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Ward Committees	Ensure Functionality of ward committees.	Number of consolidate reports to be submitted council.	3 ward committees reports were consolidated in 2016/17	4 Quarterly consolidated reports.	-	4 Quarterly consolidated reports.	Quarterly consolidated report.	Quarterly report consolidated	-	-	Ward committee reports

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## **7. CONCLUSION**

Circular 13 of MFMA indicates that the SDBIP provides integration between the executive mayor, council and the Administration, by essentially assisting to hold management accountable for its performance. Furthermore, it states that the goals and objectives set by the municipality must be quantifiable outcomes that can be measured to enable to monitor performance and evaluate service delivery outcomes. The top layer SDBIP should be read together with the departmental layer SDBIP 2016/2017.



# **FOURTH QUARTER DEPARTMENTAL REPORT 2016/ 2017**

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This fourth quarter departmental report was produced from the Office of the Municipal Manager in terms of section 53 of MFMA. It reflects all performance related activities in accordance with the requirements of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) and MFMA for the period 1<sup>st</sup> of April 2017 to 30 June 2017. Information contained in this publication was provided by the various departments. Every effort was made to ensure that facts are correct.

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## **STRATEGIC OBJECTIVES**

### **1.1 MUNICIPALITY VISION**

Bushbuckridge Local Municipality strives for developmental and prosperous life for all.

### **1.2 MUNICIPALITY MISSION**

Through accountability, transparency and responsible governance, the municipality commits itself to provide affordable and sustainable services by enhancing community participation.

#### **1.2.1 MUNICIPALITY CORE VALUES**

- Accountability
- Transparency
- Responsible governance
- Efficient service delivery

#### **1.2.2 PURPOSE OF THE REPORT**

The Service Delivery and Budget Implementation report is a detailed quarterly performance report in line with the revised SDBIP 2016/2017. The report is based on the approved IDP and Budget adjustment. The report serves as a status performance report of the municipality for the 4<sup>th</sup> quarter of 2016/2017 financial year. And the community on the services that the municipality commits to deliver over the twelve (12) months. It also helps to hold the municipality and its management accountable for the performance on the mentioned programmes and projects.



## 2. KEY PERFORMANCE AREAS

The following key performance Areas (KPA's) as outlined in the local Government: Municipal Planning and Performance Management Regulations inform the strategic objectives listed in the table below.

<i>Number</i>	<i>Key Performance Area</i>	<i>Weight</i>
2.1	INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES DELIVERY	30%
2.2	MUNICIPAL INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	15%
2.3	LOCAL ECONOMIC DEVELOPMENT (LED)	20%
2.4	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT.	25%
2.5	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10%
<b>TOTAL</b>		<b>100%</b>

### 3. MUNICIPAL INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (15%)

#### 3.1 COMMUNITY SERVICES (8%)

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
SPORTS AND RECREATION (Summit)	Ensure accessibility to Sports and Recreation Facilities /Programs for all inhabitants of the municipality	Number of sports and recreation programs	The Bushbuckridge sports council is weak and dysfunctional	5 SPORTS AND RECREATION events	1500 000	5 SPORTS AND RECREATION events	1 Event (Disability sports day) to be held	1 event (Disability sports done)	None	None	Agenda, program, Invitation attendance register and pictures
ARTS, CULTURE & HERITAGE	Social & Cultural integration as well as conservation of important cultural and historical sites	Number of Arts, culture and heritage	7 Events for Arts, Cultural and heritage in 2015/16	8 Events for ARTS, CULTURE & HERITAGE to be conducted		8 Events for ARTS, CULTURE & HERITAGE to be conducted	2 Events Local Geographic Name Change and Moral Regeneration Event or Campaign	2 events Local Geographic Name Change and moral Regeneration Campaign done	None	None	Minutes, program, Invitation attendance register, photos Report of submission of names

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
YOUTH AFFAIRS [Youth entrepreneurship workshop]	To contribute in youth development	Number of youth affairs events and programs	Capacitation local youth on entrepreneurship were done in 2015/16	5 youth affairs events/ program	800 000	5 youth affairs events/ program	2 Events (Youth Development Summit & Youth month celebration)	2 events (Youth development summit & youth month Celebration done)	None	None	Requisition ,Memo and list of students receiving the uniform
COMMUNITY BURSARY		Number of students to be supported with bursary	20 Students were awarded bursaries in 2015/16	2 Reports for Monitoring the progress of 20 students per financial year.	1000 000	2 Reports for Monitoring the progress of 20 students per financial year.	bursaries awarded to 20 students	20 students awarded bursaries	None	None	List of awarded Student results, list of Short listing and bursary agreement

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
HIV AND AIDS life skills	To reduce new infections	Number of HIV & AIDS programs to be conducted	7 Programs conducted in 2015/16	9 Program HIV and AIDS	950 000	9 Program HIV and AIDS	2 Program (Community Dialogue and HIV Indaba)	2 program (community Dialogue and HIV Indaba done	None	None	Request Agenda, program, Invitation and attendance register, Pictures
HIV AND AIDS Local AIDS Council Meetings	To reduce new infections	Number of HIV&AIDS council meeting to be conducted	4 Meetings conducted in 2015/2016	4 Local AIDS Council Meetings to be conducted		4 Local AIDS Council Meetings to be conducted	1 (one) meeting	1 Local AIDS council meeting done.	None	None	Minutes Agenda, Invitation and attendance register
HIV AND AIDS WACS	To reduce new infections	Number of WAC trainings to be conducted	4WAC trainings Conducted during 2015/16 F/Y	Conduct 4 programs for WAC ( 4 Trainings Programs for WACS		Conduct 4 programs for WAC ( 4 Trainings Programs for WACS	38 Wards trained	38 wards training done	None	None	Reports Agenda, attendance register and pictures

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE	
							Projection &	Actual	Reason for variance	Improvement measures		
PSYCHO SOCIAL SUPPORT	To provide support to the affected employees	Number of reports for support programs on employees	Support on employee never provided in the pass	4 Reports for support programs to employees		4 Reports for support programs to employees	1 Report (Employee Counseling & Support	None	None	None	Request, Agenda, attendance register and report	
	To provide support to the affected employees	Number of staff educational programs on wellness		And 4 Peer educational programs		Conduct 4 Peer educational programs	1 staff educational programs to be conducted	None	None	None		
BEREAVEMENT	To provide support to the bereaved immediate employee's families	Providing bereavement support to concern employees	Bereavement committee not in place	To Provide support to all bereaved families as per list of deceased		To Provide support to all bereaved families as per list of deceased	Providing support to all bereaved families as per list of deceased submit 1 report	None	None	None	Request, consolidated reports	
							Providing support to all bereaved families as per list of deceased submit 1 report	Providing support to all bereaved families as per list of deceased submit 1 report	Providing support to all bereaved families as per list of deceased submit 1 report	Providing support to all bereaved families as per list of deceased submit 1 report	Providing support to all bereaved families as per list of deceased submit 1 report	

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
wellness campaigns EDUCATION AND TRAINING	To educate employees on the wellness programme	Number of employees wellness campaigned to be conducted in regional offices	wellness campaigns not conducted	4 Employee wellness Campaigns to 4 regional offices		4 Employees wellness Campaigns to 4 regional offices	Orientation of employees on Wellness Program (Casteel Regional Office)	Orientation of employees on wellness program done	None	None	Request/invitation, Agenda, and attendance register.
MUNICIPAL SPORTS	To encourage employees to be health conscious	Number of sports committee meetings to be conducted	Municipal sports meeting not conducted	4 Sport committee meetings to address supports issues		4 Sport committee meetings to be conducted	1 Sports Committee Meeting	1 sport committee meeting done by June 2017	None	None	Minutes, agenda Invitations and attendance registers
GENDER AFFAIRS for community	To reduce the rate of gender based violence cases as per gender strategy	Number of gender affairs meetings/ launching events to address community matters	13 Programs were conducted in 2015/16	10 Program/ events (4 Gender affairs council meetings, 2 launching &	600 000	10 Program/ events (4 Gender affairs council meetings, 2 launching &	1 Men council meeting and campaigns	1 Men council meeting and campaigns done	None	None	Request, Agenda, Invitations and Attendance register

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
Community campaigns	To reduce the rate of gender based violence cases as per gender strategy	Number of community campaigns	3 Campaigns conducted in 2015/16	4 Community campaigns (2 Sanitary campaigns and 2 gender transformation )		4 Community campaigns ( 1 Sanitary campaigns and 3 gender transformation )	2 Gender transformation 5 000	2 Gender transformation done	None	None	Agenda, and Attendance register
Gender affairs matter for BLM	To reduce the rate of gender based violence cases as per gender strategy	Number of gender affairs workshops to be conducted	Gender affairs program for BLM s not conducted	2 Workshops on gender affairs for BLM by third quarter		2 Workshops on gender affairs for BLM by third quarter	-	-	-	-	Request, Agenda, Invitations and Attendance register

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
CHILDREN AFFAIRS	To create an enabling environment for children towards their development	Number of children affairs events to be conducted	2 Events for children affairs done in 2015/2016.	2 Programs (1 events for children day and 1 Mayoral School Visit Programme	500 000	2 Programs (1 events for children day and 1 Mayoral School Visit Programme To Conduct 1 event for elderly affairs for older person's day by second quarter 5 Disability affairs programs	Mayoral school visits	1 event ( Mayoral School visit done	None	None	Request, Agenda, Invitations and Attendance register
ELDERLY AFFAIRS	To promote healthy lifestyle of elderly people	Number of elderly affairs events to be conducted	One older persons event held in 2015/16	To Conduct 1 event for elderly affairs for older person's day by second quarter		To Conduct 1 event for elderly affairs for older person's day by second quarter	To Conduct 1 event for elderly affairs for older person's day by	1 Elderly Affairs for older person's done by Second quarter	None	None	Request, Agenda invitations and attendance register



Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
DISABILITY AFFAIRS	Mainstreaming of people with disability	Number of disability affairs programs to be conducted	One sign language workshop held in 2015/16	5 Disability affairs programs	500 000	5 Disability affairs programs	Career expo workshop	1 Program Career expo workshop done and 110 people attended	None	None	Program, attendance register

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
LIBRARY SERVICES programs and visits	Promote the culture of reading	Number of library programs and visits to be conducted	4 holiday programmes and 12 school visits were implemented	12 Holiday program and 48 school visit per quarter	1500000	12 Holiday program and 48 school visit per quarter	4 Holiday program and 12 school visit done	None	None	None	Request, Invitation, Attendance register and Pictures
LIBRARY SERVICES	Promote the culture of reading	Number of library promotional programs	One library week celebration implemented 2015/16 per library	3 Programs for library promotions		3 Programs for library promotions	2 programs done (Science fair and youth month celebration)	None	None	None	Request program Attendance register and pictures
LIBRARY Books	To improve the management of libraries	Libraries books to be purchased	Books were purchased in 2015/16	Purchase of books as per the budget		Purchase of books as per the budget	Purchase of daily newspapers per done	None	None	None	Request and delivery note

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
Library Materials	To improve the management of libraries	Libraries promotional materials to be purchased	Promotional material purchase 2015/2016	Purchase of promotional materials by third quarter		Purchase of promotional materials by third quarter	-	-	-	-	Pictures of promotional materials
SECURITY SERVICES	Secure all municipal assets	Number of new security services providers to be appointed and assets protection monitoring reports	Seven security companies appointed in twenty thirteen (2013)	Appointment of 7 new security companies by 30 November 2016 and 4 quarterly security monitoring reports	23 000	Appointment of 7 new security companies by 30 November 2016 and 4 quarterly monitoring reports	Monitoring of new security companies report	7 security companies appointed and monitoring reports done	None	None	7 security companies appointment letters and reports

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
COMMUNITY DISASTER MANAGEMENT	To protect community from disaster	Number of disaster management awareness to be conducted to the community members	6 Disaster awareness conducted	7 disaster management Awareness to be conducted to community members	1 130 000	7 Awareness to be conducted	1 Awareness	1 awareness done by June 2017	none	none	Agenda, Invitation, Attendance register and pictures
DISASTER MANAGEMENT	To protect community from disaster	Number of disaster support tools to be purchased	Relief materials	100 blankets, 100 sponges, and 20 collapsible structures		100 Blankets, 100 sponges, and 20 collapsible structures	100 blankets, 100 sponges, and 20 collapsible structures	Not achieved	The CFO disputed the purchase of materials	Fully implementing the approved plans	None
DISASTER MANAGEMENT	To protect community from disaster	Number of disaster management report to be submitted reflection	4 Disaster reports to be submitted.	6 Disaster management report to be submitted reflection		6 Disaster management report to be submitted reflection provided support.	Disaster management Annual report 230 000	Disaster management Annual report done	none	none	2 reports on disaster attend.

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
		provided support		provided support.							
INDIGENT SERVICES	To ensure responsive government for all	Reviewal of indigent register	There is a credible indigent register for 2015/2016	To review the indigent register for 2016/2017	343 000	To review the indigent Register for 2016/2017	Implementation of new register and reviewal for 2017/2018	Not achieved but Reviewal of indigent register is on going with data captures appointed	Late appointment of data captures	Review the plan before end of 1st quarter of 2017/18 f/Y	Indigent Register
FIRE AND RESCUE SERVICES	Provide support to regional offices and Community	Number of emergency report reflection action taken to support the community	4 Quarterly reports submitted in 2015/16	4 Quarterly emergency reports for incidents4 quarterly emergency reports	-	4 Quarterly emergency reports for incidents	1 quarterly combined incidents calls reports	1 quarterly combined incidents calls reports done by	None	None	Reports,

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
FIRE AND RESCUE SERVICES	Provide support to regional offices and Community	Number of fire fighters to be appointed	15 fire fighters appointed	Appointment of 6 fire fighters to be appointed	-	Appointment of 6 fire fighters to be appointed	6 fire fighters to be appointed	Not achieved	Recruitment not processes	The target to be forwarded to Corporate services	Appointment letters
Fire prevention inspection	Ensure fire prevention in all business premises	Number of fire prevention inspection to be conducted in business centres of BLM	36 fire prevention inspection conducted	To conduct 36 fire prevention inspection to 5 business centres	249 000	To conduct 36 fire prevention inspection to 5 business centres	9 fire prevention inspections to be conducted	9 fire prevention inspection done by June 2017	None	None	Inspection certificate

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
PUBLIC TRANSPORT SERVICES	To provide support to Municipal Institutional Development	Inclusion of public transport services staff in the organogram	New unit with only a manager	Adoption of Organogram by Council		Renovation of new offices at Mkhuhlu for public transport unit	Renovation of the new office at Mkhuhlu	Renovation of the new office at Mkhuhlu achieved	None	None	Completion certificate for renovation
ROAD TRAFFIC SERVICES (Summon )	Create Awareness and buy-in to BLM strategy	Number of summons issued	73111 summons issued to road users	To issue 20 000 Summons	800 000	To issue 20 000 Summons	5000 summons	17 404 summons issued by June 2017	None	None	Statistics summons
ROAD TRAFFIC SERVICES (road blocks)	Create awareness and buy-in to BLM strategy	Number of roads blocks to be conducted	26 roadblocks conducted in 2015/16	To conduct 64 roadblocks	-	To conduct 64 roadblocks	16 roadblocks	16 roadblocks done by June 2017	None	None	Roadblock programs and pictures

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
ROAD TRAFFIC SERVICES (warrant of arrest)	Create awareness and buy-in to BLM strategy	Number of warrant of arrest to be issued	Not targeted in 2015/16 f/y	4000 Warrants		4000 Warrants	1000 Warrants	Not achieved	System not updated	To be done in the next quarter of the next financial year	Warrant Statistics
ROAD TRAFFIC SERVICES (By-law enforcement)	Create awareness and buy-in to BLM strategy	Number of reports on activities performed by by-law enforcers	The municipality did not have by-law enforcers in 2015/16	4 Reports reflecting the bylaw enforcements per duty sheets		4 Reports reflecting the bylaw enforcements per duty sheets	1 Reports reflecting the bylaw enforcements per duty sheets	1 reports as per duty sheets	None	None	Report
							1 Reports reflecting the bylaw enforcements per duty sheets				



Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
DLTC AND REGISTRY AUTHORITY	Financial management and viability	R26 855 55 5.70 Collected in 2015/16	24 Million	R29025 to be collected	-	R29 025 000 to be collected	R7 256 250.00	R7 640 019.30 collected by June 2017	None	None	Consolidated record for DLTCs revenue
RISK MANAGEMENT	Prevent and manage risk issues in the directorates	Number of reports for risk management to be submitted	Strategic and operational risk register developed	Develop action log to address identified operational and strategic risks.	-	Develop action log to address identified operational and strategic risks.	Submit 1 reports on updated risk action log	1 Report on updated on risk action done by April 2017	None	None	Report
PERFORMANCE MANAGEMENT	To monitor the performance of employees and ensure effectiveness	Number of performance compacts to be developed and assessed as per the PMS cycle	All four units assessed for performance in 2015/2016	7 units managers within the directorate must have performance compacts and be assessed four times	-	7 units managers within the directorate must have performance compacts and be assessed four times	Fourth assessment for 7 unit managers	Fourth assessment for unit managers achieved	None	None	Assessed Compacts

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improve ment measures	
IMPLEMENTATION OF COUNCIL RESOLUTIONS	Ensure implementation of IDP priorities	Number of reports on the implementation of council resolution	Council resolution target was not specified	To report on the number of implemented council resolutions for 2016/17 f/y		To report on the number of implemented council resolutions for 2016/17 f/y	20 council resolution to be implemented	1 council resolution done by June 2017 (20 were done for the F/Y)	None	None	Council resolution implementation report
PROCUREMENT	Ensure implementation of IDP priorities	Development of departmental procurement plan and submit to SCM unit	Procurement plans for 2015/2016 submitted and implemented	All units to submit procurement plans for all four quarters	-	All units to submit procurement plans for all four quarters	Implementation of programs planned for the fourth quarter	Implementation of programs planned for the fourth quarter done	None	None	Procurement plan for community services

Functional Area	Objectives	KPI/ Measurement	Baseline	Annual Target	Ordinary/ revised Budget	Revised target	Quarter 4				POE
							Projection &	Actual	Reason for variance	Improvement measures	
HRM	Assess the capacity of Bushbuckridge Local Municipality	Number of departmental meetings to be conducted	HRM target was not specified	Conduct 12 departmental meetings and submit minutes quarterly	-	Conduct 12 departmental meetings and submit minutes quarterly	To conduct 3 monthly meetings	2 meetings conducted by April and May 2017	Due to the unavailability of unit managers because their calendar events were clashing with the date of the meetings	To be conducted in the next quarter of the next financial year	Agenda Minutes and attendance register for the meeting

3.2 COMMUNITY SERVICES SDBIP

Vote No	Description	Total Budget	Adjusted budget	4 <sup>th</sup> Quarter		
				Projected budget	Actual	Reasons for variance
4400/4885/05/0507	Sports Arts Culture Heritage	1500 000	1,200	237 286	484 000	Over spend
4400/4865/05/0507	Security Services	23,000 000	25 000 000	5 750 000	6 477 000	Over spend due to extension of scope of work to relevant security companies
4400/4460/05/0507	Indigent Funeral	343 000	343 000	85 000	67 000	Under spend
4400/4495/05/0507	Youth Affairs	800 000	700 000	410 000	136 000	Under spend

Vote No	Description	Total Budget	Adjusted budget	4 <sup>th</sup> Quarter			Reasons for variance
				Projected budget	Actual		
4400/4420/05/0507	Gender Affairs	600 000	600 000	10 000	55 000		Over spend
4400/4240/05/0507	Disability Affairs	500 000	500 000	125 000	106 000		Under spend
4400/4190/05/0507	Community Disaster	1 130 000	1,050 000	230 000	-		-
4400/4100/05/0507	Bursaries Community	1 000 000	850 000	-	559 000		-
4400/4140/05/0507	Community Development	950 000	650 000	237 500	28 000		Under spend

Vote No	Description	Total Budget	Adjusted budget	4 <sup>th</sup> Quarter		
				Projected budget	Actual	Reasons for variance
4400/4600/05/0507	Children & Elderly Affairs	500 000	500 000	500 000	259 000	Under spend
4400/4800/05/0507	Library Services & Daily Newspaper	1500 000	750 000	300 000	215 000	Under spend
4400/4250/05/0507	Exhuming Graves	100 000	50 000	-	-	-
4400/4380/05/0507	Fire & Rescue – Mounted Pump Machine Service	0	0	-	-	-
4400/4340/05/0507	Fire & Rescue – Fire Extinguisher	249 000	249 000	-	-	-

Vote No	Description	Total Budget	Adjusted budget	4 <sup>th</sup> Quarter		
				Projected budget	Actual	Reasons for variance
4400/4360/05/0507	Fire & Rescue Smoke Detectors	1,700,000	900,000	-	178,000	-
4400/44790/07/0702	Fire & Rescue Protective Clothing	324,000	324,000	-	-	-
4400/44700/07/0702	Fire & Rescue Membership Fire Association	45,000	140,000	-	-	-
4400/4950/07/0701	Traffic equipment	1,000,000	850,000	250,000	-	-
4400/4521/05/0507	Speed measuring machine ( calibration)	60,000	50,000	20,000	-	-
4400/4900/07/0701	Summons books	800,000	462,000	-	571	-

Vote No	Description	Total Budget	Adjusted budget	4 <sup>th</sup> Quarter		
				Projected budget	Actual	Reasons for variance
4400/4960/07/0701	Traffic uniforms	1 000 000	750 000	-	61 000	-
4400/4930/07/0701	Motor bike Calibration (DLTC)	100 000	50 000	50 000	-	-
4400/4925/07/0701	Mapulaneng VTS calibrations (DLTC)	120 000	115 000	-	-	-
4400/4915/07/0701	Licensing clearing material (DLTC)	1265 000	550 000	450 000	-	-
4400/44940/07/0701	Stationary (DLTC)	700 000	396 000	-	38 000	-
4400/4920/07/0701	Licensing Register Forms (DLTC)	450 000	250 000	50 000	-	-



Vote No	Description	Total Budget	Adjusted budget	4 <sup>th</sup> Quarter		
				Projected budget	Actual	Reasons for variance
4400/4935/07/0701	Procurement of face values (DLTC)	100 000	-	-	-	-
4400/4522/05/0507	AARTO Forms (Traffic)	400 000	69 000	-	-	-
4400/4523/05/0507	Upgrading repeater.	1m	280 000	-	-	-
4400/44325/05/0507	Fire arms services (Traffic)	300 000	437 000	-	-	-
4400/44497/05/0507	Installation of boom gate at Mhala DLTC	250 000	77 000	-	-	-
4400/4526/05/0507	Purchase of grass cutter	120 000	-	-	4 000	-

Vote No	Description	Total Budget	Adjusted budget	4 <sup>th</sup> Quarter		
				Projected budget	Actual	Reasons for variance
4400/4495/07/0701	Commission Traffic Fines	1 000 000	-	250 000	2 000	Under spend

**3.3 PERFORMANCE PLAN CORPORATE SERVICES (7%)**

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Human Resource Management (Staff establishment)	To manage human resources and offer support Administrative to all departments	An updated staff establishment	Filled posts in the organisational and vacancy positions were quantified	Compile 4 quarterly reports on filled and vacancy rate.	-	Compile 4 quarterly reports on filled and vacancy rate.	Compile 1 quarterly report on filled and vacancy rate.	1 quarterly report on filled and vacancy rate done.	None	None	Council resolution
HRM (Recruitment of staff)	Ensure availability of human capital	Number of appointed employees	163 employees recruited for 2015/2016.	Recruitment of 200 employees to close gaps for service delivery.	R338.150m	Recruitment of 70 employees to close gaps for service delivery.	Recruit 27 staff as per the plan	Recruit 18 staff	Budget constraints		Appointment letters of appointed employees
HRM (Job descriptions)	Ensure proper utilisation of human resources	Number of employees to be provided with job descriptions	All employees have job descriptions.	Avail 1069 job descriptions and the newly appointed staff.	R1.2m	Avail 1069 job descriptions and the newly appointed staff.	Avail 1069 job descriptions and the newly appointed staff.	1100 Job Descriptions available.	New appointments	None	List of Uploaded Job Descriptions.

Functional Area	Objective	KPI/Measure ment	Baseline	Annual Target	Ordinary/adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
<b>HRM (Organogram)</b>	Reviewed staff establishment in line with IDP	An approved Organogram	Approved Organisational Structure 2015/2016	Council Approved Organisational Structure by third quarter	-	Council Approved Organisational Structure by third quarter	-	-	-	-	-
<b>Proper utilisation of staff (Leave management)</b>	To manage and ensure productive utilization of personnel within the Municipality	Report on Controlled attendance registers against leave registers	All leave taken are registered and captured. Two sites visit were conducted in the 2015/16	To conduct four visits to all work stations and compile a report	-	To conduct four visits to all work stations and compile a report	Conduct one station visit and Compile a management report	Limited human resources in the unit	Snr HR Admin Clerk: Leave and Benefits appointed	N/A	N/A
<b>Payrolls and head count</b>	Ensuring that salaries are paid to existing staff	Signed workstations payrolls	Developed payroll registers from April.	To ensure that all employees sign pay roll on monthly basis.	-	To ensure that all employees sign pay roll on monthly basis.	Pay roll to be distributed to all pay point and be signed.	Pay rolls administered work stations	N/A	Signe d pay rolls	

Functional Area	Objective	KPI/ Measurement	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence	
							Projection & budget	Actual	Reasons for variance	Improvement measures		
Labour Relations Management	Ensure sound work relation is maintained within BLM	Number of workshops on labour relations to be conducted to employees	4 Workshops conducted on Main Collective Agreement and conditions of services for EPWP and control workers.	To conduct 4 workshops on HR Policies.		To conduct 4 workshops on HR Policies						Attendance registers

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
<b>Disciplinary enquiries</b>	Consequences management and update the provincial database on disciplinary measures	Number of disciplinary reports submitted to Provincial COGTA	4 quarterly reports of misconduct cases submitted to COGTA.	To submit 4 reports of misconduct cases to COGTA.	-	To submit 4 reports of misconduct cases to COGTA.	Submit 1 report of misconduct to COGTA.	1 report on database of misconduct submitted to CoGTA	N/A	N/A	Proof of submission
<b>LLF</b>	Ensure employer and employee relations	Number of LLF meetings to be attended	08 LLF meetings conducted	To conduct 12 LLF meetings.	-	To conduct 12 LLF meetings.	To conduct 3 LLF meeting.	3 LLF meeting conducted.	N/A	N/A	Minutes and attendance register
<b>OHS (meetings)</b>	Ensure sound management of occupational health and safety issues	Number of Occupational Health and Safety (OHS) Committee	4 quarterly OHS committee meetings were held	Conduct 4 quarterly OHS Committee meetings	-	Conduct 4 quarterly OHS Committee meetings	Conduct 1 OHS Committee meeting	1 OHS Committee meeting conducted.	None	None	Attendance registers and minutes of OHS

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence	
							Projection & budget	Actual	Reasons for variance	Improvement measures		
		Meetings										meetings
OHS (protective clothing & equipment)	Ensure employees have protective clothing	Number of employees to receive protective clothing	622 Employees received 3 sets of protective clothing during 2015/16 F/Y	658 employees to receive 3 sets of protective clothing by December 2016	R1408 000.00	658 employees to receive 3 sets of protective clothing by December 2016	-					
OHS (medical examination)	Ensure the availability of medical examination records for employees working in hazardous areas.	Number of employees to undergo medical examination	300 employees were medical examination by 2015/2016	658 Employees to undergo medical examination	100 000.00	658 Employees to undergo medical examination	220 Employees to undergo medical examination 25 000.00	Not achieved	None availability of funds as funds were diverted to DoL annual assessments for compliance and amount was due.	To utilize correct vote number for the next financial year.		No evidence

Functional Area	Objective	KPI/ Measurement	Baseline	Annual Target	Ordinary/adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
<b>Skills development and Staff Training Workshop</b>	To ensure capacity building within BLM staff	Number of staff to be trained as per WSP.	277 staff trained in 2015/16 according to the WSP	570 officials to be trained according to the 2016/2017 WSP	2 550 000.00	570 officials to be trained according to the 2016/2017 WSP	142 Officials to be trained according to WSP R635 500.00	142 Officials trained according to WSP	None	None	List of employees to be trained, Attendance registers and training report.
<b>Skills development and</b>	To ensure capacity building within BLM staff	Number of councillors to be trained.	22 councillors trained in 2015/16.	To train 27 Councillors according to WSP.	400 000.00	To train 27 Councillors according to WSP.	To train 15 Councillors according to WSP R200 000	15 Councillors trained on oversight role.	-	-	Attendance register



Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
<b>Adult Education Training</b>	To ensure capacity building within BLM staff	Number of staff to be trained.	20 employees trained on adult education training for level 1.	20 employees to be trained on adult education training (ABET Level 2) for 4 months	R360 000	20 employees to be trained on adult education training (ABET Level 2) for 4 months	20 employees to be trained on adult education training	20 employees trained on adult education.	None	None	Attendance registers and report
<b>Workplace Skills Plan</b>	To have skills development plan	Timeouts development of WSP	WSP 2016/2017 Submitted to LGSETA by the 30 <sup>th</sup> April 2016.	Implementation of the 2016/2017 WSP.	-	Implementation of the 2016/2017 WSP.	Submission of the WSP by 30/04/2017.	WSP submitted to LGSETA by the 30/04/2017.	N/A	N/A	Acknowledgement Letter from LGSETA

Functional Area	Objective	KPI/Measurement	Baseline	Annual Target	Ordinary/adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
	To conduct learnership programmes for employed learners	Number of learners to enrol on Local government Accountant certificate programs for employed learners	1 learnership programme facilitated to 19 employed learners.	19 employed learners to enrol on Local Government learnership programme by November 2016	R2100000.00	19 employed learners to enrol on Local Government learnership programme by November 2016	Enrolment of 19 employed learners	44 learners enrolled for the Waste Water and Water Reticulation Services programme	Secured additional funding from Energy SETA	N/A	Attendance registers
<b>Learnership Unemployed</b>	To ensure skills development within unemployed learner	Number of learnership programs to be implemented and unemployed learners to be enrolled	The learnership started in 2015/2016 and only appointment of learners were achieved	Implementation of 1 learnership programme for 40 unemployed learners.	R1400000.00	Implementation of 1 learnership programme for 40 unemployed learners.	Implementation of 1 learnership programme for 40 unemployed learners. R466 666.66	26 unemployed learners on environmental practice	Suitable training providers could not be attracted through the SCM for the plumbing programme for the 14 learners	Explore a closed tender process through the LGSETA database of accredited providers	Attendance register

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
<b>Work Integrated Learners</b>	To provide WIL learners with workplace learning	Number of work integrated learning (WIL) learners to be recruited	25 Learners were appointed to participate on WIL.	Monitor the effectiveness of 25 Work Integrated Learners and submit 4 quarterly monitoring reports and recruit 25 WIL for 2017/2018	R600 000.00	Monitor the effectiveness of 25 Work Integrated Learners and submit 4 quarterly monitoring reports and recruit 25 WIL for 2017/2018	Monitor the effectiveness of 25 WIL and 25 WIL for 2016/2017 learners resume with workplace learning. R150 000.00	35 WIL provided with workplace learning and they are attending work regularly.	Additional funds were secured with DHET	None	Attendance registers
<b>Internship</b>	To provide unemployed graduates with works exposure.	Number of unemployed graduates to be recruited for internship program	3 Learners provided with workplace for internship	10 graduates to be recruited for internship programmes by third quarter	R516 000.00	10 graduates to be recruited for internship programmes by third quarter	Monitor the progress of 10 graduate Interns R516 000.00	18 graduate /interns are provided with workplace experience and attending work regularly.	2 Interns contract extended to comply with the 18months and additional funds from DHET provided for the additional 6	None	Attendance registers

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Bursaries	To provide officials with bursaries to further their studies.	Staff allocated /awarded with bursaries in line with the Bursary policy	16 Officials awarded with bursaries.	Award officials with bursaries by Third quarter in line with Bursary policy.	554 000.00	Award officials with bursaries by Third quarter in line with Bursary policy.	-	-	-	-	-
Implementation of EE plan	Ensure workforce balance	% Implementation of the EE plan	Minimal Implementation of the EE Plan.	Report on Implementation of the EE Plan.	250 000.00	Report on Implementation of the EE Plan.	Implementation of EE Plan and provide report to council.	EE Plan report to council done.	None	None	EE Plan report attached.

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
	To comply with EEA regulation by reporting on the status of employment equity in the municipality	Submitted Annual EE Report to the Dept. Of labour by the due date	2015/2016 Annual report to be submitted to the Department of Labour.	Submit EE Annual Report to the Department of Labour by the 16 <sup>th</sup> of January 2017.		Submit EE Annual Report to the Department of Labour by the 16 <sup>th</sup> of January 2017.					
<b>Legal Contract Development and Management</b>	Provide legal advice to the management	Compliance with Section 116 of the MFMA: updated contract register.		4 updated contract register.	1733 000.00	4 updated contract register.	1 updated contract register. 433 250.00	Updated contract register done.	None	None	Updated contract register

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Legal Advisory and Administrative Services.	To provide effective legal support.	Number of reports on litigations, liabilities and claims.	4 quarterly litigations reports	compile 4 quarterly litigations reports	1733 000.00	compile 4 quarterly litigations reports	Submit quarterly litigation report to Council 433 250.00	Quarterly report submitted to	None		
Auxiliary Services	To effectively manage the council records.	Number of File Plan implementation reports	2 file plan implementation report	4 file plan reports	-	4 file plan reports	Implement the Municipal file plan and provide 1 reports	Municipal file plan report provided	None	None	Implementation of File Plan report
Fleet management	To ensure proper utilisation of council fleet	Number of fleet management reports		Compile 4 consolidated fleet reports.	-	Compile 4 consolidated fleet reports.	Compile 1 consolidated Fleet Report	Fleet Report consolidated	None	None	Quarterly Report

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Cleaning services	To provide a clean and hygienic work environment. Cleaning Services	Developed cleaning services procedure manuals and inspection sheets.	Draft cleaning services procedure manuals and inspection sheets	Developed cleaning services procedure manuals and inspection sheets.	479 000.00	Developed cleaning services procedure manuals and inspection sheets.	Monitor the implementation of inspection sheets 119 750.00	Implementation of inspection sheets monitored 119 750.00	None	None	Inspection sheets
Implementation of council resolutions	To ensure implementation of council resolutions	Number of Council Resolution Implementation Reports	-	4 Quarterly reports	-	4 Quarterly reports	To implement 1 Quarterly report	1 Quarterly report Implemented.	None	None	Council resolution
Information Communication and Technology	To manage and provide reliable ICT Infrastructure and computer equipment in line with the ICT	Compiled reports on ICT Governance Framework	Four ICT Governance Framework reports were compiled	Compile 4 quarterly reports on the status of ICT against the ICT governance framework	-	Compile 4 quarterly reports on the status of ICT against the ICT governance framework	Compile 1 quarterly report on the status of ICT against the ICT governance framework	1 quarterly report on the status of ICT against the ICT governance framework compiled.	None	None	ICT Report attached

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence	
							Projection & budget	Actual	Reasons for variance	Improvement measures		
	Governance framework											
Intergovernmental relation	Customer satisfaction.	number of IGR meeting to be Coordinated	IGR committee was note established in 2015/2016	4 Intergovernmental relation meetings to be coordinated.	-	4 Intergovernmental relation meetings to be coordinated	1 Intergovernmental relation meetings to be coordinated	Intergovernmental relation meetings done.	None	None	Attendance registers and LCF Minutes	
Customer care	Timely respond to client and community	Quarterly monitoring of Complaints	Complaints register was not in place in	Monitor the implementation of complaints register as per the	-	Conduct 4 complaint management meeting and update the	Monitor the implementation of complaints register as per the	The implementation of complaints	None	None	Minutes, and complaints	



Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
	complaints.		2015/2016	procedure manual		register quarterly	procedure manual	register done.			register
<b>Effective and Improved communication.</b>	Effective communication both internally and externally.	Informed community about programme and projects.	Fictional and Healthy relationship with media houses.	Have agreement/contract with Local Media.	-	Have agreement/contract with Local Media.	Arrange at least 1 interviews for Executive Mayor	3 Interviews with the Ligwagwala, BBR and MLF/Meach	Due to needs to clarify some media statements	N/A	Press statements and contracts
<b>Information management and dissemination</b>	Improve internal and external communication process	Proper dissemination of information using BLM website	To ensure that all Municipal public documents are available to the website as per the checklist	Uploading of public documents as per the checklist	578 000.00	Uploading of public documents as per the checklist	Uploading of public documents as per the checklist R289 000	Public documents on the website uploaded.	None	None	Monthly website management report
	Ensure public knowledge about the	Number of newsletters to be issued	4 Newsletters were issued in	4 newsletters to be issued about BLM.	1050 000	4 newsletters to be issued about BLM.	Issue one newsletter.	Newsletter issued and delivered.	None	None	Newsletters and distribution

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence	
							Projection & budget	Actual	Reasons for variance	Improvement measures		
	municipality		2015/2016									Portfolio list
<b>Consolidation of intergovernmental Relations</b>	To ensure government plans, procedure and processes alignment	Proper coordination of (03) spheres of government parastatals	Functional Local Communiators forum Structure hold regular meetings.	Hold at least 10 LCF meetings	-	Hold at least 10 LCF meetings	Hold 3 LCF meeting	2 LCF meetings held.	Arranged April LCF affected by public holidays	Consider public holidays during the planning stage	Attendance registers and minutes of the LCF attached.	
<b>Strengthening of media relations.</b>	To ensure credible media coverage by different media houses	Good news coverage by the media across the board.	Secure media space through Press Statement, notice ect.	Renew contract with Bush News and Radio Bushbuckridge respectively.	R200 000.00 and R228 000.00	Renew contract with Bush News and Radio Bushbuckridge respectively.	1 Advertorial on newspaper	1 Advertorial on newspaper 4 media statements sent	None on the advertorial but additional 2 media statements to clarify the public as the need arose	None	New space r clips 4 media a state	

Functional Area	Objective	KPI/Measure ment	Baseline	Annual Target	Ordinary/adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence	
							Projection & budget	Actual	Reasons for variance	Improvement measures		
	To ensure accessibility to media houses never used before	Good marketing and branding of the municipality	Media Networking Session.				Compile a quarterly report on media analysis	A quarterly report on media analysis compiled	None	none		Contracts and quarterly report on media analysis
<b>Risk Management</b>	Manage all risks related to Corporate Services KPA	Developed Risk Action Log And Reports On Quarterly Basis	Reports were consolidated by Risk management unit	4 risk management reports	-	4 risk management reports	Submit 1 quarterly report on monthly basis.	1 quarterly report on monthly basis submitted.	None	None		Risk management report
<b>Performance</b>	Proper Alignment	Number Of	All employee	Monitor the development	-	Monitor the development	Monitor The	Performance of	None	None		Staff performance

Functional Area	Objective	KPI/ Measure ment	Baseline	Annual Target	Ordinary/ adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Management	Of SDEIP with employees compacts	Performance Plans To Be Developed And Evaluated	Plans were assessed during 2015/16 F/Y	of performance plans for all employees under Corporate service department		of performance plans for all employees under Corporate service department	Performance of Employees And Conducted Assessment	employees monitored and Assessment Conducted.			Human resource compacts, and significant of quarterly review and assessment reports
Departmental meeting	Effective and efficient utilisation of municipal human resource	Number of departmental meeting addressing HR issues	HRM target was not specified	Conduct 12 departmental meetings	-	Conduct 12 departmental meetings	To conduct 3 monthly departmental meetings and submit minutes quarterly	3 monthly departmental meetings conducted and quarterly minutes submitted.	None	None	Attendance registers and minutes of departmental meetings

Functional Area	Objective	KPI/ Measurement	Baseline	Annual Target	Ordinary/adjusted budget	Revised Target	Quarter 4				Portfolio of Evidence
							Projection & budget	Actual	Reasons for variance	Improvement measures	

3.3.1 SDBIP CORPORATE SERVICES: BUDGET

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
4400/44980/02/0205	Filing system	1200 000.00	(R800 000.00)	-			
4400/44650/02/0205	Maintenance Motor Vehicles	1 365 000.00		342 000.00	76 000.00		
4400/44280/02/0205	Employee's Bursaries	554 000.00	R600 000.00	-	-		
4400/44130/02/0205	Cell phone Contract	5 082 000.00	(R600 000.00)	1 270 500.00	113 000.00		
4400/44200/02/0205	Conference and Workshop	2 310 000.00		577 500.00	298 000.00		
4400/44090/02/0205	Books and Periodicals	61 000.00		-	-		

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
4400/44710/02/0205	Occupational Health & Safety	2 079 000.00		519 750.00	-	No injuries	
4400/4410/02/0205	Advertising	673 000.00		168 250.00	199 000.00	Re-advertisement of posts	
4400/44410/02/0205	Fuel Vehicles	3 255 000.00	R600 000.00	813 750.00	478 000.00		
4400/44500/02/0205	Insurance Motor Vehicles & Buildings	6 350 000.00	R1 000 000.00	1 587 500.00	2 018 000.00	New acquisitions of assets	
4400/44590/02/0205	Legal Fees	1 733 000	(R400 000.00)	433 250.00	450 000.00		
4400/44790/02/0205	Protective Clothing	1 408 000	(R500 000.00)	-	124 000.00	Delay of procurement at supply chain	
4400/44610/02/0205	Licence Motor Vehicles	86 000.00		(60 000.00)	-		
4400/44750/02/0205	Postage	29 000.00		4 500.00			
4400/44760/02/0205	Printing & Stationery	1 644 000.00	(300 000)	411 000.00	1 086 000.00	Special council sittings in addition to the ordinary	
4400/44690/02/0205	Medical Fitness Examination	100 000.00	(R80 000.00)	25 000.00	-		

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
4400/44905/02/0205	Telephone Fax Internet	3 119 000.00	(R1 100 000.00)	799 750.00	1 650 000.00		Delay of payment in the third quarter resulting in overspending in fourth quarter
4400/44890/02/0205	Staff Training Workshop	2 550 000.00	(600 000.00)	635 500.00	779 000.00		Delay of payment in the third quarter resulting in overspending in fourth quarter
3100/3104/02/002	SALGA Bargaining Council	-		-	-		
4400/44855/02/0205	SALGA Membership Fees	2 346 000.000		2 346 000.000	-		
4110/4111/02/0205	Cleaning Material	479 000.00	(R120 000.00)	119 750.00	40 000.00		
4400/44210/02/0205	Curtains Blinds	100 000.00		-	-		
4400/44510/02/0205	Interview Attendance	24 000.00		6 000.00	-		
4400/44870/02/0205	Service Level Agreement	1 386 000.00	R300 000.00	346 500.00	451 000.00		Under projected
	Wall Picture	31 000.00		-	-		

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
4400/44815/02/0205	Refreshments	245 000.00		61 250.00	89 000.00		Delay of payment in the third quarter resulting in overspending in fourth quarter
	Salaries	222 000 000.00	R15 000 000.00	55 500 000.00	60 904 000.00		Salary disparities awards
	Overtime	1 800 000.00		450 000.00	972 000.00		More overtime paid for supply of water
	Bonus (13 <sup>th</sup> Cheque)	18 656 000.00	R900 000.00	-	3 632 000.00		Pro-rata and resignation
3000/3006/02/0205/002	Performance Reward	3000 000.00	3000 000.00	3000 000.00	707 000.00		
	Leave	820 000.00		205 000.00	126 000.00		
	Housing	2 950 000.00	(R20 200 000.00)	737 500.00	84 000.00		
4400/44980/02/061	Travel ( Car) Allowance	13 000 000.00	R2 500 000.00	3 250 000.00	3 457 000.00		More travels occurs



Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
3100/3105/0205/071	Skills Dev. Levy	2 500 000.00			737 000.00	Increase in salary bill	
3000/3008/02/0205/002	Temporary Workers	1 500 000.00	R500 000.00	375 000.00	-		
3100/3103/02/0205/002	Employees' Pension Fund	41 550 000.00	R4 000 000.00	10 387 500.00	12 091 000.00	More employees resigned	
3100/3106/02/0205/002	Unemployment Insurance	1 386 000.00	R200 000.00	346 500.00	492 000.00	More claims submitted	
3100/3101/02/0205/021	Medical Aid	11 700 000.00	R1 500 000.00	2 925 000.00	3 646 000.00	More employees joined than planned	
	Standby Allowance	350 000.00	R400 000.00	87 500.00	363 000.00	More employees engaged on supply of water	
	Shift Allowance	988 000.00	R3 000 000.00	247 000.00	1 071 000.00	More employees engaged including traffic officers	
4400/44980/02/0205	Subsistence & Travelling	1 500 000.00	(R300 000.00)	375 000.00	1 062 000.00	More trainings encountered	

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
4400/44820/02/0205	Relocation Expenses	100 000.00	(R80 000.00)	25 000.00	14 000.00		Expenditure is as per the needs
	Learnerships Programme		R1 4000.00	525 000.00	-		No suitable contractors within the bidders
	Long Service Bonus	8 000 000.00	(R1 500 000.00)	2 000 000.00	257 000.00		
4400/4517/01/0102	Marketing and Printing	281 000.00		262 500.00	-		
4400/4518/01/0102	Community Radio Services	228 000.00		(300 000.00)	-		
<b>CAPITAL BUDGET</b>				70 250 .00			
	Purchase of Vehicles	3 000 000.00	R2 000 000.00	128 000.00	-		
	Honey Sucker Truck	1 000 000.00		(112 000.00)			
	Mayor's vehicle	(1 500.00)		-			
	Office Furniture	850 000.00	R1 250 000.00	-	511 000.00		

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
	Purchase of Office Computers	1 000 000.00	R1 000 000.00	-	850 000.00		
	Construction of Offices at BBR	4 500 000.00	4 500 000.00	1 125 000.00	1 729 000.00		
	Purchasing of Office Equipment	500 000.00	R4 500 000.00	-	8 000.00		The appointed MMCs needed equipment
	Purchase of Fire Fighter Vehicle & Equipment	1 800 000		-	-		
	Purchase of auto-machine (Rental /Lease)	500 000.00		125 000.00	-		
	Purchase of water tankers	3 000 000.00		-	-		
	Purchase of Refuse Compactor Truck	3 000 000.00		125 000.00	-		
	Purchase of Heavy Machinery	6 000 000.00		-	-		
	Employment equity	250 000.00		-	-		
	Job evaluation	1 200 000 00	(600 000)	-	-		
<b>OFFICE OF THE SPEAKER</b>				-	-		

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
	Out of Pocket Expenses	200 000.00	200 000.00	-	-	-	
	Training Ward Committees	100 000.00	100 000.00		11 000.00		Urgent training for ward committee secretaries.
	Transport Ward Committees	100 000.00	100 000.00	(555 000.00)	43 000.00		
	Capacitating Councillors		200 000.00	-	-		
	Ward Committee Support	126 000.00	126 000.00	25 000.00	8 000.00		
	CBP Review IDP	687 000.00	687 000.00	100 000.00	63 000.00		
	Refreshment Council	187 000.00	237 000.00	31 500.00	92 000.00		Special council sitting in addition to the ordinary
	Unemployment Insurance	248 000.00	248 000.00	343 500.00	72 000.00		

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
				46 750.00	4 415 000.00		There was a typing error on the projected amount. The correct one is (5 500 000.00)
	Salaries Councillors	22 000 000.00	22 000 000.00				
	Pension Councillors	3 700 000.00	2 200 000.00	62 000.00	339 000.00		Under projected
	Medical Aid Councillors	394 000.00	344 000.00	1 833 333.00	238 000.00		
	Councillors Travel Allowance	5 500 000.00	6 000 000	308 333.00	1 922 000.00		
	Councillors risk Insurance	(2 000)	-	32 833.00	-		
	<b>OFFICE OF THE MAYOR</b>			458 333.00			
	Mayoral Excellence Awards	300 000.00	450 000.00	112 500.00	-		
	Mayoral Izimbizo	400 000.00	400 000.00	100 000.00	197 000.00		Transportation of members of the community from ward 38,33 and 34 to the venue.
	Executive Mayor's Security	474 000.00	274 000.00	68 500.00	-		

Vote No	Description	Total Budget	Adjusted budget	Quarter 4			Reasons for variance
				Projected	Actual		
	Refreshments Mayor	125 000.00	127 000.00	31 750.00	23 000.00		
	Donations	125 000.00	127 000.00	31 750.00	12 000.00		

4. LED (20% WEIGHT)

4.1 EDPE PERFORMANCE PLAN

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
Enhance Environmental sustainability	Greening of RDP villages and rural schools	1RDP and 8 schools to be greened	4 green settlements and 8 schools greened	1 RDP Village and 8 schools to be greened by June 2017	128 000	Greening of 1 RDP Village and 8 schools by June 2017	Greening of 2 schools	Achieved			Report and pictures of material used for greening
Environmental support	Provide safe and healthy environment	Capacity building to informal recyclers supported	Availability of PPE and improved practices on informal recycling	Provision of PPE & capacity building for all informal recyclers in landfill sites	233 000	Provision of PPE & capacity building for all informal recyclers in landfill sites	Capacity building and Supply of protective clothing to Mkhuhlu, Acomhoek, Mavijian and Thulamahashe	Achieved			Report and attendance register
Environmental Programmes	Promote functional environmental youth clubs	No. of sensitive areas identified and prioritised by the youth clubs	Lack of coordinated environmental community programme	One sensitive area identified in six regions and	292 000	One sensitive area identified in six regions and	Identifying sensitive areas in Dwarssloop	Achieved			Report and pictures

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
				prioritised by the youth clubs		prioritised by the youth clubs					
Outreach & campaigns	Promotion of environmental awareness	No. of events held	9 events held in conjunction with partners	9 events to be held by June 2017	198 000	9 Events to be held by June 2017	3 Events and two workshops	Achieved			Attendance registers and reports
Refurbishment of parks	Refurbishment of Lillydale park phase Two	Phase two completed	Phase one completed	To complete phase two of the Lillydale park by June 2017	1.2M	To complete phase two of the Lillydale park by June 2017	Handover of the project to community services	Achieved			Pictures and report
Climate Change	To promote safe and secure environment for communities	Drafting of climate change strategy for BLM	Established climate change committee	To complete climate change strategy by June 2017	600 000	Appointment of a service provider	Appointment of the service provider	N/A	Moved to next financial year after special budget		N/A



Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Quarter 4			POE
						Revised target	Projection & budget	Actual & expenditure	
Air quality	To comply with the Air Quality Act no 39 of 2004).	Drafting of air management plan	Designated air quality officer	To complete air Quality management plan by June 2017	500 000	Appointment of a service provider	Appointment of the services provider	N/A	N/A
Recycling	To minimise waste	Pavement and building of Guardhouse	Operational buy back centre	To complete pavement and guard house by June 2017	350 000	Specification and advert	Specification and advert	N/A	N/A

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
Development of Regional Landfill site	To comply with NEMWA	Fencing of the Regional Landfill site	Authorisation for the site from DARDLEA	To complete fence for the regional landfill site by June 2017	5 000 000	To complete fencing for the regional landfill site by June 2017	Appointment of the service provider	N/A	Moved to next financial year after special budget adjustment in May.		N/A
Waste Collection	To minimise waste and create a healthy environment	Number of Skip Bins/ containers purchased for waste collection	77 Skip bins purchased for waste collection	50 skip bins to be purchased for waste collection by June 2017	1 050 000	50 skip bins to be purchased for waste collection	Appointment of the service provider	Achieved	-		Appointment letter
Reviewal of integrated waste management plan	To comply with Waste Act (Act No 59 of 2008)	Reviewed Integrated waste management plan (IWMP)	Integrated waste management plan (IWMP)	To review integrated waste management plan by June 2017	500 000	Appointment of the service provider	Appointment of the service provider	N/A	Moved to next financial year after special budget adjustment in May.		N/A

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Quarter 4			POE		
						Revised target	Projection & budget	Actual & expenditure		Reasons for variance	Improvement measures
Land development Applications	To have well planned and coordinated settlement and businesses as directed by the SDF	Number of applications assessed and finalised	Lack of legal tools to process the applications	100% Applications processed	Operational	100% applications processed	100% applications processed	Achieved 39 applications received: 14 approved and 25 not approved		Continuous workshops for the stakeholders so as to avoid wrongful recommendations	Number of processed applications
Facilitate for the Removal of illegal structures	To reduce illegal structures	1 illegal structure demolished	100% facilitation for demolition of all illegal structures	100% facilitation for the demolition of all illegal structures	Operational	100% facilitation for the demolition on all illegal structures	100% facilitation for the demolition on all illegal structures	Achieved notices delivered to illegal structures			Copy of notices issued

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
Awareness workshops	To capacitate key stakeholder s	Number of awareness workshops	Lack of awareness on planning matters	14 workshops to be held with the Traditional Authority s (TA), Community and Councilor s by June 2017	Operational	12 workshops to be held with the Traditional Authority s (TA), Community and Councilor s by June 2017	3 workshops to be held with traditional authorities	Achieved 1 all inclusive workshop with all traditional authorities facilitated by Cogta			Agenda and Attendance Register
Layout plans for Bulk Site demarcations	To provide well planned and secure sustainable human settlement	Number of Layout Plans drawn	7 layout plans drawn	4 layout plans for new settlements	1 000 000	Appointment of the service provider	Appointment of a Service Provider	Not achieved	Still awaiting appointment of service providers	Bid committees to prioritise advertised projects and sit regularly	Copy of the advert
Formalisation of all R293 township (Shatale, Dwarsloop, Mkhulu and	To provide well planned and secure sustainable	Number of Title Deeds produced	1218 Title deeds issued	1500 Title Deeds to be produced by 2017	1 800 000	300 title deeds to be produced	200 title deeds	Achieved 673 title deeds submitted for			List of submitted title deeds

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
<b>Thulamahash</b> e A,B,C)	human settlement					by June 2017	endorsement	R 853 632.00			
<b>URP &amp; NDPG:</b> <b>Formalisation of</b> <b>Bushbuckridge</b> <b>CBD</b>	To provide well-planned settlements with improved tenure rights for socio-economic development	Number of title deeds issued	Township Application Submitted	Opening of Township register by June 2017	1 000 000	Approval of township application	Approval of township application	Not Achieved	Processing of the Application		Township application

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
<b>Formalisation of Acornhoek CBD</b>	To provide well-planned settlements with improved tenure rights for socio-economic development	Number of title deeds issued	Precinct Plan developed	Submission of town planning application by June 2017	1 800 000	Submission of town planning application by June 2017	Submission of Town Planning Application	Achieved			Town Planning Application
<b>Formalisation of sefoma/matsikitsane</b>	To provide well-planned settlements with improved tenure rights for socio-economic development	Number title deeds to be issued	Subdivision plan developed	To submit a town planning application by June 2017	750 000	Submission of town planning application	Submission of Town Planning Application	Achieved			Town Planning Application

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
Formalisation/1 and tenure upgrade of Matubana	To provide well-planned settlements with improved tenure rights for socio-economic development	Number of title deeds issued	Subdivision layout plan developed	Town planning application approved by June 2017	1 000 000	Submission of town planning application	Submission of Town Planning Application	Achieved			Town Planning Application
Tenure Upgrading of Mkhuhlu A & Ext IA	To provide well-planned settlements with improved tenure rights for socio-economic development	Number of title deeds issued	Precinct Plan developed	Submission of town planning application by June 2017	750 000	Submission of town planning application	Submission of town planning application	Achieved R 0			Town Planning Application

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
URP & NDPG: Landscaping of Tourism Centre	To promote neighbourhood development	Landscaped Tourism Centre	Construction and fencing of Tourism Centre	Landscaping tourism centre and refurbishment of boulevard road to be started by June 2017	900 000	All the budget was used to pay designs and there was no budget to start the actual implementation of the project this financial year. As a result the project is deferred to 2017/18 FY	No projection	N/A			N/A



Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
Review of Spatial Development Framework	To ensure development control	Approved reviewed SDF	2010 SDF	To have an approved reviewed SDF by June 2017	1 500 000	Approved reviewed SDF	Final SDF	Achieved			Final SDF
Land Use Scheme	To ensure development control	Approved land use scheme	Promulgation of the By-Law and SPLUMA	To have an approved land use scheme by June 2017	800 000	Approved land use scheme	Final land use scheme	Achieved			Final Land use scheme
URP & NDPG : Precinct plan for Bushbuckridge/ Maviljan CBD	To direct investment	3 precinct plans developed	Lack of precinct plans	Final precinct plan to be developed for Bushbuckridge CBD by June 2016	300 000	Final precinct plan	Revised layout plan	Achieved			Final precinct plan

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
Formalisation of College View	To provide well-planned settlements with improved tenure rights for socio-economic development	Number of title deeds issued	49 title deeds issued	To have 120 title deeds issued by June 2017	200 000	The project is deferred to 2017/18 FY. The project has past its extension period of 3 years without completion, as a result it needs to be re-advertised.	No projection	N/A			N/A
Establishment of new townships (Rooiboklaagte, Burlington, Rolle, Casteel and Lillydale)	To provide well-planned settlements with improved tenure rights for socio-economic	Number of title deeds issued	Town planning applications approved	To have 150 title deeds issued by June 2017	1 500 000	Specification and advert for the appointment of the service provider	Advert	Achieved			Advert

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
	development										
<b>Spatial Information Management (e.g. GIS)</b>	Development of a GIS Strategy	Maximisation of the use of GIS both internally and external	Lack of GIS Strategy	Development of a 3 Year GIS Strategy by June 2017	500 000	Appointment of service provider	Finalisation of tendering processes	Achieved			Appointment letter
<b>Spatial Information Management (e.g. GIS)</b>	Effective usage of GIS software's by all staff	Understanding of GIS	International Celebration of Annual GIS Day during the Month of November	Awareness of GIS to the relevant stakeholders to be held by June 2017	100 000	Awareness of GIS to the relevant stakeholders to be held by June 2017	No projection	N/A			N/A
<b>Spatial Information Management (e.g. GIS)</b>	Updating of the Municipal Aerial Photography	New Aerial Photography with 1 meter Contours	2008 Aerial Photography	2014 Aerial Photography with 1 meter Contours to be	1 500 000	2017 Aerial Photography with 1 meter contours to be	Raw aerial photography	Achieved			Final Aerial photography

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4		Reasons for variance	Improvement measures	POE
							Projection & budget	Actual & expenditure			
				captured by June 2017		captured by June 2017					
<b>Business Licensing operation</b>	To issue business and trading licenses (new and renewals)	Number of business licenses issued	Municipality authorised as Business licensing Authority in 2010	Business license applications and renewals to be processed continuously	Operational	Business license applications and renewals to be processed continuously	Business license applications and renewals to be processed continuously	Achieved 54: 3 new, 47 renewals, 2 transfers and 2 hawker permits	Continuous campaigns and workshops to the stakeholders	Number of approved licenses and renewals	
<b>Monitor compliance for trading, conduct inspection of trading premises</b>	Ensure that businesses comply with the regulations and conduct inspection as required	Number of inspections conducted	Municipality appointed as Business licensing Authority	Inspection operations to be carried on all businesses by June 2017	Operational	Inspection operations to be carried on all businesses by June 2017	Inspection operations to be carried on all businesses by June 2017	Achieved 30 inspections done	Continuous campaigns to be carried yearly to eradicate illegal business operations	Number of inspected businesses with findings and recommendations	
<b>Development of Business Trading Hours schedule and</b>	To ensure compliance & enforcement	Business Trading hours developed	Lack of regulatory tool for Trading	Development of Business Trading	Operational	Development of Business Trading	Promulgation	Not achieved	Will be done in the first quarter of		

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4			POE
							Projection & budget	Actual & expenditure	Reasons for variance	
Risk Management	<p>That tools are in place to manage operating hours in businesses</p> <p>Manage all risk related to EDPE KPA</p>	<p>and approved by Council</p> <p>Development of risk action Log and reports on the quarterly basis</p>	<p>hours in businesses</p> <p>Availability of policies approved by council</p>	<p>Hours By: Law by June 2017</p>		<p>Hours By: Law by June 2017</p>				

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Quarter 4			POE
						Revised target	Projection & budget	Actual & expenditure	
Performance Management	Proper alignment of SDBIP with employees compacts	Number of performance plans to be developed and monitored	SDBIP was not fully cascaded to managers	Develop performance plans for all employees under EDPE services and monitor the implementation of SDBIP and do performance reviews	N/A	Develop performance plans for all employees under EDPE services and monitor the implementation of SDBIP and do performance reviews	Conduct quarterly reviews	Achieved	Copies of reviewed performance compacts for all employees
							One quarterly report	Achieved	
IMPLEMENTATION OF COUNCIL RESOLUTIONS	To implement all Council resolutions relevant to the directorate	Number of council resolutions implemented	Council resolution target was not specified	To report on the number of implemented council resolutions for 2016/17 f/y	N/A	To report on the number of implemented council resolutions for 2016/17 f/y	To report on the number of implemented council resolutions for 2016/17 f/y	One quarterly report	Report on implemented council resolutions

Functional Area	Objective	KPI Measurement	Baseline/ Previous performance	Annual Target	Ordinary Budget	Quarter 4			POE		
						Revised target	Projection & budget	Actual & expenditure			
<b>PROCUREMENT</b>	To ensure effective and efficient procurement	Number of procurement plans/ requisition submitted to SCM	Uncoordinated procurement	95 requisitions submitted to SCM by June 2017	N/A	95 requisitions submitted to SCM by June 2017	25 requisitions to be submitted	Achieved	Reasons for variance	Improvement measures	Copies of all submitted requisitions
<b>HRM</b>	Effective and efficient utilisation of municipal human resource	Number of departmental meeting addressing HR issues	HRM target was not specified	Conduct 12 departmental meetings and submit minutes quarterly	N/A	Conduct 12 departmental meetings and submit minutes quarterly	To conduct monthly meetings	Achieved			Minutes and attendance registers of monthly meetings

4.2 SDBIP EDPE

Vote No	Description	Total Budget	Adjusted budget	Quarter 4		
				Projections	Expenditure	Reasons for variance
	Environmental Management-Clean up Campaigns	198 000	198 000	48 000	0	Not recorded but spent
	Greening programme	128 000	128 000	28 000	0	Budget spent in previous quarters
	Informal Recycler Support	233 000	233 000	58 250	0	Spent once in the previous quarter
	Refurbishment of Lillydale park	700 000	1.2M	-	-	-
	Environment youth clubs	292 000	292 000	42 000	0	Spent once in the previous quarters
	Commemorating Environment Days	150 000	150 000	20 000	74 000	Under budgeted
	Climate change adaptation strategy BLM	600 000	600 000	600 000	-	Deferred to next F/Y
	Development of air quality management plan	500 000	500 000	500 000	0	Deferred to next F/Y
	Purchase of skip containers and wheel bins	850 000	850 000	850 000	0	Deferred to next F/Y
	Reviewal of integrated waste management plan	500 000	500 000	500 000	0	Deferred to next F/Y
	Fencing of the buyback centre Acornhoek	350 000	-	-	-	-



Quarter 4						
Vote No	Description	Total Budget	Adjusted budget	Projections	Expenditure	Reasons for variance
	Waste collection	200 000	-	50 000	0	Over budgeted
	Formalisation of all R293 township (Shatale, Dwarsloop, Mkhuhlu and Thulamahashe A,B,C) / Servicing of sites Malubane	1 800 000	1 800 000	400 000	0	853 632 but not recorded
	Formalisation of College View	200 000	200 000	-	-	-
	Formalisation/tenure upgrade of Malubana	1 000 000	1 000 000	250 000	0	Spent in the previous quarters
	URP: Formalisation of Bushbuckridge CBD / Formalisation of CBD project	1 000 000	1 000 000	250 000	362 000	Under budgeted
	Formalisation of Acornhoek CBD	1 800 000	1 800 000	600 000	121 000	Over budgeted
	URP: Landscaping of Tourism centre	900 000	900 000	-	-	-
	Formalisation of Mkhuhlu A & IA	750 000	750 000	500 000	407 000	-
	Bulk site demarcations	1 000 000	1 000 000	250 000	0	Service provider not yet appointed
	Conveyance of approved townships	1 500 000	750 000	750 000	0	Service provider not yet appointed

Quarter 4						
Vote No	Description	Total Budget	Adjusted budget	Projections	Expenditure	Reasons for variance
	Spatial Development Framework (SDF)	1 000 000	750 000	500 000	0	344 850 but not recorded
	Land Use Scheme	800 000	800 000	500 000	65 000	Over budgeted
	URP: Precinct plan: Bushbuckridge/Maviljan CBD	300 000	300 000	300 000	0	Project deferred
	Formalisation of Matsikitsane/Sefoma	750 000	750 000	350 000	394 000	Under budgeted
	GIS: Application Development	500 000	250 000	-	3 000	
	GIS: Equipments and Consumables	150 000	250 000	150 000	108 000	Spent for maintenance
	GIS: Awareness	100 000	100 000	-	-	
	LED Tourism Development Projects Support	1 025 00	825	200 000	379 000	Under budgeted
	LED Agricultural Development Projects Support	1 100 00	900	200 000	0	Service not yet procured
	LED SMME Development/Informal Trading Support	715 000	515	230 000	233 000	Under budgeted
	LED Strategy (Implementation)	60 000	60 000	20 000	0	Spent but not recorded
	Tourism safety and Ambassador programme	200 000	200 000	-	15 000	
	BBR Information Centre	209 000	209 000	40 000	210 000	Under budgeted

Vote No	Description	Total Budget	Quarter 4			
			Adjusted budget	Projections	Expenditure	Reasons for variance
	Formation of Bushbuckridge Agency	1 500 000	1500 000	1 500 000	0	Spent in last quarter

5. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (WEIGHT 25%)

5.1.1 PERFORMANCE PLAN FINANCE

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
Revenue Management	Tariff setting and correct	Number of tariff policies reviewed	Current tariffs do not address cost recovery	Review Tariff policies to align with MSA.	Internally driven	N/A	-	Approved tariffs	None	None	Council resolution for Approved by council and tariffs and listing.
	Valuation of properties	Updated valuation roll	The valuation roll is incomplete	Review the Municipal valuation roll	R300 000	N/A	-	Reviewed supplementary valuation on roll.	None	None	Supplementary valuation roll

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
	Accurate billing	Number of billing reports generated	Billing not entirely accurate	12 Monthly billing reports generated	R150 000	N/A	3 monthly billing reports generated and signed off	3 months billing report	None	None	Billing reports per month
Revenue collection	To ensure monies owed to the municipality are collected in full	% increase in revenue collection	Revenue collection is below 25%	To increase collection by 25%	Internally driven	N/A	25% increase in revenue collection	Revenue Collection increasing by 25% to be confirmed after financial report is concluded	None	None	Revenue collection reports per quarter
						Update the RES and	Implement revenue enhancement	Revenue Enhancement	None	None	Updated RES and implement

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
						Implementation	ent strategies	Strategy Implemented			tation reports
Revenue enhancement	To ensure customer statements are accurate and Improved distribution of bills	Updated customer data base	-	Update customer database	R300 000	N/A	Keep customer database up to date	Updated customer database and distribution done	None	None	Indigent report & Distribution register
Revenue Enhancement	To ensure monies owed by default customers are recovered in full	Enforce credit control policy	Credit control measures not enforced	All defaulting Government and Business customers with debt older than 60 days	R50 000	N/A	All defaulting Government and Business customers with debt older than 60 days issued	Demand letters were issued	The municipality appointment debt collectors	None	Copies of demand letters

Functional Area	Objective	KPI	Baseline / Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs	
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure		
				than 60 days issued with demand letters			with demand letters					
Credit control	To ensure monies owed by default customers are recovered in full	Enforce credit control policy	None	12 Monthly progress reports on debt collection	R855 000	N/A	3 Debt collection reports	3 collections reports done	None	None	Reports of debt collectors quarterly	
	Preparation of Budget Time Table for 2017/18 to be approved by Council 10 months before new FY	Budget process plan	Budget process plan approved 10 months before the start of new	1 budget process plan for 2017/18 approved by council	Internally driven	N/A	Budget process plan implementation	Budget process plan implemented	None	None	Process plan and Council resolution	

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs	
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure		
			budget year									
Accounting and reporting	2015/16 AFS preparation and audit readiness	Preparation of AFS on accrual basis, that are GRAP compliant	GRAP AFS compliant	2 AFS prepared	R800 000	N/A	AFS readiness	9 months AFS prepared	None	None	Copy of 9 months AFS Monthly management reports	
Accounting and report	To improve audit opinions	Number of audit findings	98 audit findings	50% reduction of recurring audit findings	Internally driven	50% reduction of recurring audit findings Report on implementation	1 AAP implementation report	96% audit finding reduced 1 Updated Audit	None	None	AAP 2015/16	



Functional Area	Objective	KPI	Baseline / Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs	
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure		
						Attainment of AAP	Action plan					
	Improve audit opinion	Positive Audit Outcome	Qualified opinion	Improved audit opinion	R4 500 000	Maintain positive audit outcome	1 updated Audit Action plan	None	None	None	Action plan progress report	
EXPENDITURE MANAGEMENT	To ensure that payments are made and reported within the prescribed regulation	Submit Sec 66 expenditure reports to CFO	To ensure that payments are made and reported within the prescribed regulation	Submission of 4 Sec 66 expenditure reports	Internally drive	Submission of 4 Sec 66 expenditure reports	3rd quarter Section 66 reports done	None	None	None	3rd quarter Section 66 reports	

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
				Payment of all accounts within 30 days	Internally driven	N/A	90% Payment of all accounts within 30 days	Randomly purchased could not be paid	Due to cash flow challenges. The government debtors did not pay their accounts as expected	Intensify collection and implement cost cutelments	Creditors age analysis 30 June 2017
Cash book	To keep running costs as low as possible	Monthly Cash flow projections	A positive banking balance	4 Quarterly cash flow statements prepared	Internally driven	N/A	4th quarter cash flow statements prepared	4th quarter cash flow statements prepared	NONE	NONE	4th Quarter cash flow report
	To ensure the bank	Prepare monthly	Cashbook	12 monthly	Internally	N/A	3 monthly Cashbook	3 monthly			3 monthly Cashbook

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs	
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure		
	account is effectively managed	cash book reconciliation	reconciliations are done late due to creditor's late capturing	Cashbook reconciliations within 7 days after the end on the month	drive in		reconciliations within 7 days after the end on the month	Cashbook reconciliations within 7 days after done end on the month	NONE	NONE	3 Monthly bank statements	Updated procedure manuals
Creditors	To recover the finances of the municipality	Financial Recovery of the BLM	Implementation of cost curtailment strategy	Maintenance of a positive bank account for 12 months	Internally drive in	N/A	Positive bank balance for 3 months	Done	NONE	NONE	3 Monthly bank statements	Updated procedure manuals
				Financial Procedure Manual	R100 000	N/A	Implementation of Financial	Done	NONE	NONE		

Functional Area	Objective	KPI	Baseline/Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs	
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure		
				developed				Procedure manual				
	Improve filling of current documentation	Filling of documentation should be done Monthly	Limited control over document filling due to limited space and high vacancy rate in the unit	All documents for the current year are filed and access is limited to authorised personnel only	Internally driven	N/A	Weekly filing of payments vouchers & enforcement of access control to filing room	Done	NONE	NONE		Documents paid from bank statements
Main Expenditure Management Continued	Ensure that BLM meets its financial obligations on projects	Create link between the Projects system and the financial	Document for projects were sometimes	12 monthly project control reconciliation with zero	Internally driven	N/A	3 monthly project control reconciliation	Done	NONE	NONE		Project accounts recons per month

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs	
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure		
		management system to avoid duplications	duplicated	(0) exceptions								
Payroll	Process salary within the prescribed timeframe	Timely payment of salaries	Payment of salaries within scheduled dates	Payment of salary in line with the annual pay date schedule	R150 000	N/A	3 monthly payment of salaries in line with the schedule.	Done			Monthly Payroll reports and bank statement	
	Accurate payment and recording of salary transactions	Accurate payment and recording of salary transactions	Implementation of VIP system for payroll management	Ensure integration of Pastel VIP and Evolution systems	R100 000	N/A	3 monthly payroll journals uploaded to financial system	Done			Payroll journals per month	

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
SCM	To develop, draft formulate and review policies and procedure manuals	Reviewed SCM policy and procedure manuals	SCM Policy has been developed	Review SCM policy and develop SCM procedure manual	Internally driven	N/A	Implementation of revised policy	Done	None	None	Report on implementation of SCM policy
	To ensure adherence to SCM regulations	Adherence to SCM policy and procedures	SCM Policy has been developed and Treasury Regulations are in place. Sufficiently Skilled officials have	Timely submission of statutory reports on a quarterly basis (4)	Internally driven	N/A	Submission of 1 SCM quarter report within 7 days to Provincial Treasury and to Council later	Done	None	None	3rd Quarter SCM reports and Monthly SCM Report to Treasury

Functional Area	Objective	KPI	Baseline/Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs	
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure		
			been appointed and training provided for existing personnel									
Demand Management	To procure goods and services in an efficient, effective and economic manner	Approved procurement plan	Incomplete Procurement Plan for 2015-2016	Approved procurement plan for 2016-17	Internally driven	N/A	Implement Procurement Plan	Not achieved	End-users failing to submit individual procurement plans for consolidation	Procurement plans should form part of the Directors KPA as that will ensure that individual Procurement Plans are submitted as outlined the	Correspondence requesting for submission of Departmental Procurement Plans	



Functional Area	Objective	KPI	Baseline / Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs	
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure		
Suppliers database	To promote the government socioeconomic objectives through procurements such as BBBEE, SMMEs and PPPFA	Updated Supplier database	Database for 2015-2016 is in place.	Updated supplier database for 2016-17	Internally driven	Ensure implementation of Central Supplier database	Ensure rotation of suppliers registered on CSD	Done	None	None	Treasury Regulation	Rotation forms
Contract Management	To ensure that the municipality complies with all its contractual obligations	Up to date contracts register	Established a contracts register	Up to date contracts register	Internally driven	N/A	Ensure that all contracts entered into are recorded in the register and	Done	None	None		Updated contracts register



Functional Area	Objective	KPI	Baseline / Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget monitored	Actual & expenditure	Reasons for variance	Improvement measure	
Budget Management, reporting & control	100% Credible & Realistic Budget	Budget aligned to IDP	100% Budget aligned to IDP No project plan, no budget	100% alignment of budget & IDP	Internally driven	N/A	100% Budget aligned to IDP	The Budget for 2017/18 is aligned with the IDP	None	None	Approved budget and IDP, project expenditure monitored against schedule
	Budget preparations Credible Budget adjustment based on 6 months	Budget review aligned to IDP	100% budget implementation	Budget review in January 2017 Draft budget approval by 31	Internally driven	Budget review in January 2017 Draft budget approvals by 31	Draft budget submissions to treasury Final budget preparation on for 2017/18 & approval	Draft budget was submitted to NT & PT On the 31 May 2017 Council approved	None	None	New budget adjustment schedule. Memo to directors Council resolution for

Functional Area	Objective	KPI	Baseline e/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
	performance			March 2017 Final budget 2017/18 approvals by 31 May 2017		March 2017 Final budget 2017/18 approvals by 31 May 2017	by the 31 <sup>st</sup> of May 2017	ed the MSCOA budget			approval of budgets
	Budget management	Management of budget variances to avoid unauthorised expenditure	Full budget control & monitoring	12 reports issued to the directors	Internally driven	N/A	3 monthly reports with variance explanations to the directors	Quarterly and Monthly reports for all directors are distributed to their E-mails or secretaries	None	None	Monthly departmental management reports

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
	Financial System: Timely availability of budgetary information to users	Readily access to accurate budgetary information	Partial utilisation of budget module on PASTEL Financial System	Full utilisation of budget modules on PASTEL Financial System. Monthly financial reports from system	R540 000	N/A	Full utilisation of budget modules on PASTEL Financial System. Monthly financial reports from system	Monthly financial reports generated from system	None	None	System generated reports
Asset management	To ensure accurate and up to date accounting for BIM inventory	Inventory management reports	1 stock count at year end	12 stock count reports produced and reconciled to system inventory balances	Internally driven	N/A	3 Stock count reports produced and reconciled to system inventory balances	3 stock counts done including year-end stock count completed on	None	None	Yearend stock count sheets for all the stores

Functional Area	Objective	KPI	Baseline/Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
Asset management	To ensure BLM movables and immovable are accounted for in full.	Asset verification reports and a GRAP compliant register		Upgrade stores warehouse	-	-	29/06/2017	None	None	Verification reports and report on projects unbundled and WIP listing	
				Full verification of movables and updated FAR	-	-	Verification of movables completed, unbundling of completed project underway and WIP reconciled.				

Functional Area	Objective	KPI	Baseline/Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projection & budget	Actual & expenditure	Reasons for variance	Improvement measure	
RISK	Manage all risk related to EDPE KPA	Development of Risk Action Log And Reports On The Quarterly Basis	Strategic and operational risk register developed	Develop action log to address identified operational and strategic risks. And submit 4 reports	Internally drive	N/A	Conduct Quarterly Review	Quarter review done	None	None	Updated risk register
PMS	Proper Alignment Of SDBIP with employees compacts	Number Of Performance Plans To Be Developed And Monitored	SDBIP Was Fully Cascaded to managers	Development of Performance Plans For All Employees Under Finance and do 4 Performance reviews	Internally drive	N/A	1 Quarterly report	Not achieved	Assessment Postponed	Develop assessment schedule and implement it	Performance information on reports Invitation to assessments for all managers

Functional Area	Objective	KPI	Baseline/ Previous performance	Annual Target	Ordinary Budget	Revised target	Quarter 4				POEs
							Projectio n & budget	Actual & expend iture	Reason s for varianc e	Improvem ent measure	
IMPLEMENTATION OF COUNCIL RESOLUTIONS	To implement all Council resolutions relevant to the directorate	Number of council resolutions implemented	Council resolution target was not specified	To report on the number of implemented council resolutions for 2016/17 f/y	Internally driven	N/A	Implemented all council resolutions regarding finance department	Done	None	None	List of implemented council resolutions
HRM	Effective and efficient utilisation of municipal human resource	Number of departmental meeting addressing HR issues	HRM target was not specified	Conduct 12 departmental meetings and submit minutes quarterly	Internally driven	Conduct 4 departmental meetings and submit minutes quarterly	1 Quarterly meetings	Done	None	None	Attendanc e register and minutes

5.2 SDBIP FINANCE

Vote No	Description	Total Budget '000	Adjusted budget	Quarter 4		
				Projected	Expenditure	Reasons for Variance
	Bad debts provision	R83 000 000	R83 000 000	R20 750 000	R73 444 713	Provision made at year-end
	Data cleansing	R525 000	R525 000	R131 000	-	No expense incurred during the year, cleansing conducted internally
	Equipment IT	R1 479 000	R1 479 000	R369 000	42 000	Invoice received after year-end
	Implementation of Pastel System	R3 000 000	R3 000 000	R750 000	-	We no longer require the assistance of consultants to prepare AFS and other financial transactions like Recons

Vote No	Description	Total Budget '000	Adjusted budget	Quarter 4		
				Projected	Expenditure	Reasons for Variance
	Audit Fees	R4 505 000	R4 505 000	1 126 000	209 000	The auditors could not conduct extensive planning as anticipated due to their own time constraints
	Bank Charges	R606 000	R606 000	151 000	142 000	Bank balance driven
	Software Licensing Fees	R1 155 000	R1 155 000	288 000	57 000	Paid under mSCOA budget
	Assets Register development	R1 208 000	R1 208 000	302 000	-	Audit preparation work is still in progress to be invoiced during September 2017
	Property Valuation Roll	R1 208 000	R1 208 000	302 000	30 000	Valuation roll compilation process has been extended to new fin year



Vote No	Description	Total Budget '000	Adjusted budget	Quarter 4		
				Projected	Expenditure	Reasons for Variance
	ICT Infrastructure & Maintenance	R3 255 000	R3 255 000	813 000	103 000	Infrastructure upgrade project completed in new year
	MSCOA Implementation	R3 000 000	R3 000 000	750 000	912 000	Additional training required to ensure staff is ready for mSCOA transacting
	Collection Costs	R855 000	R855 000	213 000	R866 697	Expenditure during the year was misallocated. Correction now done

**6. INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES DELIVERY (WEIGHT 30%)**

**6.1 ADMINISTRATION AND DEPARTMENTAL FUNCTIONALITY**

Functional area/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Project on & budget	Actual & Expenditure	Reasons for Variance	Improvement measures	
Compliance W.R.T Electrification programme	Ensure implementation of IDP priorities	Compliance with the conditions of the grant (INEP from DoE)	Number of W.R.T Reports to be submitted	12 reports of electricity were submitted to Dept of Energy	12 W.R.T Reports to be submitted to DoE	N/A	12 W.R.T Reports to be submitted to DoE	3 Reports	3 Reports done	-	-	Copy of 3 DoE reports
Municipal Infrastructure Grant	Monitoring the implementation of capital projects and services	Compliance with the conditions of the grant (MIG)	Number of MIG reports to be submitted to Treasury	12 reports	12 MIG reports to be submitted to Treasury	-	12 MIG reports to be submitted to Treasury	3 reports	3 reports done	-	-	Reports

Functional area/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Project on & budget	Actual & Expenditure	Reasons for Variance	Improvement measures	
Financial Management	Solicit additional funding for infrastructural development and services	Provision of basic infrastructure funding	% Expenditure on MIG projects	100% MIG expenditure in 2016/2017	100% expenditure planned	R 358 773 000.00	100% MIG expenditure by June 2017	100% expenditure	100% spent (393 773 000.00)	None	None	DoRA reports
Financial Management	Water Services infrastructure Grant	Provision of Water infrastructure funding( Water Services Infrastructure Grant, WSIG)	% Expenditure on WSIG projects	100% WSIG expenditure in 2016/2017	100% expenditure planned	R 110 000 000.00	100% expenditure on WSIG planned	100% expenditure	100% spend (R115 000 000)			Progress reports submitted to DWS

Functional area/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Project on & budget	Actual & Expenditure	Reasons for Variance	Improvement measures	
<b>IMPLEMENTATION OF COUNCIL RESOLUTIONS</b>	Ensure implementation of IDP priorities	To implement all Council resolutions relevant to the directorate	% of council resolution to be implemented	15 Technical services council resolution were done and fully implemented during 2015/16 f/y	100% implementation of council resolutions	N/A	100% implementation of all Technical service council resolutions as per their time frames	100% implementation of council resolutions for the quarter	100% implementation of council resolutions for the quarter	Reasons for Variance	Improvement measures	Implementation report
<b>PROCUREMENT</b>	Ensure implementation of IDP priorities	To ensure effective and efficient procurement	Development of technical procurement and submitted to SCM by first quarter	Technical procurement plan was done and submitted to SCM on time in 2015/16	Development of technical procurement plans and submitted to SCM by first quarter	N/A	Review of technical procurement plans and submitted to SCM by first month of the third quarter	1 Review of the procurement plan	1 procurement plan done	-	-	Copy of submitted plan

Functional area/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Project on & budget	Actual I & Expenditure	Reasons for Variance	Improvement measures	
Departmental meeting	Assess the capacity of Bushbuck Ridge Local Municipality	Effective and efficient utilisation of municipal human resource	Number of departmental meeting addressing HR issues	4 departmental meeting dealing with HRM matters and	Conduct 12 departmental meetings and submit minutes quarterly	N/A	Conduct 12 departmental meetings and submit minutes quarterly	3 Meetings	3 Meetings done	-	-	Attendance register and minutes
Risk Management	Facilitate appropriate response for identified priority needs	Manage all risk related to service delivery KPA	Number of Risk Management Reports	3 Risk implementation reports done in 2015/16	4 Risk management reports	N/A	4 Risk Management reports	1 Risk management report	1 Risk management report	-	-	Copy of report submitted

Functional area/projects	Strategic objectives as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Revised Budget	Revised target	Quarter 4				POEs
								Project on & budget	Actual & Expenditure	Reasons for Variance	Improvement measures	
Performance Management	Continuous assessment and staff development through PMS	Proper Alignment Of SDBIP with employees compact	Number Of Performance Plans To Be Developed And Monitored	5 performance plans for Managers were done in 2015/16	6 performance plans for Managers assist in developing for Technicians. Quarterly performance review	N/A	Develop performance plans for Managers and assist in developing for Technicians and conducting quarterly review	1 Quarterly assessments not done	1 Quarterly assessments not done	Assessment postponed	Develop schedule and implement it	-

6.2 CAPITAL WORKS PLAN

Vote	Functional area/projects	Strategic objectives as per the IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted Budget	Revised Target	Quarter 4				POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measures	
	Construction of 6.3km roads from cork via kildare to Ronaldsey	Ensure implementation of IDP priorities	Provide safe and accessible roads and bridges	Number of km of roads to be paved at Kildare to Ronaldsey	70% construction 6.3 km done in 2015/16	To complete 30% of 6.3 km road from cork via kildare to Ronaldsey	R10 000 000	To complete 30% of 6.3 km road from cork via kildare to Ronaldsey	100% complete	95%	The Contractor had some cash flow problems	The Contractor to submit invoices for payment	Progress report and Completion Certificate

Vote	Functional area/projects	Strategic objectives as per the IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted Budget	Revised Target	Quarter 4				POES
									Project & budget	Actual & Expenditure	Reasons for variance	Improvement measures	
	Paving of 7km roads in Thulamahashe A and C	Ensure implementation of IDP priorities	Provide safe and accessible roads and bridges	% Completion of 7km road in thulamahashe A and C	65% of 7km done 2015/16	To complete the 50% of 7km in thulamahashe A and B	R 26 319 048,70	To reach 100% of the 7km in Thulamahashe A and C	100% complete	R 28 024 159,87	None	None	Completion Certificate
	Paving of 6.5km roads in Thulamahashe B	Ensure implementation of IDP priorities	Provide safe and accessible roads and bridges	Number of km of roads paved at Thulamahashe B	68% construction done in 2015/16	Completion of 32% of 6.5KM in Thulamahashe	R 25 775 920,05	To reach 100% of 6.5KM in Thulamahashe B	100% complete	R 28 024 159,87	None	None	Completion Certificate



Vote	Functional area/projects	Strategic objectives as per the IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted Budget	Revised Target	Quarter 4				POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measures	
	Construction of 4km roads from Calcutta to Mashonamini	Ensure implementation of IDP priorities	Provide safe and accessible roads and bridges	Number of KM of roads paved at Calcutta to Mashonamini	70% of 4km road from Calcutta to mashonamini done in 2015/16	Completion of 30% of 4km road from Calcutta to mashonamini	R 15 000 000,00	To reach 100% of 4km road from Calcutta to mashonamini	100% complete	95% R 8 594 106,36	The relocation of pipes which was not part of the original scope	The contractor to expedite the completion of the project	Progress report

6.3 SANITATION AND WATER PROVISION

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	
	Upgrading of Dwarloop WWTW	Ensure implementation of IDP priorities	Provide access to decent sanitation	% Upgrading of Dwarloop WWTW	25% completion of upgrading Dwarloop WWTW done 2015/15	Completion of 75% of upgrading of Dwarloop WWTW	R 19 979 000,66	To reach 100% of upgrading of Dwarloop WWTW	100% complete	72% R 18 068 043,68	Rock blasting	The contractor to expedite the implementation of the project	Progress report

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improve ment measure	
	Construction of Bushbuckridge Regional Land Fill	Ensure implementation of IDP priorities	Provide access to decent sanitation	% Construction of palisade fence Bushbuckridge Regional Land Fill	New project	20% of Construction Regional landfill	R5 000 000	100% Construction of palisade fence Bushbuckridge Regional Land Fill	100% Construction of palisade fence Bushbuckridge Regional Land Fill	0% R 0.00	Procurement delays	The municipality to expedite the procurement process	Technical report in place

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES
	New Forest and Orinoco Bulk Supply (B14)	Ensure implementation of IDP priorities	To provide water to the residents of Bushbukridge	% Construction New Forest and Orinoco Bulk Supply (B14)	New Project	100% Construction New Forest and Orinoco Bulk Supply (B14)	R 2 725 715,21	80% construction of New Forest and Orinoco Bulk Supply (B14)	60% R 6 049 568,92	The project is moving slow	The implementing Agent to fast track the implementation of the Project.	Progress report	
	Construction of a 3km bulk line pipe in Burlington (B2)	Ensure implementation of IDP priorities	To provide water to the residents of Bushbukridge	% Construction of a 3km bulk line pipe in Burlington (B2)	65% construction of 3km bulk line done in 2015/16	Completion of 35% of 3km bulk pipeline in Burlington	R 6 457 217,41	To reach 100% of the 3km bulk supply pipeline in Burlington	100% R 6 457 217,41	None	None	Completion certificate	

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES
	Construction of a 3km bulk pipeline in Buffelshoek (B2)	Ensure implementation of IDP priorities	To provide water to the residents of Bushbuckridge	% Construction of a 3km bulk pipeline in Buffelshoek (B2)	70% construction progress	Completion of 30% bulk of a 3km pipeline (Buffelshoek B2)	R 3 913 053,90	To reach 100% of 3km bulk supply pipeline	100% complete	100% R 7 209 488,07	None	None	Completion certificate

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	
	Refurbishment of a 4km bulk pipeline from Cuningmore to Agincourt (Croquet lawn)	Ensure implementation of IDP priorities	To provide water to the residents of Bushbuckridge	% Refurbishment of a 4km bulk pipeline from Cuningmore to Agincourt (Croquet lawn)	Old asbestos pipes	100% Refurbishment of a 4km bulk pipeline from Cuningmore to Agincourt (Croquet lawn)	R30 000 000	80% Refurbishment of a 4km bulk pipeline from Cuningmore to Agincourt (Croquet lawn)	95% complete R34 000 000	Practical completion	Testing is outstanding	Progress report	

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES
	Construction of a 10km bulk pipeline Hluvukani Phase 2 & 3	Ensure implementation of IDP priorities	To provide water to the residents of Bushbukridge	% Construction of a 10km bulk pipeline Hluvukani Phase 2 & 3	90% construction progress	10% Construction of a 10km bulk pipeline Hluvukani Phase 2 & 3	R5 298 112,4	To reach 100% completion of a 10km bulk pipeline Hluvukani Phase 2 & 3	-	98% R 6 899 308,70	Completed pending testing due to shortage of water	Fastracking the availability of water	Progress report
	Construction of a 10km bulk pipeline in Belfast, Lilydale	Ensure implementation of IDP priorities	To provide water to the residents of Bushbukridge	% Construction of a 10km bulk pipeline in Belfast, Lilydale	95% construction progress	Completion of 5% Bulk pipeline (Belfast, Lilydale)	R1 000 000	To reach 100% of Belfast, Lilydale Bulk Pipeline	100% complete	98% R 373 167,60	Completed pending testing due to shortage of water	Fastracking the availability of water	Progress report

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES	
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure		
	Construction of a 4km outlet pipeline Thusana reservoir	Ensure implementation of IDP priorities	To provide water to the residents of Bushbukridge	% Construction of a 4km outlet pipeline Thusanang reservoir	The reservoir has no line to supply the village	100% Completion of outlet pipeline( Thusana reservoir )	R0 This project will be done in the next financial year	-						
	Construction of a 7km bulk pipeline including a booster pump station	Ensure implementation of IDP priorities	To provide water to the residents of Bushbukridge	% Construction of a 7km bulk pipeline including a booster pump station	The reservoir has no link to the bulk pipeline	100% Completion of a 7km bulk pipeline including a booster pump station	R0 This project will be done in the next financial year	-						



Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES	
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure		
	Construction of a 3.5km bulk pipeline from Inyaka WTW to Reservoir in Mandela	Ensure implementation of IDP priorities	To provide water to the residents of Bushbuckridge	% Construction of a 3.5km bulk pipeline from Inyaka WTW to Reservoir in Mandela	The existing pipeline is insufficient	100% Construction of a 3.5km bulk pipeline from Inyaka WTW to Reservoir in Mandela	R0 This project will be done in the next financial year	-						
	Project planning Paving of Internal streets in Marite	Ensure implementation of IDP priorities	Provide safe and accessible roads	Approval of Paving of internal streets plans for Marite	Gravel roads	Approval of Paving of internal streets plans for Marite	R0 This project will be done in the next financial year	-						

V of e	Func tio nal area/ projects	Strate gic objec tive as per IDP	Objec tive	KPI/ Measure ment	Baseli ne	Annual target	Adjusted budget	Revised target	Quarter 4				
									Proje ction & budg et	Actual & Expend iture	Reasons for variance	Improve ment measure	POES
	Project planning Paving of internal streets in Acornho ek	Ensure implem entatio n of IDP prioriti es	Provid e safe and accessi ble roads	Approval of plans for Paving of internal streets in Acornhoek	Gravel roads	Approval of plans for Paving of internal streets in Acornho ek	R0  This project will be done in the next financial year	-	-	-	-	-	-
	Project planning Paving of internal streets in Matsikits ane	Ensure implem entatio n of IDP prioriti es	Provid e safe and accessi ble roads	Approval of plans for Paving of internal streets in Matsikitsan e	Gravel roads	Approval of plans for Paving of internal streets in Acornho ek	R0  This project will be done in the next financial year	-	-	-	-	-	-
	Project planning Paving of internal streets in Casteel	Ensure implem entatio n of IDP prioriti es	Provid e safe and accessi ble roads	Approval of plans for Paving of internal streets in Casteel	Gravel roads	Approval of plans	R0  This project will be done in the next financial year	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES	
	Project planning of internal streets in Agincourt	Ensure implementation of IDP priorities	Provide safe and accessible roads	Approval of plans for Paving of internal streets in Agincourt	Gravel roads	Approval of plans	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Project planning of internal streets in Hluvukani	Ensure implementation of IDP priorities	Provide safe and accessible roads	Approval of plans for Paving of internal streets in Hluvukani	Gravel roads	Approval of plans	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Project planning of internal streets in Lilydale	Ensure implementation of IDP priorities	Provide safe and accessible roads	Approval of plans for Paving of internal streets in Lilydale	Gravel roads	Approval of plans	R0 This project will be done in the next financial year	-	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES	
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure		
	Construction of Sport Fields phase 2 in Casteel	Access to sport, culture and recreation	To provide Access to sport, culture and recreation in Casteel	Approved Technical Report and Designs for Sport Fields phase 2 in Casteel	Phase 1 was done	100% complete	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Construction of Sport Fields in Hluvukani	Access to sport, culture and recreation	To provide Access to sport, culture and recreation in Hluvukani	% of construction progress for Sport Fields in Hluvukani	No of Sports field	100% complete	R0 This project will be done in the next financial year	-	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES	
	Construction of a Hall at thulama hashe	Provision of Hall	To provide access to a Community Hall for Thulama hashe	% of Designs Completed for Hall at thulama hashe	-	100% Designs Complete	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Municipal Buildings classroom	Construction of Learners License Classrooms in Shatale	To promote an effective and affordable transport system in	% Completion of Classrooms for traffic station at shatale	-	30% Construction progress of Traffic Station	R0 This project will be done in the next financial year	-	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	
	Municipal Building DLTC		To promote an effective and affordable transport system in	% Completion of Fencing and Construction of Acornhoek DLTC New Offices, Strong Room and Guard Room	New project	30% Fencing and Construction of Acornhoek DLTC New Offices, Strong Room and Guard Room	R0 This project will be done in the next financial year	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES	
1	Municipal Building station Acornhoek	Construction of traffic station in Acornhoek	To promote an effective and affordable transport system in	% Completion of a Traffic Station Acornhoek	New Project	30% Construction progress of Traffic Station Acornhoek	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
1	Municipal Building's Hluvukani	Completion of DLTC Hluvukani Phase 2	To promote an effective and affordable transport system in	% Completion of DLTC Hluvukani Phase 2	-	100% Completion of DLTC Hluvukani Phase 2	R2 000 000	50% Completion of DLTC Hluvukani Phase 2	50% construction progress	Not achieved	Procurement process not finalised	Procurement plan to be fully implemented	Progress report	



Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES
	Municipal Building Traffic Office in Dwarloop	Construction of Traffic Office in Dwarloop	To promote an effective and affordable transport system in	% Completion of a Traffic Offices at Dwarloop	-	100 % Construction Progress of a traffic offices in Dwarloop	R3 400 000	100 % Construction Progress of a traffic offices in Dwarloop	100% completed	-	-	-	Appointment letter Payment Certificate BOQ Pictures
	Municipal Building Extension of Mhala DLTC	Extension of Mhala DLTC	To promote an effective and affordable transport system in	% Completion of Extension of Mhala DLTC	Mhala DLTC is having limited space	80% Extension of Mhala DLTC	R0 This project will be done in the next financial year	-	-	-	-	-	-



Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES	
	Municipal Building's DLTC Mkhuhlu	Construction of DLTC in Mkhuhlu	To promote an effective and affordable transport system in	% Completion of a DLTC office in Mkhuhlu	DLTC functions are done in the regional office	40% Construction Progress	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Municipal Buildings Public Transport Offices	Construction Public Transport Offices	To promote an effective and affordable transport system in	% Completion of public transport office	New project / unit	100% of public transport office	R0 This project will be done in the next financial year	-	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES	
	Water reticulation kumani	Water reticulation at Kumani	Provision of Water	% of completion Water reticulation kumani	New project	30% construction progress	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Water reticulation	Water reticulation at Mambu, Zola, Songeni	Provision of Water	% of completion Water reticulation mambu, Zola, Songeni	New Projects	20% completion Water reticulation mambu, Zola, Songeni	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Water reticulation	Water reticulation at Allendale A & B	Provision of Water	% of completion Water reticulation Allendale A&B	New project	40% construction progress	R0 This project will be done in the next financial year	-	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					POES	
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	Progress Report		
	Water reticulation	Water reticulation at Orinoco A East and Relani	Provision of Water	% of completion Water reticulation East & Relani	New Project	100% construction progress	R0 This project will be done in the next financial year	-	-	-	-	-	-	-	-
	Water reticulation	Water reticulation at Shatale	Provision of Water	% of completion Water reticulation shatale	New Project	100% completion on Water reticulation at shatale	R2 500 000	100% completion Water reticulation at shatale	100% complete	98% R 2 120 655,16	Reticulation completed pending connection to the steel tank	The contractor to expedite the connection	Progress Report		

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	
	Water reticulation on violetbank A&C	Water reticulation at Violetbank A & C	Provision of Water	% of completion Water reticulation Violetbank	New Project	100% completion on Water reticulation on Violetbank	R17 000 000	100% completion Water reticulation Violetbank	100% completion Water reticulation Violetbank	95% completion Water reticulation Violetbank	Closing up of the projects	Complete and close the project on time.	Completion certificate
	Water reticulation on violetbank B	Water reticulation at Violetbank B	Provision of Water	% of completion Water reticulation violetbank B	New Project	100% completion on Water reticulation on violetbank B	R0 This project will be done in the next financial year	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES
	Water reticulation maluban	Water reticulation at Malubane	Provision of Water	% of completion Water reticulation malubane	New Project	100% completion on Water reticulation malubane	R43 000 000	100% completion of the water reticulation of 2 500 households	100% completion	100% completion	-	-	Progress report and completion certificates
	Water reticulation Mandela & Matente	Water reticulation at Mandela & Matente	Provision of Water	% of completion Water reticulation matenteng & mandela	New Project	40% completion on Water reticulation Mandela & matenteng	R0 This project will be done in the next financial year	-	-	-	-	-	-
	Water reticulation Alexandria	Water reticulation at Alexandria	Provision of Water	% of completion Water reticulation Alexandria	New Project	40% completion on Water reticulation Alexandria	R0 This project will be done in the next financial year	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES	
	Water reticulation	Water reticulation at Carlton	Provision of Water	% of completion Water reticulation Carlton	New Project	100% completion on Water reticulation on Carlton	R29 000 000	100% completion of water reticulation	100% complete	95% R 33 808 329,19	Practical completion	None	Completion certificate	
	Water reticulation sandford	Water reticulation at Sandford	Provision of Water	% of completion Water reticulation Sandford	New Project	100% completion on Water reticulation on Sandford	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Water reticulation marongwane	Water reticulation at Marongwane	Provision of Water	% of completion Water reticulation Morongwane	New project	100% completion on Water reticulation on Morongwane	R27 550 000	100% completion Water reticulation Morongwane	100% complete	100% R 27 506 243,14	None	None	Completion certificate	

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES	
									Project & budget	Actual & Expenditure	Reasons for variance	Improve ment measure		
	Approval of Water reticulation on Goromani	Water reticulation at Goromani	Provision of Water	Approved Technical and design for Water reticulation at Goromani	New project	Approved Technical and design for Water reticulation at Goromani	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Belfast package plant	Water reticulation at Belfast	Provision of Water	% completion Belfast package plant	New project	40% completion Water reticulation Belfast	R8 000 000	To reach 40% completion Belfast package plant	40% construction progress	40% achieved	-	-	-	Progress report



V of e	Func tio nal area/ projects	Strate gic obje ctive as per IDP	Objecti ve	KPI/ Measure ment	Baseli ne	Annual target	Adjusted budget	Revised target	Quarter 4				POES
									Proje ction & budg et	Actual & Expend iture	Reasons for variance	Improve ment measure	
	Approval of Water reticulati on welverdi end	Water reticula tion at Welver diend	Provisi on of Water	Approval of water reticulation designs welverdien d	New Project	Approval of water reticulati on designs welverdi end	R0  This project will be done in the 2018/19	-	-	-	-	-	-
	Approval of Water reticulati on designs Athol	Water reticula tion at Athol	Provisi on of Water	Approval of water reticulation designs Athol	New Project s	Approval of water reticulati on designs Athol	R0  This project will be done in the next financial year	-	-	-	-	-	-
	Water reticulati on Ludlow	Water reticula tion at Ludlow	Provisi on of Water	% of completion of Water reticulation at Ludlow	60% constru ction progre ss	Completi on of 40% for ludlow water reticulati on	R 12 826 213,13	To reach 100% completion of Ludlow water reticulation	100% compl ete	95% comple tion  R 9 923 109,91	Additional scope	Comple te the projects	Completi on Certificat e



Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES	
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure		
	Water reticulati on Hluvukani	Water reticulation at Hluvukani	Provision of Water	Approved designs for Water reticulation Hluvukani	New project	Approved designs	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Water reticulati on Hluvukani PHP	Water reticulation at Hluvukani PHP	Provision of Water	Approved designs for Water reticulation at Hluvukani PHP	New project	Approved designs	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Water reticulati on saselani	Water reticulation at Saselani	Provision of Water	% of completion for Water reticulation at Saselani	-	20% construction progress for Water reticulation at Saselani	R0 This project will be done in the next financial year	-	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	Progress report & completion certificate	
	Water reticulation Benoni	Water reticulation at Benoni	Provision of Water	% of completion Water reticulation Benoni	New project	100% completion of Water reticulation Benoni	R6 000 000	100% completion of water reticulation in Benoni	100% completion of benon water reticulation	-	-	-	-	Progress report & completion certificate
	Water reticulation Newington	Water reticulation at Newington C	Provision of Water	Availability of approved designs	New Project	Availability of approved designs	R0 This project will be done in the next financial year	-	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES
	Water reticulation Timbavati A	Water reticulation at Timbavati A	Provision of Water	% of completion of Water reticulation at Timbavati A	60% water reticulation done in 2015/16	Completion of 40% Water reticulation at Timbavati A	R7 000 000	To reach 100% completion of Timbavati A Water reticulation by third quarter	-	100% R 11 670 952,69	None	None	Completed on certificate
	Water reticulation Timbavati C	Water reticulation at Timbavati C	Provision of Water	% of completion of Timbavati C Water reticulation	60% construction progress done in 2015/16	Completion of 40% water reticulation at Timbavati C	R7 112 000	To reach 100% completion of Timbavati C Water reticulation by third quarter	-	100% completed R 6 373 138,51	None	None	Completed on certificate

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES	
	Water reticulation	Water reticulation at Mamelodi & Kgapamadi	Provision of Water	% of completion of water reticulation at mamaelo & kgapamadi	New project	20 % of completion of water reticulation on at mamaelo & kgapamadi	R0 This project will be done in the next financial year	-	-	-	-	-	-	-
	Water reticulation	Water reticulation at Khalanyoni, Tsakane & Madile	Provision of Water	% of completion of water reticulation at khalanyoni, tsakani & Madile	New project	20 % of completion of water reticulation on at khalanyoni, tsakani & Madile	R0 this project will be done in the next financial year	-	-	-	-	-	-	-

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure		
	Water reticulation	Water reticulation at Matsikitsane & Fenyane	Provision of Water	% Completion of water reticulation at matsikitsane% Fenyane	New project	100% Completion of water reticulation on at matsikitsane% Fenyane	R40 000 000	90% Completion of water reticulation at matsikitsane% Fenyane	90% construction progress	80% R 42 694 307,01	Delays in getting way leave by SANRAL	Expedite to get way leave from SANRAL.	Progress report	
	Water reticulation	Water reticulation at Ceko & Brenda	Provision of Water	% of completion of ceko water reticulation	New Project	20% Construction of ceko water reticulation	R0 projects will be done in the next financial year	-	-	-	-	-	-	

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improve ment measure	
	Water reticulation Burlington	Water reticulation at Burlington	Provision of Water	% of completion Water reticulation Burlington	Contractor appointed	100% completion progress Water reticulation Burlington	R20 000 000	100% completion of Burlington water reticulation	100% complete	R18 378 200,60	The project had a budget shortfall	The project has been fully budgeted for 2017/18 financial year.	Progress report
	Water reticulation Happy Dam	Water reticulation at Happy Dam	Provision of Water	% completion Water reticulation at Happy Dam	95% water reticulation progress done 2015/16	Completion of 5% Water reticulation at Happy Dam	R1 770 200	To reach 100% completion of Happy Dam water reticulation	-	100%	None	None	Completion Certificate

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES
	Water reticulation	Water reticulation at Mandiyana	Provision of Water	% Completion Water reticulation at Mathipe	93% water reticulation progress done 2015/16	Completion of 7%	R 4 875 593,65	To reach 100% of water reticulation in Mandiyani	-	100% R 9 917 301,42	None	None	Completion Certificate
	Water reticulation	Water reticulation at Mathipe	Provision of Water	% completion Water reticulation at Mathipe	90% water reticulation progress done 2015/16	Completion of 10%	R 1 265 828,53	To reach 100% of water reticulation in Mathipe	100% complete	100% R 1 040 122,55	None	None	Completion Certificate

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4				POES	
									Project & budget	Actual & Expenditure	Reasons for variance	Improvement measure		
	Water reticulation	Water reticulation at Tel Aviv	Provision of Water	% Completion Water reticulation at Tel Aviv	80% water reticulation progress done 2015/16	20% Completion on Water reticulation at Tel Aviv	R 6000 000.00	To reach 100% of water reticulation in Tel Aviv	100% complete	100% R 2 240 152,28	None	None	None	Completion Certificate
	Water reticulation	Water reticulation at Tekamahala	Provision of Water	% completion of Water reticulation at Tekamahala	65% water reticulation progress done 2015/16	Completion of 35% water reticulation on Tekamahala	R 3 691 443,77	To reach 100% of water reticulation in Tekamahala	100% complete	100% R 5 541 896,39	None	None	None	Completion certificate



Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	Completion & budget	
	Water reticulation	Water reticulation at Timbavati B	Provision of Water	% completion of Water reticulation at Timbavati B	90% water reticulation progress done 2015/16	Completion of 10% water reticulation on Timbavati B	R 8 632 963,31	To reach 100% of water reticulation in Timbavati A	100% complete	R 8 632 963,31	None	None	None	Completion certificate
	Water reticulation	Water reticulation at Jim brown	Provision of Water	% completion of Water reticulation at Jim brown	70% water reticulation progress done 2015/16	Completion of 30% water reticulation on at Jim brown	R 4 161 751,18	To reach 100% completion of Jim Brown water reticulation	100% Complete	R 4 839 749,36	None	None	None	Completion certificate

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					POES
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure		
	Water reticulation	Water reticulation at Dumpsies A	Provision of Water	% completion of water reticulation at Dumpsies A	95% water reticulation progress done 2015/16	Completion of 5% water reticulation	R 2 650 483,09	To reach 100% completion of Dumpsies A water reticulation	100% Completion	95% completion	R 2 641 377,64	Reticulation completed pending connection as the community needs a reservoir to be constructed in the area and a reservoir was not part of the project scope	The reservoir will be constructed in 2017/18	Progress report

Vote	Functional area/projects	Strategic objective as per IDP	Objective	KPI/Measurement	Baseline	Annual target	Adjusted budget	Revised target	Quarter 4					
									Projection & budget	Actual & Expenditure	Reasons for variance	Improvement measure	POES	
	Water reticulation	Water reticulation at Acornhoek	Provision of Water	% of completion of Water reticulation at Acornhoek	90% water reticulation progress done 2015/16	Completion of 10% water reticulation	R 28 825 182,69	To reach 100% completion of Acornhoek water reticulation	100% Complete	R 28 817 590,84	None	None	None	Completion certificate
	Water reticulation	Water reticulation at Cargo Inn	Provision of Water	% completion of Water reticulation at Cargo Inn	90% water reticulation progress done 2015/16	Completion of 10% Water reticulation at Cargo Inn	R 2 336 864,00	Completion of 10% Water reticulation at Cargo Inn	100% Complete	R 2 328 009,06	None	None	None	Completion certificate

**7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION (WEIGHT 10%)**

**7.1 MUNICIPAL MANAGER**

Functional Area	Objective	KPI/ Measurement	Baseline/ previous performance	Annual target	Ordinary/ adjusted budget	Revised Target	Quarter 4				POEs
							Projection & budget	Actual	Reasons for variance	Improvement measures	
SDBIP	Ensure compliance	Availability of SDBIP and 4 quarterly Reports	SDBIP 2015/2016 Developed and adopted on time. Quarterly reports done and submitted to stakeholders	Develop/ approval of the 2016/2017 SDBIP within time frame and 4 SDBIP implementation reports	-	Develop/ approval of the 2016/2017 SDBIP within time frame and 4 SDBIP implementation reports	Consolidate and Submit 4 <sup>th</sup> Quarter Report to Council, COGTA and Treasury.	Achieved	-	-	SDBIP, Council resolution, publication notice and letters of submission

Functional Area	Objective	KPI/ Measurement	Baseline/ previous performance	Annual target	Ordinary/ adjusted budget	Revised Target	Quarter 4				POEs
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Performance plans	Proper Alignment Of SDBIP with employees compacts	Availability of performance plan & Number of assessments conducted	SDBIP Fully Cascaded	Development of Performance Plans For directors and managers reporting to office of MM.	-	Development of Performance Plans For directors and managers reporting to office of MM. And conduct 4 performance assessments to directors and managers reporting to MM	Conduct 1 performance assessment	Achieved	-	-	Performance plans and review 4 reports and attendance register
PMS automation	To develop a PMS that is effective and electronic	Development of terms and reference and do design and development of PMS electronically	Manual PMS system	-	R500 000	Benchmarking/ Development of terms and reference and do design and development of PMS electronic system	Do PMS automation Benchmarking	PMS Benchmarking done	-	-	Benchmarking approval and TOR on PMS System

Functional Area	Objective	KPI/ Measurement	Baseline/ previous performance	Annual target	Ordinary/ adjusted budget	Revised Target	Quarter 4				POEs
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Annual report	Reported information to consolidated and made available	Availability of Draft Annual Report	Annual Report 2014/2015 Developed and adopted on the 22 Jan 2015	Consolidation of the draft Annual Report 2015/2016 by August and ensure that the final is adoption by January 2016	-	Consolidation of the draft Annual Report 2016/2017 by August and ensure that the final is adoption by January 2016	-	-	-	-	Report and council resolution.
Performance agreement	Ensure performance management system compliance	Signing of performance agreements within timeframe	4 Performance agreements 2015/16 developed and signed by directors on time	Development of 6 Performance agreements for S56 employees and MM and ensure that they sign within the timeframe. submit	-	Development of 6 Performance agreements for S56 employees and MM and ensure that they sign within the timeframe. submit agreement to COGTA by July	-	-	-	-	performance Agreements and publication notice and council resolution

Functional Area	Objective	KPI/ Measurement	Baseline/ previous performance	Annual target	Ordinary/ adjusted budget	Revised Target	Quarter 4				POEs	
							Projection & budget	Actual	Reasons for variance	Improvement measures		
				agreement to COGTA by July 2016		2016						
IDP public participations	To have proper community participation on IDP	Number of IDP public participation to be conducted	13 IDP Public participation were conducted during 2015/16 F/Y	13 IDP Public participation to be conducted	-	13 IDP Public participation to be conducted	Conduct 4 public participation	4 public participations were held	-	-	Advert, Agenda, attendance register	
IDP process plan	To comply with IDP legislative requirements	Develop the IDP process plan and submit to council by end of August 2016	2016/17 IDP process plan developed and submitted to council by August 2015	Develop the IDP process 2017/18 plan and submit to council by end of August 2016	-	Develop the IDP process 2017/18 plan and submit to council by end of August 2016	-	Final IDP adopted by council at the end of May	-	-	Process plan, council resolution	Process

Functional Area	Objective	KPI/ Measurement	Baseline/ previous performance	Annual target	Ordinary/ adjusted budget	Revised Target	Quarter 4				POEs	
							Projection & budget	Actual	Reasons for variance	Improvement measures		
Sectoral plans	Ensure review of sector plan	Number of sectoral plans to be reviewed.	The municipality is having 10 sectoral plans by 2015/16 F/Y	Review of 3 sectoral plans (LED strategy, SDF and Disaster management plan).	-	Review of 3 sectoral plans (LED strategy, SDF and Disaster management plan).	-	Sectoral plans are under review. SDF has been finalized	-	-	Sectoral plans and council resolutions	
Development of IDP	To establish 1 year service delivery plan	Ensure that IDP is aligned with legislation framework.	2016/17 IDP developed and adopted by 31 May 2016	Develop the 2017/2018 IDP by fourth Quarter 2016/17 F/Y	-	Develop the 2017/2018 IDP by fourth Quarter 2016/17 F/Y	-	Final IDP adopted by council as per process	-	-	IDP documents, council resolution, letters of submitting and	



Functional Area	Objective	KPI/ Measurement	Baseline/ previous performance	Annual target	Ordinary/ adjusted budget	Revised Target	Quarter 4				POEs
							Projection & budget	Actual	Reasons for variance	Improvement measures	
		Credible IDP					F/Y	s plan and legislation			publication notices
Risk management	Risk assessment on both strategic and operation assessment	Adherence and compliance on risk relevant legislations	Operational risk assessment done for 2015/16	Monitor the Compliance of operational risk register	-	Monitor the Compliance of operational risk register	Quarterly report	Achieved	-	-	Third quarter Operational risk reports
Risk implementation plan	Ensure compliance of risk management framework	Approved risk management implementation on plan	2015/2016 Risk implementation on plan developed	Development of risks implementation plan and submit to audit committee by second quarter	-	Development of risks implementation plan and submit to audit committee by second quarter.	-	-	-	-	Implementation plan and AC minutes

Functional Area	Objective	KPI/Measurement	Baseline/previous performance	Annual target	Ordinary/adjusted budget	Revised Target	Quarter 4				POEs
							Projection & budget	Actual	Reasons for variance	Improvement measures	
Risk management policy development and review	To ensure that all relevant policy documents are developed and reviewed timeously for the proper running of IA.	Reviewed charter, policy, RC charter & manual approved by the Risk Committee.	Reviewed charter, policy, RC charter & manual approved by the Audit committee	Review of charter, policy, RC charter & procedure manual (risk management strategy) approved by council	-	Review of charter, policy, RC charter & procedure manual (risk management strategy) approved by council	-	-	-	charter, policy/strategy, RC charter & procedure manual and approval letters	
Regional offices	Management of operational functions of the municipality	Provide support and monitor the effectiveness of regional office	Performance of regional office supported and monitored on the quarterly basis using performance plans	Provide support to 11 regional offices and conduct quarterly performance assessment	-	Provide support to 11 regional offices and Conduct quarterly performance assessment	5 regions done	Postponed to end of august 2017	Stick to plan schedule for assessment	assessment reports, attendance register and minutes	

7.1.1 PERFORMANCE PLAN INTERNAL AUDIT

KPA	Objective	KPI/ Measurement	Baseline	Annual Target	Budget	Quarter 4				POEs
						Projected & Budget	Actual	Reasons for variance	Improvement measures	
Internal Audit policy development and review	To ensure that all relevant policy documents are developed and reviewed timeously for the proper running of IA.	Reviewed IA charter, IA policy, AC charter & IA manual approved by the Audit Committee.	Reviewed IA charter, IA policy, AC charter & IA manual approved by the Audit Committee to be in line with the IIA standards.	Review of IA charter, IA policy, AC charter & IA manual approved by the Audit Committee.	-	-	-	-	IA charter, IA policy, AC charter & IA manual approved by the Audit Committee	
Strategic plan & annual plan	Ensure that the three year strategic plan and the 2015/2016 annual plan is developed	2016/2017 annual plan and three year strategic plan approved by the Audit Committee.	Internal Audit plan approved and implemented.	Develop 2016/2017 annual plan and three year strategic plan approved by the Audit	-	-	-	-	Reports	

KPA	Objective	KPI/ Measurement	Baseline	Annual Target	Budget	Quarter 4				POEs
						Projected & Budget	Actual	Reasons for variance	Improvement measures	
				Committee						
Implementation of the internal audit plan	Ensure that all planned audit assignments are performed	Audit reports	2015/16 Internal Audit plan implemented 100%	Implementation of the internal audit plan		Assets Management	Achieved	-	-	Report
Follow up reviews on previous queries raised	Ensure that management addresses weaknesses raised by the AG & IA	Submitted reports to management, the Audit Committee and Council on a quarterly basis	Quarterly reports to management and AC performed for all quarters in 2015/16 financial year.	Follow up reviews on previous queries raised	-	Revenue Management	Achieved	-	-	Report
Performance	To ensure that the Municipality's performance management	Reports at the end of each quarter on the status of internal	5 PMS audits conducted and report issued for the	Performance management	-	Action log	Achieved	-	-	Action Log
						Quarter 4	Achieved	-	-	Reports

KPA	Objective	KPI/ Measurement	Baseline	Annual Target	Budget	Quarter 4				POEs
						Projected & Budget	Actual	Reasons for variance	Improvement measures	
management	system is audited as required by the MSA & Performance regulations.	control with regards the performance management system	2015/16 financial year.	ent reports.						

7.1.2 SDBIP MM UNITS

Vote No	Description	Total Budget	Quarter 4		Reason for variance
			Projected	Actual	
008/044/0385	Official functions	150 000	37 500	10 000	Over budgeted
088/044/0392	Refreshments	135 000	33 750	3 000	Over budgeted
088/044/0400	Special services	2 117 000	529 250	55 700	Over budgeted
088/044/0466	Risk management	250 000	62 500	0	No requisition made
004/044/0475	Audit Committee Allowance	306 000	76 500	84 000	Under budgeted
	Pro Audit soft ware	100 000	25 000	0	No requisition made
	Membership	105 000	26 250	1000	Over budgeted
	Operational Support Mkhuhlu Regional Office	150 000	37 500	13 000	Over budgeted
	Operational Support Lillydale Regional Office	150 000	37 500	0	No requisition made
	Operational Support Marite Regional Office	150 000	37 500	40 000	Under budgeted
	Operational Support Maviljan Regional Office	150 000	37 500	6 000	Over budgeted



Vote No	Description	Total Budget	Quarter 4		Reason for variance
			Projected	Actual	
	Operational Support Dwarasloop Regional Office	150 000	37 500	1 000	Over budgeted
	Operational Support Shatale Regional Office	150 000	37 500	1 000	Over budgeted
	Operational Support Thulamahashe Regional Office	150 000	37 500	0	No requisition made
	Operational Support Casteel Regional Office	150 000	37 500	6 000	Over budgeted
	Operational Support Acorhoek Regional Office	150 000	37 500	4 000	Over budgeted
	Operational Support-Hluvukani Regional Office	150 000	37 500	5 000	Over budgeted
	Operational Support Angicourt Regional Office	150 000	37 500	0	No requisition made

## 8. CONCLUSION

The purpose of the fourth quarter departmental report is to make possible for the relevant stakeholder groups to evaluate progress made by the municipality towards achieving its vision and mission. This report has been consolidated in line with the Revised SDBIP 2016/2017.

Regardless of this it is anticipated that this report does justice to the situation on the ground and that it achieves what it purport to achieve.

## 9. AUTHORISATION

TITLE	INITIALS AND SURNAME	COMMENTS	SIGNATURE	DATE
Municipal Manager	C LISA	Supported		28/07/2017
Executive Mayor	C.S. NXUMALO	Approved		28/07/2017