



SOL PLAATJE MUNICIPALITY

SDBIP

2015/16

Service Delivery & Budget Implementation Plan





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1. INTRODUCTION

1.1 Legislative Framework

The Municipal Finance Management Act (MFMA) No. 56 of 2003 requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as an implementation and management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan.

Section 1 of the Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the “service delivery and budget implementation plan” as the detailed plan approved by the mayor of the municipality in terms of Section 53 (1) (c) (ii) for implementing the municipality’s delivery of municipal services and its annual budget and which must include the following:-

- a) Projections of each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c).

In terms of Section 53 (i)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

MFMA Circular 13 further addresses the minimum requirements of the SDBIP in detail.

1.2 Overview

The Sol Plaatje Municipality has prepared its 2015/16 SDBIP in line with the above. The SDBIP will serve as a “contract” between the administration, council and the community to deliver on the services outlined in the SDBIP and to manage the finances of the Municipality in a transparent and accountable manner. Not only will the SDBIP serve as an appropriate monitoring tool in the execution of the Municipality’s budget to achieve key strategic priorities as set by the Integrated Development Plan (IDP), but will also serve as an essential part of the annual performance contracts for the Municipal Manager and Managers reporting directly to the Municipal Manager and provide a foundation for the overall annual and quarterly organisational performance for the 2015/16 financial year.

The SDBIP includes the following indicators:

- The revenue and expenditure projections per Vote per month.
- Revenue projections by source.
- Capital projects at a ward level and monthly capital cash flow.
- Quarterly consolidated service delivery targets and performance indicators per Municipal KPA and IDP Objective.

The SDBIP will therefore also empower the Executive Mayor, Council and other role-players to undertake their appropriate oversight and monitoring roles. The SDBIP will also afford the Executive Mayor (Mayoral Committee), Council Committees and the Municipal Manager the ability to measure in-year progress on the implementation of the IDP Objectives and the Budget.

1.3 Components of the SDBIP

The SDBIP is a layered plan and starts with a Multi-year Performance Plan as part of the IDP which is directly linked to the IDP Objectives. The 2015/16 SDBIP will be informed by the Multi-year Municipal Performance Plan which serves as the “top layer” of the SDBIP and contains the consolidated service delivery targets and in-year deadlines. This is illustrated by the diagramme below:

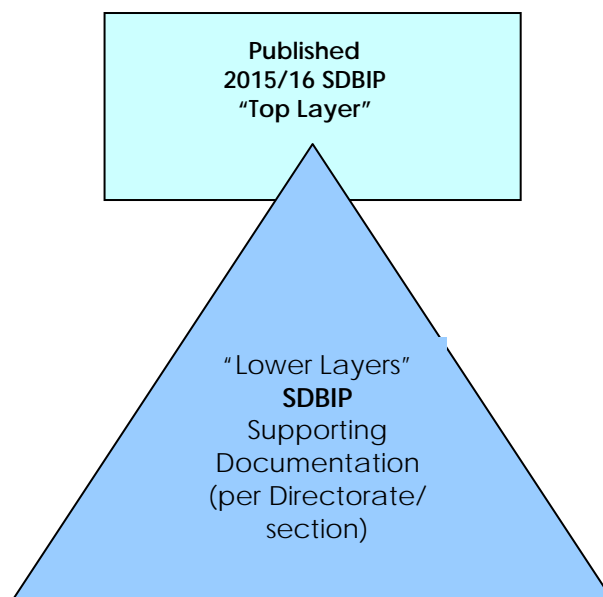


Figure 1: SDBIP Components

Once the “top layer” SDBIP is set, senior management will develop the “lower layers” of detail supporting the SDBIP. These are the actual activities linked to resources (financial, equipment and human) to actually achieve the consolidated service delivery targets within the approved budget amounts on time.

The detail of the departmental SDBIP’s will be used by senior managers to hold middle level and lower level managers accountable to contribute to the municipal targets.

The following components forms part of the “top layer” SDBIP:

- o **Monthly Projections of Revenue to be collected by Source**

One of the most important and basic priorities for any municipality is to 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.



While these projections would be most useful as cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies and any other relevant policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels, standards, ability to pay and collection efforts will ensure realistic revenue projections.

Projections for revenue by source should also include performance measures in relation to collection rates (amounts collected/amounts billed) to enable monitoring of the effectiveness of credit control policies and procedures.

- o **Monthly Projections of Expenditure and Revenue for each Vote**

These projections relate to cash paid and should reconcile to the cash flow statement adopted as part of the budget documentation.

The SDBIP show monthly projections of revenue by vote in addition to revenue by source. This is done to review the budget projections against actual revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only.

- o **Monthly Projections of Consolidated Service Delivery Targets and Performance Indicators for each Vote**

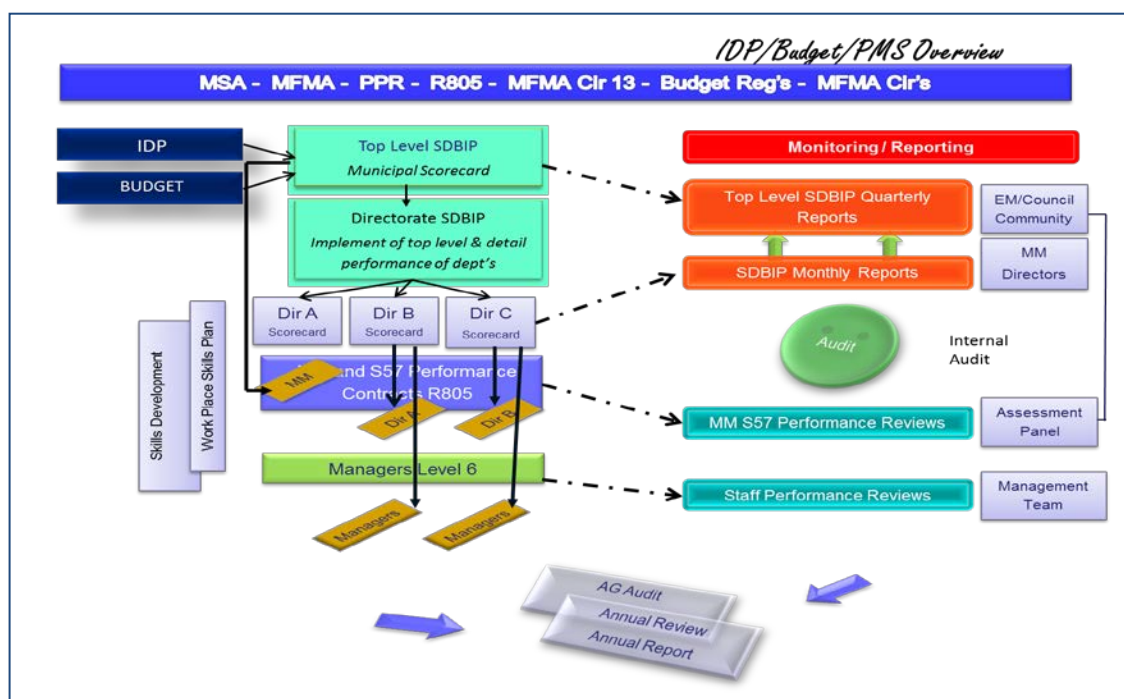
While the first two components indicate projections of budgeted amounts for revenue and expenditure, this component requires non-financial measurable key performance indicators and service delivery targets (including reduction of backlogs). The focus here is on outputs and outcomes, and not so much on inputs or internal management objectives.

- o **Detailed Capital Works Plan broken down by Ward over Three years**

Information detailing infrastructure projects per ward containing project description and anticipated capital costs over the three year period.

1.4 SDBIP Link to Strategic Issues in the IDP

The Municipality endeavours to have a seamless link between IDP, as the strategic plan, the SDBIP, which operationalise the IDP and the Budget and the performance agreements of top and middle management – as well as to all levels of staff. This is illustrated in the diagramme below:



In reviewing the strategic objectives of the 5-year IDP in relation to both the present contextual issues relating to development in SPM and the latest national and provincial strategies and plans it was found that the current strategic focus of the IDP remains sound and correct and that focus for this MTREF should be on implementation.

Sol Plaatje Municipality must, during the remainder of this IDP cycle, concentrate on an action-oriented development programme that will see the fruition of the present strategic objectives.

It should also be emphasised that the implementation of this development programme is also dependent on creating the correct preconditions for delivery; including institutional alignment, securing financial resources and creating optimal stakeholder configurations.

During the preparation of the present IDP a process was set in motion to refine the SPM's strategic development strategy with the view to develop its overall strategic objectives in such a way that it provides a better framework for sector-specific and joint work which is integrated and mutually supportive. The process of refining the strategy accepts the validity and urgency of the issues set out in the past, but it argues that Sol Plaatje Municipality should address these issues from a strong base, or common starting point. It also addresses issues around the manner in which the Municipality's strategy is "packaged" and presented – this gave rise to the decision to embark on a long-term Growth and Development Strategy for the Sol Plaatje Municipality.

This strategic agenda should give effect to the vision of the Municipality, namely



SOL PLAATJE, A DYNAMIC AND CARING MUNICIPALITY THAT PROVIDES A COMPREHENSIVE RANGE OF AFFORDABLE SERVICES TO ALL ITS RESIDENTS

In order to achieve this vision it will be important for SPM to ensure growth in the local economy in order to be sustainable. The SPM also needs to improve on the efficiency of its services, the sustainability of its finances and the effectiveness of its administration. This translates into two high level strategic objectives that also encompass all national government priorities, namely:

A better standard of living for all - which requires a growing economy depending on a municipal strategy driving urban efficiencies; and

A better quality of life for all - which requires a caring municipality concerned at providing universal access to basic municipal services at affordable levels while becoming a place where business would want to locate.

2. THE REVIEWED 5 YEAR IDP ACTION PLAN RESOURCED

2.1 Budgeting Process

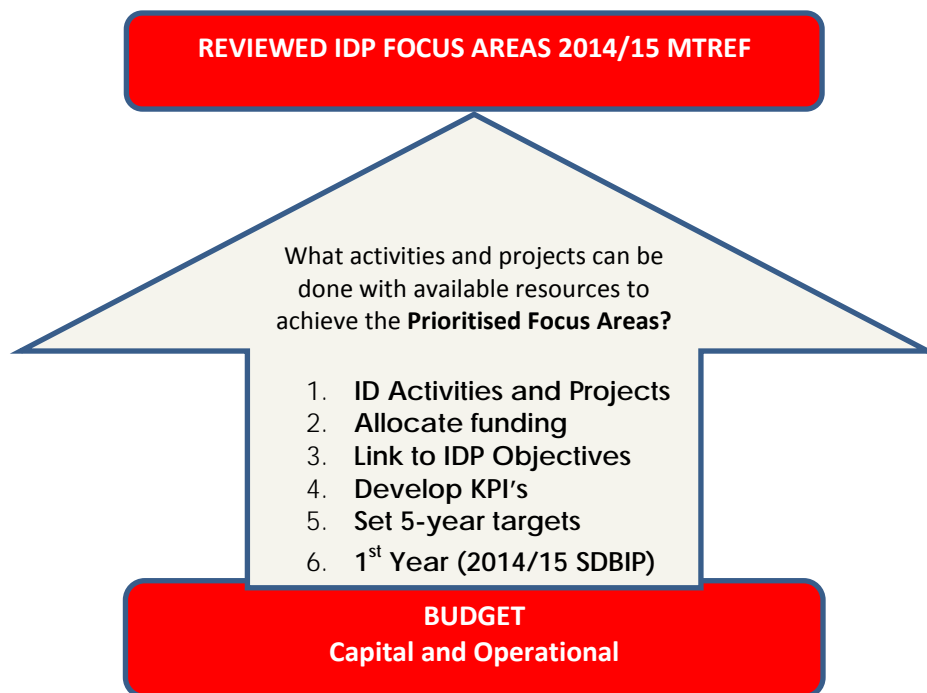
The budgeting process is preceded by the preparation of the IDP.

The budget, both capital and operational, addresses the strategic development agenda of the Municipality as per the IDP. During the present IDP review and considering the present IDP implementation progress it was found that SPM has achieved both financial and administrative stability and that emphasis should now be placed on accelerating the implementation of programmes and projects to achieve its strategic objectives outlined in Chapter 5 of the IDP 2012/13 – 2016/17.

To achieve this goal priority is given to the following key issues which inform the Municipality's resource allocation and activities for the 2015/16 MTREF – and also aligns to the National Development Plan and Back to Basics Programme:

- **An Infrastructure led growth path in the local economy to ensure sustainable development**
- **Concentrate on the Municipality's core functions, namely to improve the efficiency of its service delivery to households who need it most**
- **Ensure financial sustainability**
- **Improve the effectiveness of the Administration**

Programmes, projects and activities have been identified to address the key focus areas discussed above and have been resourced with the available financial resources from own confirmed funding and gazetted funding from National and Provincial Government. This process is diagrammatically indicated below:



2.2 The 2015/16 MTREF Funding Plan

The Tables below indicate the funding plan to fund the IDP Priorities for the 2015/16 MTREF.

2.2.1 Funding the Operational Budget

The municipality raises its revenue through the sale of municipal services being water and electricity as well as service charges for refuse removal, sanitation and other services as well as from property rates and taxes.

The municipal services are billed monthly based on consumption and approved tariffs. A consolidated bill is then sent out to the customer. The municipality is also appointed as an agent by the Department of Transport for motor vehicle registration and licensing and as such earns commission which mainly covers the direct costs of providing the service.

The municipality levies rates on land and development within its jurisdiction. Rates are payable annually by no later than 30 September each year or monthly as the municipal account falls due.

The Table below indicates the operational funding from the various sources and the expenditure by type for the 2015/16 MTREF.

**Table 1: Revenue by Source for the 2015/16 MTREF**

Description	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue By Source									
Property rates	271,038	331,348	368,225	397,946	397,946	397,946	423,808	461,721	501,361
Property rates - penalties & collection charges									
Service charges - electricity revenue	480,070	539,544	528,885	608,853	568,853	568,853	651,586	708,906	768,813
Service charges - water revenue	169,936	198,997	197,867	239,315	224,315	224,315	245,333	260,367	276,234
Service charges - sanitation revenue	52,962	58,667	63,601	67,187	67,887	67,887	72,545	76,730	81,230
Service charges - refuse revenue	37,731	41,221	44,695	46,841	46,841	46,841	50,428	53,607	56,397
Service charges - other	1		-						
Rental of facilities and equipment	12,416	14,253	17,795	17,606	17,606	17,606	19,182	20,370	21,520
Interest earned - external investments	8,565	15,240	21,413	12,000	16,000	16,000	16,000	20,000	22,000
Interest earned - outstanding debtors	30,424	32,108	56,744	45,000	65,000	65,000	50,000	49,000	47,000
Dividends received		-	-	-	-	-	-	-	-
Fines	5,424	4,652	11,554	7,635	11,635	11,635	10,419	11,037	11,637
Licences and permits	3,797	2,568	2,708	2,672	2,672	2,672	2,995	3,176	3,352
Agency services	3,603	4,860	4,339	4,900	4,900	4,900	5,800	6,298	6,844
Transfers recognised - operational	154,482	166,865	166,601	164,710	169,842	169,842	166,787	159,437	161,379
Other revenue	25,323	35,599	36,945	33,745	82,399	82,399	34,336	36,438	38,704
Gains on disposal of PPE	-	-	275	-	-		-	-	-
Total Revenue (excluding capital transfers and contributions)	1,255,771	1,445,923	1,521,649	1,648,410	1,675,896	1,675,896	1,749,221	1,867,087	1,996,471

2.2.2 Funding the Capital Budget

The Municipality's Capital Budget can only be funded from the following three sources, namely:

- o **Own revenue (Capital Replacement Reserve)**

In accordance with Sec 18 of the MFMA only revenue surpluses from the previous financial year, that are cash backed and not committed for any spending in the following year, can contribute to the capital budget (CRR). Presently it is projected that a total of R47,433 million is available for the 2015/16 financial year and the total own funds that can be allocated to the CRR over the next 3 years amounts to R106,719 million based on the cash flow projections indicated above.

- o **Conditional Grants**

Funding is availed from National Treasury and Provincial Treasury for service delivery projects with prescribed conditions attached to it, which inter alia means that the funding cannot be used for any other purpose, except for the approved projects as pertained in the business plan submitted. The following grants as per table below were gazetted.

Table 2 : Capital Funding Sources for the next 2015/16 MTREF

Funding	2015/16	2016/17	2017/18
	R'000	R'000	R'000
CRR	47 433	38 382	20 903
Municipal Infrastructure Grant (MIG)	46 626	48 393	51 097
Regional Bulk infrastructure Grant (RBIG)	5 550	-	-
Neighbourhood Development Partnership Grant (Capital Grant)	5 100	11 800	10 600
Integrated National Electrification Program(Municipal) Grant (INEP)	7 000	3 045	2 046
TOTAL	111 709	101 620	84 646

Indicated in the table below is the different national grants linked to each project.

Table 3: National Grants linked to Projects

Name of Grant	Amount Gazetted	Project/s Funded by Grant
MIG	R 25,986,744	Homevale Waste Water Treatment Plant(15ML extension)
MIG	R 1,210,932	Phutanang Cemetery
MIG	R 8,468,235	Landfill Site
MIG	R 6,459,596	Ritchie Bulk
MIG	R 1,000,000	Lerato Park Water
MIG	R 1,000,000	Lerato Park Sewer
MIG	R 1,000,000	Satellite Fire Station
MIG	R 1,500,000	High Mast Street Lighting
Sub Total	R 46,625,507	

Name of Grant	Amount Gazetted	Project Funded by Grant
NDPG	R 2,500,000	Upgrade Indian Centre Local Taxi Rank
NDPG	R 2,500,000	Landscaping of Activity Corridors/Secondary Public Transport Links
NDPG	R 100,000	NDPG Technical Assistance
Sub Total	R 5,100,000	

Name of Grant	Amount Gazetted	Project Funded by Grant
RBIG	R 5,550,000	Homevale Waste Water Treatment Plant 15ML
Sub Total	R 5,550,000	

Name of Grant	Amount Gazetted	Project Funded by Grant
INEP	R 1,500,000	Electrification: Colville
INEP	R 3,500,000	Electrification: Phomolong
	R 2,000,000	Electrification: Jacksonville
Sub Total	R 7,000,000	
Total	R 64,275,507	

The municipality was identified as one of the municipalities to participate in the Neighbourhood Development Programme. Since the inception of the programme by National Treasury, there had been ongoing challenges experienced by the municipality in accessing the Capital Grant to the full extent. During 2011/12, National Treasury evaluated the performance of NDPG and as a result embarked on a process of strategic planning to deepen value for money and long term impact.

The result of the exercise was the formulation of a new strategy now referred to as Urban Network Strategy (UNS) which is pro-poor/pro-growth investment approach.

The new strategy had since been reflected in the amendment of the 2014/15 DoRA NDPG Framework which stated that future NDPG allocations will be focuses on municipalities and projects that align with the NDPG prioritisation criteria.

Grants from CoGSTHA constitutes mainly of projects comprising housing development and services. This being the Greenpoint Stormwater Project and the Diamond Park project where the eventual funded will be in the region of R62 million. In the current financial year, R6m was earmarked for Greenpoint Stormwater and R22m for the Diamond Park Project.

Progress on both projects are satisfactory and it is envisaged that the total allocations for 2014/15 will be spent. The Diamond Park project is in its second phase. This comprise of the servicing of approximately 200 erven. 892 erven was serviced in phase 1 of the project. Housing projects to the tune of R49m was funded through CoGSTHA grants for 2014/15. The following projects were implemented:

Homevale 35	R4.6m
Phutanang 60 scheme	R4.3m
Galeshewe infills 62	R4.4m
Lindane 303	R36m

- o **Long term borrowings**

It is not anticipated at this stage that the Municipality will take up any new long term loans for the remainder of this IDP Cycle.

2.2.3 The 5 Year Key Performance Indicators and Targets

A Multi-Year Municipal Performance Plan setting the necessary annual KPI's and targets for each IDP Objective aligned to the key focus areas for the 2015/16 MTREF has been prepared considering the available resources and possible financial risks as discussed above (sections 2.1.1 and 2.2.2).

This Multi-year Municipal Performance Plan (attached as Annexure 1) is aligned to the Municipal Development Strategy as well as the other spheres of government's priorities. In this manner Sol Plaatje can ensure that when it actually implement projects and complete operational activities that it will contribute to the overall priorities set for the development of South Africa, and not only for its local area.

3. THE 2015/16 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

3.1 The 2015/16 MTREF Budget

Table below indicate the alignment of the revenue budget with the Strategic Objectives of the IDP for the 2015/16 MTREF period.

Table 4 : Revenue Budget aligned to IDP Strategic Objectives for the 2015/16 MTREF

Strategic Objective R thousand	Goal	Revenue		
		Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
KPA 1: Local Economic Development	<p>To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks</p> <p>To initiate, lead and sustain an investment environment for job creation in the SPM Area</p> <p>To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth</p>	8,325	8,855	9,374
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	<p>To ensure adequate provision of new bulk infrastructure to unlock and sustain development and growth</p> <p>To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets</p> <p>To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management and roads and storm water as well as community services to all residents of SPM</p> <p>To ensure sustainable delivery of community services (personal health, environmental health, libraries, parks and recreation, emergency and traffic services) to all residents of SPM</p>	1,081,660	1,160,128	1,242,855
KPA 3 Municipal Financial Viability and Management	Ensure sound financial management and financial sustainability of SPM	492,312	533,864	577,843
KPA 4: Municipal Institutional Development and Transformation	<p>To provide an overarching framework for sustainable municipal performance improvement</p> <p>To provide a framework for Municipal Transformation and Institutional Development</p>	5,960	6,318	6,665
KPA 5: Good Governance and Public Participation	<p>To ensure an Unqualified Audit Report</p> <p>To enhance the public profile, reputation and positioning of the SPM</p>	225,238	221,161	223,478
Total		1,813	1,930	2,060

The municipality's expenditure for the 2015/16 budget and MTREF is informed by the following:

- Modelling of feasible and sustainable budgets over the medium term,
- Cognisance of international, national and local economic- and fiscal conditions,
- Expenditure limits set by realistic and realisable revenue levels,



- The asset repairs and maintenance goals,
- Relevant (budget and other) legislative imperatives, and
- Operational gains and efficiencies directed to fund areas of strategic priority and known commitments.

The Tables below indicate the Municipality's monthly financial targets for the 2015/16 financial year.



Table 5 : Monthly Revenue Targets per Source for the 2015/16 Financial Year

Description	Budget Year 2015/16												MTREF			
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +2 2016/17	Budget Year +2 2017/18
Revenue By Source																
Property rates	190,393	21,022	20,909	21,706	21,317	21,317	21,356	21,362	21,271	21,271	21,271	20,613	423,808	461,721	501,361	
Property rates - penalties & collection charges												-	-	-	-	
Service charges - electricity revenue	66,795	65,086	44,926	48,061	48,002	47,436	52,166	51,600	47,349	56,325	57,379	66,462	651,586	708,906	768,813	
Service charges - water revenue	15,002	17,099	16,957	20,484	20,570	24,653	24,837	23,935	20,000	20,000	20,000	21,797	245,333	260,367	276,234	
Service charges - sanitation revenue	5,996	6,705	5,981	5,976	5,958	6,019	5,960	5,993	6,085	6,085	6,085	5,702	72,545	76,730	81,230	
Service charges - refuse revenue	4,213	4,291	4,185	4,184	4,189	4,218	4,163	4,214	4,206	4,206	4,206	4,152	50,428	53,607	56,397	
Service charges - other												-	-	-	-	
Rental of facilities and equipment	1,300	1,279	1,404	1,485	1,360	1,478	2,018	1,227	1,475	1,475	1,475	3,207	19,182	20,370	21,520	
Interest earned - external investments		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	4,000	16,000	20,000	22,000	
Interest earned - outstanding debtors	3,676	3,870	5,296	5,367	3,673	4,879	4,145	4,381	3,558	3,558	3,558	4,038	50,000	49,000	47,000	
Dividends received												-	-	-	-	
Fines	868	868	868	868	868	868	868	868	868	868	868	868	10,419	11,037	11,637	
Licences and permits	207	257	255	250	161	143	350	311	282	282	282	214	2,995	3,176	3,352	
Agency services	483	483	483	483	483	483	483	483	483	483	483	483	5,800	6,298	6,844	
Transfers recognised - operational	56,881	-	-	-	51,146	-	-	4,814	41,556	-	-	12,390	166,787	159,437	161,379	
Other revenue	3,027	2,785	3,027	3,027	3,027	3,027	3,027	3,027	3,027	3,027	3,027	1,281	34,336	36,438	38,704	
Gains on disposal of PPE												-	-	-	-	
Total Revenue (excluding capital transfers and contributions)	348,840	124,946	105,491	113,092	161,956	115,722	120,573	123,415	151,362	118,782	119,835	145,207	1,749,221	1,867,087	1,996,471	



Table 6 : Monthly Expenditure Targets per Vote for 2015/16

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Expenditure By Type															
Employee related costs	42,157	43,421	40,964	42,816	45,187	53,499	42,751	45,450	44,399	44,399	44,399	107,811	597,254	635,056	672,424
Remuneration of councillors	1,646	1,646	1,646	1,625	1,661	1,650	1,650	1,645	1,646	1,646	1,646	3,256	21,365	22,647	24,006
Debt impairment	161,000												161,000	174,300	187,126
Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	53,600	53,600	60,019	64,678
Finance charges						14,895						14,895	29,790	28,514	26,779
Bulk purchases	48,000	52,205	54,074	33,678	34,570	34,357	35,022	36,796	32,646	32,683	25,004	41,964	461,000	505,780	554,932
Other materials	3,561	7,415	6,976	7,236	5,128	9,648	3,627	7,703	8,890	7,108	7,108	7,104	81,503	88,481	94,963
Contracted services													-	-	-
Transfers and grants	6,967	4,637	4,167	4,167	4,167	4,167	4,167	4,167	5,567	4,167	4,167	4,543	55,050	58,300	61,495
Other expenditure	22,045	23,428	23,969	23,458	21,953	22,689	21,326	21,320	21,698	23,000	24,000	28,895	277,780	285,785	301,826
Loss on disposal of PPE													-	-	-
Total Expenditure	285,376	132,752	131,796	112,981	112,666	140,905	108,543	117,080	114,846	113,004	106,325	262,068	1,738,342	1,858,882	1,988,228
Surplus/(Deficit)	63,464	(7,807)	(26,305)	111	49,290	(25,182)	12,030	6,334	36,516	5,778	13,510	(116,861)	10,878	8,205	8,243
Transfers recognised - capital												64,276	64,276	63,238	63,743
Surplus/(Deficit) after capital transfers & contributions	63,464	(7,807)	(26,305)	111	49,290	(25,182)	12,030	6,334	36,516	5,778	13,510	(52,586)	75,154	71,443	71,986
Surplus/(Deficit)	63,464	(7,807)	(26,305)	111	49,290	(25,182)	12,030	6,334	36,516	5,778	13,510	(52,586)	75,154	71,443	71,986

Table 7 below indicate the capital contribution to the IDP Objectives for the 2015/16 Financial Year.

Table 7 : Capital Contribution to the IDP Objectives

IDP Objectives	No of Projects	2015/16	% Contribution
1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks	3	R 9,100,000	8%
2.1 To ensure adequate provision of new bulk infrastructure to unlock and sustain development and growth	1	R 43,052,648	39%
2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	11	R 36,959,596	33%
2.4 To ensure sustainable delivery of community services (personal health, environmental health, libraries, parks and recreation, emergency and traffic services) to all residents of SPM	3	R 15,096,357	14%
3.1 Ensure sound financial management and financial sustainability of SPM	2	R 4,500,000	4%
4.1 To provide an overarching framework for sustainable municipal performance improvement	1	R 3,000,000	2%
TOTAL		R 111,708,601	100%

Table 8 : Monthly Capital Expenditure per Municipal Vote: 2015/16

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework			
	R thousand	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Budget Year 2015/16	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Multi-year expenditure to be appropriated</u>																
Vote 8 - INFRASTRUCTURE AND SERVICES	1,500	1,876	2,100	2,546	2,897	3,102	3,546	3,789	3,897	4,100	5,102	10,598	45,053	27,812	3,876	
Capital multi-year expenditure sub-total	1,500	1,876	2,100	2,546	2,897	3,102	3,546	3,789	3,897	4,100	5,102	10,598	45,053	27,812	3,876	
<u>Single-year expenditure to be appropriated</u>																
Vote 1 – EXECUTIVE AND COUNCIL											3,000	–	3,000	3,000	3,000	
Vote 5 – COMMUNITY SERVICES	879	891	949	978	989	1,000	1,200	1,234	1,532	1,648	1,895	1,901	15,096	9,136	966	
Vote 6 - FINANCIAL SERVICES	150	167	198	210	234	256	289	301	356	450	599	1,290	4,500	1,500	2,000	
Vote 7 - STRATEGY ECON DEVELOPMENT AND PLANNING	250	296	301	346	387	415	456	523	645	1,500	1,750	2,231	9,100	13,800	12,600	
Vote 8 - INFRASTRUCTURE AND SERVICES	324	919	1,221	1,481	2,446	2,902	3,102	4,796	6,844	7,282	2,036	1,607	34,960	46,372	62,204	
Capital single-year expenditure sub-total	1,603	2,273	2,669	3,015	4,056	4,573	5,047	6,854	9,377	10,880	9,280	7,029	66,656	73,808	80,770	
Total Capital Expenditure	3,103	4,149	4,769	5,561	6,953	7,675	8,593	10,643	13,274	14,980	14,382	17,627	111,709	101,620	84,646	

**Table 9 : Capital Project Schedule for 2015/16 per Ward**

Projects	Ward	Funding Source	2015/16	
			Internal	Grant
EXECUTIVE AND COUNCIL				
Loose Equipment	All	CRR	3 000 000	
STRATEGY, ECONOMIC DEVELOPMENT AND PLANNING				
Township Establishment studies	All	CRR	2 000 000	
Reselling of erven services	All	CRR	2 000 000	
Neighbourhood Development Partnership Grant	All	NDPG		5 100 000
INFRASTRUCTURE AND SERVICES				
Diamond Park Phase 2	25	INEP		7 000 000
High-mast Street Lights	All	MIG		1 500 000
Replacement of Pre-paid meters	All	CRR	3 000 000	
INEP Eskom Grant	All	EDMS		
Fleet Replacement Programme	All	CRR	4 000 000	
Zone Metering and Pressure Management	All	CRR	3 000 000	
Replacement of water meters	All	CRR	4 000 000	
Riverton water (High Lift Pumps)	All	CRR/MIG	1 000 000	
Ritchie Augmentation of Bulk and Connector Water	26,27	MIG		6 459 596
Homevale WWTW Upgrade (15 ML)	All	CRR/MIG	11 515 904	25 986 744
Homevale WWTW Upgrade (15 ML)	All	RBIG		5 550 000
Lerato Park: Bulk Water Mains	All	MIG		1 000 000
Lerato Park: Bulk Sewer Mains	All	MIG		1 000 000
Upgrade Carters Glen Sewer Pump	All	CRR	5 000 000	
FINANCIAL SERVICES				
IT Replacement programme: Hardware and software	All	CRR	4 500 000	
COMMUNITY AND SOCIAL DEVELOPMENT SERVICES				
Sol Plaatje Cemetery	All	MIG/CRR	1 210 932	
Landfill Site - Upgrade	All	MIG/CRR	4 417 190	8 468 235
Ritchie Satellite Fire Station	26,27	MIG		1 000 000
TOTAL			47 433 094	64 275 507
GRAND TOTAL				R 111 708 601



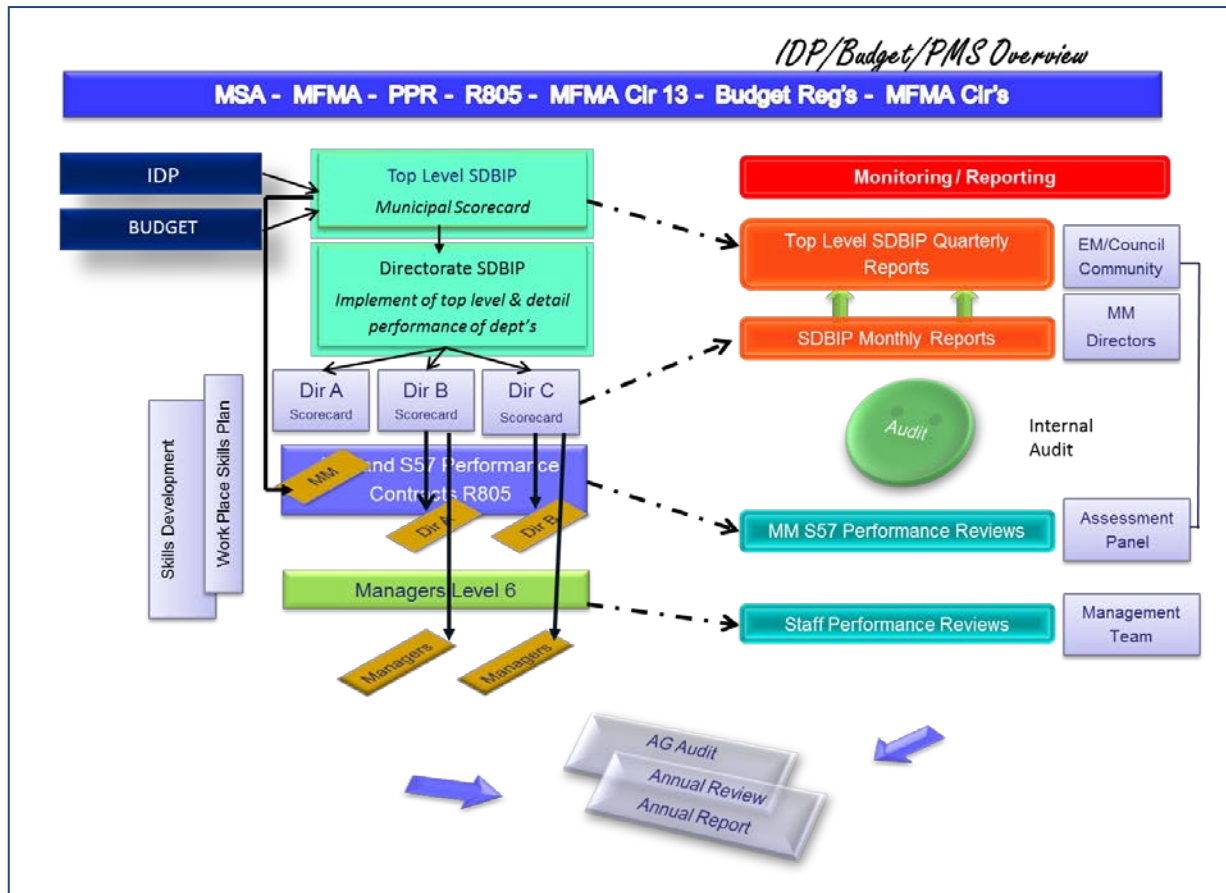
3.2 CONSOLIDATED SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

The Service Delivery Targets and Performance Indicators per National and Municipal Key Performance Areas (KPA's) are discussed below.

3.2.1 Macro Structure

The Key Performance Indicators identified for the 2015/16 Financial Year are per Municipal Vote (Directorate). It assigns the responsibility of each Directorate for its specific KPI and target - see diagramme below and Annexure 1 (Multi-year Targets) and Annexure 2 (Quarterly Targets). These KPI's and Targets again inform the Performance Contract for the Municipal Manager and Managers accountable to the Municipal Manager as well as middle managers up to job level 6 (See Diagramme below).





3.2.2 Multi-year Performance Plan (Annexure 1)

The Multi-year Municipal Performance Plan (Annexure 1) represents the key indicators at an organisational level for the remainder of this IDP Cycle. The indicators are also aligned with the national and provincial performance indicators and the overall strategic agenda of the municipality as well as LGTAS Focus Areas to ensure alignment with the IDP and Budget. It also informs the SDBIP for 2015/16.

3.2.3 Quarterly Service Delivery targets and Performance Indicators per Vote 2015/16 SDBIP (Annexure 2)

Annexure 2 indicates the KPI's and Targets for the 2015/16 financial year – the first year of the multi-year performance plan.

OFFICE OF THE MUNICIPAL MANAGER

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
KPA 4: Municipal Institutional Development and Transformation	4.1 To provide an overarching framework for sustainable municipal performance improvement	IDP Office	Review Integrated Performance Management Policy annually by 31 May 2016	Reviewed policy. Minutes of council meeting where approved	Submission of documentary proof (progress reports, minutes of meetings and audit reports etc) of work done in reviewing the PMS policy	11	-	1	1	1
		IDP Office	Prepare the final IDP for adoption to Council by 31 May 2016	IDP Adopted by Council	Adopted IDP Document	1	1	1	1	1
		IDP Office	Final SDBIP completed and submitted to the Executive Mayor by 30 June 2016	Approved SDBIP by Executive Mayor	Approved SDBIP document	1	1	1	1	1
		IDP Office	Conduct bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2015	Number of assessments conducted	Assessment reports	2	2	2	2	2
		IDP Office	Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2015/16	No of Reports submitted	Actual report submitted and signed off by EM	4	4	4	4	4
KPA 5: Good Governance and Public Participation	5.1 To ensure an improved audit opinion in line with the LGTAS	Internal Audit	Internal Audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the Audit Committee during the year	Number of internal audit reports compiled	Internal audit reports	New	10	10	10	10

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
DIRECTORATE INFRASTRUCTURE AND SERVICES										

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
KPA 2: Basic and Sustainable	2.1 To ensure adequate provision of new bulk infrastructure to unlock and sustain development and growth	Water and Sanitation	Replace 2 old high lift pumps at Riverton Water Purification Works with new ones by Dec 2015	Number of pumps	Project progress reports, minutes of site meetings, physical site visits	2	0	2	-	-
		Water and Sanitation	Completion of the bulk sewage project at Homevale will ensure an additional 15 Ml/day treatment capacity by December 2015	% completion of the project	Project progress reports, minutes of site meetings, physical site visits	1	64%	100%	-	-
	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Electricity	Save 10MW of electricity during peak times by switching of 2 kW geysers of 25,000 households as requested by Eskom	Units of electricity saved	Calculations by City Electricity Engineer	3	36MW	10 MW	10MW	10MW
		Electricity	Decrease electricity losses to 15% by 30 June 2017	% electricity losses	Reports on electricity losses as per the actual records system	3	16.47%	15.5%	15%	14%
	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Electricity	786 additional households connected to the electricity network by 30 June 2017	No of houses connected to electricity network	Project reports and actual measurement on the ground	3	492	446	786	-

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
Service Delivery and Infrastructure Development	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Water and Sanitation	Decrease non-revenue water losses to 33% by 30 June 2017	% water losses	Reports on water losses as per the actual records system	2	44%	37%	33%	30%
			Achieve 100% Bluedrop Status by 30 June 2017	Annual % status achieved	DWA assessment report	2	84%	92%	100%	100%
			Achieve 100% Greendrop Status by 30 June 2017	Annual % status achieved	DWA assessment report		76%	90%	100%	100%
	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Water and Sanitation	2492 Additional Households connected to sewer network by 30 June 2018	No of houses connected to sewer network	Project reports and actual measurement on the ground	2	1854	533	1000	2492
			2492 Additional Households connected to water network by 30 June 2018	No of houses connected to water network		2	1067	533	1000	2492
	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Roads and Storm water	Paving of 8,5 km residential roads by 30 June 2017	Km of roads paved	Project reports and actual measurement on the ground	5	17 km	2.5 km	8.5 km	0
	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Housing	1375 Additional Households to be provided with a subsidised house by 30 June 2018	No of houses constructed	Actual completed structures	5	516	409	1 000	1 375

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
DIRECTORATE FINANCIAL SERVICES										

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
KPA 1. Local Economic Development	1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks	Supply Chain Management	To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award	Average time in weeks to awards tenders	Register indicating the steps for assessing and awarding of tenders and dates when each step was signed off - from submission of the tender to final awarding of tender	1	12.08	12	12	12
		Supply Chain Management	To improve the SCM turnaround time to 6 weeks for once of contracts from closing date to date of award	Average time in weeks to awards tenders		1	9.87	6	6	6
	1.3 To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth	Supply Chain Management	Ensure that at least 60% of the Municipality's own procurement for goods and services are sourced from enterprises with a minimum of level 3 BBBEE contributor	% of the Municipality's own procurement for goods and services	Records/reports of goods and services procured	8	67%	60%	60%	60%
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Finance	12,000 Indigent households to receive free basic services (water, electricity and waste removal according to national guidelines) by 30 June 2018	No of indigent households receiving free basic services	Verified indigent register and financial reports	2	5 142	12 000	12 000	12 000

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
KPA 3: Municipal Financial Viability and Management	3.1 Ensure sound financial management and financial sustainability of SPM	Finance	Improve revenue enhancement by ensuring a collection rate of 90,5% after debt write off by 30 June 2017	% collection rate	Financial and Audit reports	6	79%	89.4%	90.5%	90.5%
		Finance	To spend at least 95% of the Capital Budget (including VAT) on capital projects identified ito the IDP by 30 June 2017	% capex of capital budget	Financial and Audit reports	6	83%	90%	95%	95%
		All	To spend at least 95% of the Operational Budget annually (30 June)	% opex of operational budget	Financial and Audit reports	6	90%	95%	95%	95%
		Finance	Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2017	Debt coverage (Total operating revenue-operating grants received)/debt service payments due within the year)	Financial and Audit reports	6	1.83:1	2:1	2:1	2:1
		Finance	Reducing the ratio of outstanding service debtors to revenue to 20% by 30 June 2017	Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	Financial and Audit reports	6	52%	25%	20%	20%
		Finance	Increase the cost coverage ratio to 3:1 annually or maintain the current status by 30 June 2017	Cost coverage (Available cash + investments/ monthly fixed operating expenditure)	Financial and Audit reports	6	2 2:1	02:01	3:1	3:1
		Finance	Prepare a SCOA compliant budget by 30 June 2016	level of compliance	Budget and financial statements	6	New	100%	100%	100%
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	All	To spend at least 10% of the operational budget on O & M by 30 June 2017	% spend on O&M	Financial and Audit reports	6	5%	8%	10%	10%
KPA 3: Municipal Financial Viability and Management	3.1 Ensure sound financial management and financial sustainability of SPM	All	Decrease employee related costs to 30% of the Operational Budget by 30 June 2017	Employee related cost as a % of Ops Budget	Financial and Audit reports	6	32%	32%	30%	30%

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
KPA 5: Good Governance and Public Participation	5.1 To ensure an improved audit opinion in line with the LGTAS	SCM	To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders/quotes submitted by 30 June 2017	% successful appeals	Actual appeals lodged	8	0	5%	5%	5%
	5.1 To ensure an improved audit opinion in line with the LGTAS	All	Achieve an unqualified audit opinion from the 2014/15 financial statements onwards	Annual AGSA opinion	AGSA Annual Audit Report	12	Qualified	Un-qualified	Clean	Clean
	5.3 To ensure that the municipality provides basic services to the community in a cost effective manner	Finance	Adoption of the back to basics to inform service delivery strategy of the municipality by 30 June 2017	Back to Basics strategy adopted	Back to Basics strategy adopted	12	New	1	1	1
	5.4 To ensure that customers have a platform to express their level of satisfaction with the services of the municipality as well as their experiences whilst interacting with the staff	Finance	Conduct at least 5 community surveys on on service delivery related experiences	Number of community surveys conducted	Surveys	12	New	5	5	5

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
DIRECTORATE CORPORATE SERVICES										

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
KPA 5: Good Governance and Public Participation	5.2 To enhance the Public Profile, Reputation and Positioning of SPM	Webmaster	Ensure an updated and interactive web site linked to other spheres of Government on a continuous basis	% compliant to relevant legislation	Actual updated information on web	11	New	100%	100%	100%
		Webmaster	Establish effective communication channels and feedback mechanisms through the provision of a well managed municipal website as well as monthly municipal news letters	Municipal website and number of news letters published	Municipal website and number of newsletters published	11	New	12	12	12
KPA 4: Municipal Institutional Development and Transformation	4.1 To provide an overarching framework for sustainable municipal performance improvement	Human Resources	Complete individual performance management to all levels of staff by 30 June 2017	% progress in establishing PMS to all levels of staff	Assessment reports	11	15%	75%	100%	100%
		Human Resources	Conduct bi-annual performance assessments of middle management (up to level 6) by 30 June	Number of assessments conducted	Assessment reports	11	2	2	2	2
KPA 4: Municipal Institutional Development and Transformation	4.2 To provide a framework for Municipal Transformation and Institutional Development	Equity Unit	All levels of personnel on the organogram of the SPM should be 100% representative according to the Employment Equity Plan of the Municipality as well as the most recent Provincial EAP Profiles by 30 June 2017	% progress	Equity register	12	87%	80%	100%	100%
		Human Resources	Compile an approved Human Resource Management Plan with specific reference to staffing (attraction/retention), HRA, HRM and HRD by 30 June 2017	% progress in preparing HRM Plan	Submission of documentary proof (progress reports, minutes of meetings, actual plan etc) of work done in preparing an HRM Plan	12	60%	100%	100%	100%
		Risk Management Unit	Compile and approve a "top 10" risk register by 30 June 2016	Approved risk register	Approved risk register	12	New	1	1	1
		Risk Management Unit	Facilitate the implementation of an Enterprise Risk Management Framework annually	Number of risk assessments conducted	Updated Risk Register and Minutes of Audit Committee	NA	New	4	4	4
			Submission of an Annual Report on risk management maturity level of SPM to NT by 30 June each year	Maturity Report submitted	Maturity Report and Minutes Audit Committee	NA	New	1		

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18

DIRECTORATE STRATEGY, ECONOMIC DEVELOPMENT AND PLANNING

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
KPA 1 Local Economic Development	1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks	Building Services	Ensuring the turnaround time for building plan approval to 8 weeks by 30 June 2017 for buildings or architectural buildings greater than 500m ² in accordance with NBRBSA - 103/1977	Average time in weeks to approve building plans	Register indicating the steps for approval and dates when each step was signed off - from submission of plan to final approval	1	18 weeks	10 weeks	8weeks	8weeks
		Building Services	Ensuring the turnaround time for building plan approval to 4 weeks by 30 June 2017 for buildings or architectural buildings less than 500m ² in accordance with NBRBSA - 103/1977	Average time in weeks to approve building plans	Register indicating the steps for approval and dates when each step was signed off - from submission of plan to final approval	1	12 weeks	6 weeks	4 weeks	4 weeks
		LED	Through the adoption of Mzantsi Golden Economy strategy, promote tourism into the city using arts, culture and heritage as a strategy	Number of arts and culture related activities	Agenda's, attendance registers of tourism activities held	New	New	3	3	3
		LED	Support SMME's through incubation and mentoring of at least 10 businesses annually	Number of businesses incubated and mentored	Reports of businesses incubated and mentored	New	New	10	10	10
		Urban Planning	Through monthly inspection of residential business ensure that small businesses are licensed	Number of inspection reports	Inspection reports	New	New	12	12	12
		LED	Host an SMME Business week annually	Hosted SMME business week. Programme, agenda, attendance registers	Agenda and attendance registers of business week hosted	New	New	1	1	1
		Urban Planning	Improving the turnaround time for development applications (rezoning) from receipt of all sectional comments, submission to Development and Planning Committee and Council to 10 weeks by 30 June 2016	Average time in weeks to approve applications	Register indicating the steps for approval and dates when each step was signed off - from submission of application to final approval	1	16 weeks	10 weeks	10 weeks	10 weeks
	1.2 To initiate, lead and sustain an investment environment for job creation in the SPM Area	LED	Create 1025 FTE jobs through initiatives of the SPM (including LED, EPWP, Capital Projects, Maintenance activities etc) by 30 June 2017	No of FTE jobs created	Register of jobs created through EPWP, Capital projects, maintenance activities etc	1	FTE	300	1 025	1 025

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
	1.3 To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth	Properties	To perform at least two feasibility studies to identify suitable land for human settlements in order to ensure security of land tenure for people	Number of feasibility studies performed	Feasibility studies performed	1	New	2	2	2
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Urban Planning	3527 Additional new erven planned and surveyed and ready for installation of municipal services in existing informal settlements by 30 June 2017	Erven planned, surveyed on approved SG diagramme	Layout Plans completed and approved General Plans	2	10	2 000	3 527	3 527

DIRECTORATE COMMUNITY AND SOCIAL DEVELOPMENT SERVICES

								Annual Targets		
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Risk Register Ref	Baseline	2015/16	2016/17	2017/18
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	2.4 To ensure sustainable delivery of community services (personal health, environmental health, libraries, parks and recreation, emergency and traffic services) to all residents of SPM	Waste Management	Provide weekly refuse collection to 52,000 households in Sol Plaatje by 30 June 2016	No of houses receiving a weekly solid waste removal service	Project reports and actual measurement on the ground	2	48 000	52 000	52 000	52 000

CONSOLIDATED QUARTERLY FINANCIAL AND SERVICE DELIVERY TARGETS FOR SOL PLAATJE MUNICIPALITY FOR 2015/16 PER WARD

ANNEXURE 2

OFFICE OF THE MUNICIPAL MANAGER								Quarterly targets			
KPA	IDP Objective	Sub-Directorate	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016
KPA 4: Municipal Institutional Development and Transformation	4.1 To provide an overarching framework for sustainable municipal performance improvement	IDP Office	Review Integrated Performance Management Policy annually by 31 May 2016	Reviewed policy. Minutes of council meeting where approved	Council adopted PMS policy document	-	1	0	0	0	1
		IDP Office	Prepare the final IDP for adoption to Council by 31 May 2016	IDP adopted by Council	Adopted IDP document	1	1	1			
		IDP Office	Final SDBIP compiled and submitted to the Executive Mayor by 30 June 2016	Approved SDBIP by Executive Mayor	Approved SDBIP document	1	1	1			
		IDP Office	Conduct bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2016	Number of assessments conducted	Assessment reports	2	2	0	1	1	2
		IDP Office	Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2015/16	No of Reports submitted	Actual report submitted and signed off by EM	4	4	1	2	3	4
KPA 5: Good Governance and Public Participation	5.1 To ensure an improved audit opinion in line with the LGTAS	Internal audit	Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue least 10 internal audit reports to the audit committee during the year	Number of internal audit reports compiled	Internal audit reports	New	10	1	4	6	10

DIRECTORATE INFRASTRUCTURE AND SERVICES								Quarterly targets			
KPA	IDP Objective	Sub-Directorate	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016
	2.1 To ensure adequate provision of new bulk infrastructure to unlock and sustain development and growth	Water and Sanitation	Replace 2 old high lift pumps at Riverton Water Purification Works with new ones by Dec 2015	Number of pumps	Project progress reports, minutes of site meetings, physical site visits	0	2	-	2	0	0
		Water and Sanitation	Completion of the bulk sewage project at Homevale will ensure an additional 15 Ml/day treatment capacity by December 2015	% completion of the project	Project progress reports, minutes of site meetings, physical site visits	64%	100%	20%	100%	-	-
	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Electricity	Save 10MW of electricity during peak times by switching of 2 kW geysers of 25,000 households as requested by Eskom by 30 June 2016	Units of electricity saved	Calculations by City Electricity Engineer	36 MW	10MW	10MW	10MW	10MW	10MW
		Electricity	Decrease electricity losses to 15.5% by 30 June 2016	% electricity losses	Reports on electricity losses as per the actual records system	16.47%	15.5%	16%	15.8%	15.6%	15.5%

OFFICE OF THE MUNICIPAL MANAGER								Quarterly targets			
KPA	IDP Objective	Sub-Directorate	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31 Mar 2016	Quarter 4 30 Jun 2016
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Electricity	446 additional households connected to the electricity network by 30 June 2016	No of houses connected to electricity network	Project reports and actual measurement on the ground	492	446	0	0	200	446
	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Water and Sanitation	Decrease non-revenue water losses to 37% by 30 June 2016	% water losses	Reports on water losses as per the actual records system	44%	37%	37%			
		Water and Sanitation	Achieve 92% Bluedrop Status by 30 June 2016	Annual % status achieved	DWA assessment report	84%	92%	92%			
		Water and Sanitation	Achieve 90% Greendrop Status by 30 June 2016	Annual % status achieved	DWA assessment report	76%	90%	90%			
	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Water and Sanitation	533 Additional Households connected to sewer network by 30 June 2016	No of houses connected to sewer network	Project reports and actual measurement on the ground	1 854	533	0	0	266	533
			533 Additional Households connected to water network by 30 June 2016	No of houses connected to water network		1 067	533	0	0	266	533
	2.2 To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Roads and Storm water	Paving of 2,5 km residential roads by 30 June 2016	Km of roads paved	Project reports and actual measurement on the ground	17 Km	2.5 km	0	0	1.2 km	2.5 km
2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Housing	409 Additional Households to be provided with a subsidised house by 30 June 2016	No of houses constructed	Actual completed structures	516	409	0	0	204	409	

OFFICE OF THE MUNICIPAL MANAGER								Quarterly targets			
KPA	IDP Objective	Sub-Directorate	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016

DIRECTORATE FINANCIAL SERVICES								Quarterly targets			
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016
KPA 1: Local Economic Development	1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks	Supply Chain Management	To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award	Average time in weeks to awards tenders	Register indicating the steps for assessing and awarding of tenders and dates when each step was signed off - from submission of the tender to final awarding of tender	12.08	12	12	12	12	12
		Supply Chain Management	To improve the SCM turnaround time to 6 weeks for once of contracts from closing date to date of award	Average time in weeks to awards tenders		9.87	6	6	6	6	6
	1.3 To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth	Supply Chain Management	Ensure that at least 60% of the Municipality's own procurement for goods and services are sourced from enterprises with a minimum of level 3 BBBEE contributor	% of the Municipality's own procurement for goods and services	Records/reports of goods and services procured	67%	60%	60%	60%	60%	60%
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Finance	12 000 Indigent households to receive free basic services (water, electricity and waste removal according to national guidelines) by 30 June 2016	No of indigent households receiving free basic services	Verified indigent register and financial reports	5,142	12 000	7 000	8 000	10 000	12 000
KPA 3: Municipal Financial Viability and Management	3.1 Ensure sound financial management and financial sustainability of SPM	Finance	Improve revenue enhancement by ensuring a collection rate of 89,4% after debt write off by 30 June 2016	% collection rate	Financial and Audit reports	79%	89.4%	89.4%	89.4%	89.4%	89.4%
		Finance	To spend at least 90% of the Capital Budget (including VAT) on capital projects identified to the IDP by 30 June 2016	% capex of capital budget	Financial and Audit reports	83%	90%	15%	30%	60%	90%
		Finance	To spend at least 95% of the Operational Budget annually (30 June)	% opex of operational budget	Financial and Audit reports	90%	95%	25%	50%	75%	95%
		Finance	Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2016	Debt coverage (Total operating revenue-operating grants received)/debt service payments due within the year)	Financial and Audit reports	1.83:1	2:1	2:1	2:1	2:1	2:1
		Finance	Reducing the ratio of outstanding service debtors to revenue to 25% by 30 June 2016	Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	Financial and Audit reports	31%	25%	25%	25%	25%	25%
		Finance	Increase the cost coverage ratio to 2:1 annually or maintain the current status by 30 June 2016	Cost coverage (Available cash + investments/ monthly fixed operating expenditure)	Financial and Audit reports	2.2:1	02:01	02:01	02:01	02:01	02:01
		Finance	Prepare a SCOA compliant budget by 30 June 2016	level of compliance	Budget and financial statements	New	100%	100%	100%	100%	100%

OFFICE OF THE MUNICIPAL MANAGER								Quarterly targets			
KPA	IDP Objective	Sub-Directorate	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016
	5.2 To enhance the Public Profile, Reputation and Positioning of SPM	Webmaster	Establish effective communication channels and feedback mechanisms through the provision of a well managed municipal website as well as monthly municipal news letters	Municipal website and number of newsletters published	Municipal website and number of newsletters published	New	12	3	6	9	12
KPA 4: Municipal Institutional Development and Transformation	4.2 To provide a framework for Municipal Transformation and Institutional Development	Equity Unit	All levels or personnel on the organogram of the SPM should be 80% representative according to the Employment Equity Plan of the Municipality as well as the most recent Provincial EAP Profiles by 30 June 2016	% progress	Equity register	87%	80%	80%	80%	80%	80%
		Human Resources	Compile an approved Human Resource Management Plan with specific reference to staffing (attraction/retention), HRA, HRM and HRD by 30 June 2016	% progress in preparing HRM Plan	Submission of documentary proof (progress reports, minutes of meetings, actual plan etc) of work done in preparing an HRM Plan	60%	100%	70%	80%	90%	100%
		Risk Management Unit	Compile and approve a "top 10" risk register by 30 June 2016	Approved risk register	Approved risk register	New	1	1			
	4.2 To provide a framework for Municipal Transformation and Institutional Development	Risk Management Unit	Facilitate the implementation of an Enterprise Risk Management Framework annually	Number of risk assessments conducted	Updated Risk Register and Minutes of Audit Committee	New	4	1	2	3	4
			Submission of an Annual Report on risk management maturity level of SPM to NT by 30 June annually	Maturity Report submitted	Maturity Report and Minutes Audit Committee	New	1	1			
	4.1 To provide an overarching framework for sustainable municipal performance improvement	Human Resources	Complete individual performance management to all levels of staff by 30 June 2016	% progress in establishing PMS to all levels of staff	Assessment reports	15%	75%	25%	25%	70%	75%
Conduct bi-annual performance assessments of middle management (up to level 6) by 30 June			Number of assessments conducted	Assessment reports	2	2	0	1	0	2	

DIRECTORATE STRATEGY, ECONOMIC DEVELOPMENT AND PLANNING								Quarterly targets			
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016
		Building Services	Ensuring the turnaround time for building plan approval to 8 weeks by 30 June 2016 for buildings or architectural buildings greater than 500 m ² in accordance with NBRBSA - 103/1977	Average time in weeks to approve building plans	Register indicating the steps for approval and dates when each step was signed off - from submission of plan to final approval	18 weeks	10 weeks	10 weeks	10 weeks	10 weeks	10 weeks

OFFICE OF THE MUNICIPAL MANAGER								Quarterly targets			
KPA	IDP Objective	Sub-Directorate	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016
KPA 1 Local Economic Development	1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks	Building Services	Ensuring the turnaround time for building plan approval to 4 weeks by 30 June 2016 for buildings or architectural buildings less than 500m ² in accordance with NBRBSA - 103/1977	Average time in weeks to approve building plans	Register indicating the steps for approval and dates when each step was signed off - from submission of plan to final approval	12 weeks	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks
		Building Services	Improving the turnaround time for development applications (rezoning) from receipt of all sectional comments, submission to Development and Planning Committee and Council to 10 weeks by 30 June 2016	Average time in weeks to approve applications	Register indicating the steps for approval and dates when each step was signed off - from submission of application to final approval	16 weeks	10 weeks	10 weeks	10 weeks	10 weeks	10 weeks
	1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks	LED	Through the adoption of Mzantsi Golden Economy strategy, promote tourism into the city using arts, culture and heritage as a strategy	Number of arts and culture related activities	Agenda's, attendance registers of tourism activities held	New	3	3	1	2	3
		LED	Support SMME's through incubation and mentoring of at least 10 businesses annually	Number of businesses incubated and mentored	Reports of businesses incubated and mentored	New	10	10	2	4	10
		Urban Planning	Through monthly inspection of residential business ensure that small businesses are licensed	Number of inspection reports	Inspection reports	New	12	3	6	9	12
		LED	Host an SMME Business week annually	Hosted SMME business week. Programme, agenda, attendance registers	Agenda and attendance registers of business week hosted	New	1	1	1	1	1
	1.2 To initiate, lead and sustain an investment environment for job creation in the SPM Area	LED	Create 300 FTE jobs through initiatives of the SPM (including LED, EPWP, Capital Projects, Maintenance activities etc) by 30 June 2016	No of FTE jobs created	Register of jobs created through EPWP, Capital projects, maintenance activities etc	FTE	300	50	100	200	300
1.3 To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth	Properties	To perform at least two feasibility studies to identify suitable land for human settlements in order to ensure security of land tenure for people	Number of feasibility studies performed	Feasibility studies performed	New	2	0	1	1	2	
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	2.3 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management, housing and roads and storm water services to all residents of SPM	Urban Planning	2 000 Additional new erven planned and surveyed and ready for installation of municipal services in existing informal settlements by 30 June 2016	Erven planned, surveyed on approved SG diagramme	Layout Plans completed and approved General Plans	10	2 000	-	-	1 000	2 000

DIRECTORATE COMMUNITY AND SOCIAL DEVELOPMENT SERVICES								Quarterly targets			
KPA	IDP Objective	SUB-DIRECTORATE	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016

OFFICE OF THE MUNICIPAL MANAGER								Quarterly targets			
KPA	IDP Objective	Sub-Directorate	KPI	Measurement	POE	Baseline	Annual Target 2015/16	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 31Mar 2016	Quarter 4 30 Jun 2016
KPA 2: Basic and Sustainable Service Delivery and Infrastructure Development	2.4 To ensure sustainable delivery of community services (personal health, environmental health, libraries, parks and recreation, emergency and traffic services) to all residents of SPM	Waste Management	Provide weekly refuse collection to 52,000 households in Sol Plaatje by 30 June 2016	No of houses receiving a weekly solid waste removal service	Project reports and actual measurement on the ground	48 000	52 000	48 000	50 000	51 000	52 000