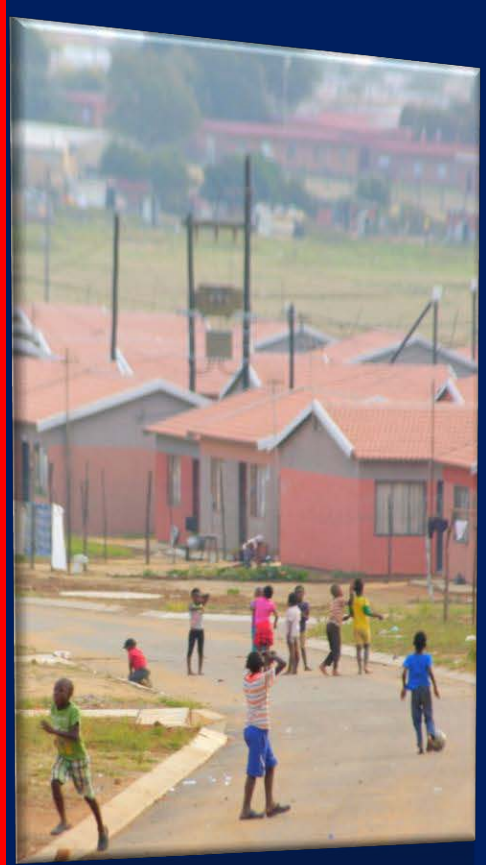




2017-18

## Service Delivery Budget Implementation Plan



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## FOREWORD BY THE EXECUTIVE MAYOR



The Lesedi Local Municipality is a proud and ethics bound institution and as such it is an exciting time to present the budget and IDP which will lay the base in next five years. We wish to thank those directly linked to the Municipal Council, such as councilors and staff members who worked diligently during the past financial year to achieve the vision of our municipality, also who contributed on working towards achieving our dream of unqualified audit with significant reduction in number of findings. The commitment from all Councillors and Members of the Mayoral Committee and employees cannot be over-looked. We have been privileged to be part of this municipality in its Fifth Term, making us eager and optimistic for clean audit target. This in itself makes it easy for us as a team to just continue with the good work and the ground rules that are already in place.

The municipality has made significant progress towards meeting its targets and goals as set for the provision of basic services. We have achieved taking council closer to the community, by hosting a successful budget tabling and holding regular for consultation meeting to be familiar with council operations and to maintain a healthy relationship with the citizens. We have also been adhering to the Inter - Governmental Relations call by benchmarking with different municipalities, in the best interest of exchanging good practices on governance and policies. We have engaged potential investors for the benefit of creating jobs and SMME partnership

opportunities. We further encourage the youth to empower themselves with the rare skills in order to take part in the construction process of this project in an effort to grow our local economy.

We have also embarked in a process of establishing our own contractor development Programme where young entrepreneurs are given an opportunity to participate in construction work in an effort to upgrade their CIDB gradings and enable them to create more job opportunities. This objective to develop young people around the jurisdiction of Lesedi Local Municipality, is an attempt to ensure that they are relevant to the development agenda of the Municipality.

We are still on the journey of improving our services that are delivered to our communities with water and electricity taking priority, hence we have started with the development and upgrading of our water reservoirs and networks, as an attempt of keeping our promise of service delivery to our communities which is their constitutional right. We are continuing with construction and maintenance of roads, electrification and supplying water to our households in different wards.

It is in this financial year where our people should be taught about the importance of paying rates and taxes so that we enable the municipality to improve on its revenue collection so that it can be able to improve and efficiently deliver services. We are also bound to educate our people about the importance of not polluting the environment and hence the municipality is embarking on projects to rehabilitate the illegal dumping sites and construct new legalised landfill sites.

We know that the past half a decade has not been an easy one and we will therefore continue to work hard in improving the quality of services we are rendering to the community as the council. We therefore invite our people to come walk with us as we are on the journey of trying to change the lives of our people and giving them better services not forgetting to try and create sustainable jobs and develop our youth to be able to face the challenges of life on their own.



CLLR. LERATO MALOKA  
THE EXECUTIVE MAYOR

# 1. THE SDBIP PROCESS

## 1.1. OVERVIEW

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the Mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist

the Mayor, Councillors, Municipal Manager, Senior Managers and the Community.”

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the community to monitor the performance of the municipality, Executive Mayor to monitor the performance of the municipal manager and the Municipal Manager to monitor the performance of Senior Managers. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the Municipal Manager and Senior Managers.

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget. (Diagram below)



**1.2. TIMING AND METHODOLOGY USED**

Section 69(3) (a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts of the performance agreement as required in terms of the section 57 (b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1) (c) (ii) of the MFMA.

The diagram below shows the process for approving the SDBIP including how the departmental SDBIPs roll up into the draft SDBIP.

These are the legal requirements and deadline limits to assist a municipality to comply with the law – however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIPs in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget, or soon after as supporting documentation to assist its budget

hearings process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the mayor by 1 May at the latest. If the draft SDBIP is to be provided for the budget hearings, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the mayor will need to approve such departmental or draft SDBIP by mid-March. It should be noted that it is up to the municipality to determine extra detail, and whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward breakdowns for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by council.

With careful planning of the budget process it may be possible for the mayor to approve the SDBIP in less than 7 days after the council approves the budget. Legally, to take account of possible revisions to the budget, the Act allows for this to occur not later than 28 days after budget approval.



### 1.3. COMPONENTS OF THE SDBIP

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is: 'service delivery and budget implementation plan' means a detailed plan approved by the Mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- Projections for each month of-
- Revenue to be collected, by source; and
- Operational and capital expenditure, by vote;
- Service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions as minimum requirements that must form part of the SDBIP are applicable to the Lesedi Local Municipality:

- Monthly projections of revenue to be collected by source
- Monthly projections of expenditure (operating and capital) and revenue for each vote \*
- Quarterly projections of service delivery targets and performance indicators for each vote
- Section 1 of the MFMA defines a "vote" as one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- Which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

## 1.4 LEGISLATIVE MANDATES

Lesedi Local Municipality is established 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 Lesedi.

FREQUENCY AND NATURE OF REPORT	MANDATE	RECIPIENTS
<b>Monthly reporting on actual revenue targets and spending against budget no later than 10 working days after the end of each month</b>	Section 71 of the MFMA	National Treasury
<b>Quarterly progress report</b>	Section 41 (1) (e) of the Systems Act, Section 166 (2) (a) (v) and (vii) of the Municipal Management Finance Act (MFMA) and Regulation 7 of Municipal Planning and Performance Management Regulations.	1.Municipal Manager 2.Mayor 3.EXCO 4.Audit Committee 5.National Treasury
<b>Mid-year performance assessment</b>	Section 72 of the MFMA. Section 13 (2) (a) of Municipal Planning and Performance Management Regulations 2001.	1.Municipal Manager 2.Mayor 3.EXCO 4.Council 5.Audit Committee 6.National Treasury 7.Provincial Government
<b>Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year)</b>	Sections 121 and 127 of the MFMA, as read with Section 46 of the Systems Act and Section 6 of the Systems Amendment Act.	1.Mayor 2.EXCO 3.MPAC 4.Council 5.Audit Committee 6.Auditor-General 7.National Treasury 8.Provincial Government 9.Local Community

## 2. VISION, MISSION, CORE VALUES, OBJECTIVES AND STRATEGIES

### 2.1. VISION

“By 2030, Lesedi Municipality will be a smart, innovative, efficient, people centered and performance driven Municipality providing a safe and healthy living environment and high quality municipal services for its communities”.

#### **The following elements, linked to the Vision, are evident:**

The vision takes into consideration the core function of the Municipality and the quality levels which the Municipality wants to deliver those services.

#### **The vision responds to the following questions to test its relevance, measurability and durability.**

- What is our “picture of the future” for five years?
- How will we know when we’ve achieved it?
- Will it be measurable?
- What will it feel like, look like?
- How will any changes above impact our stakeholders, including our employees?
- At what point in time will we achieve it?

### 2.2. MISSION

“Lesedi Municipality will improve the quality of life of its people by providing sustainable high quality service delivery mandates through innovation, good governance, continuous capacity building , integrated planning and applying Batho Pele Principles” .

#### **The mission just like the vision responds to the following critical questions used to guide the leadership in crafting the mission:**

- Who are we?

- Who do we serve?
- What service or product do we provide?
- What higher level benefits are gained?
- How will you achieve it?



## 2.3. CORE VALUES

**Lesedi Local Municipality subscribes to the following Core Values:**

- Respect
- Innovation
- Honest accountability and openness
- Professionalism
- Integrity
- People - centered
- Availability

## 2.4. STRATEGIC OBJECTIVES

The Lesedi Local Municipality is guided by the following strategic Objective derived from the IDP

Index	NKPA	Growth & Dev Strategy	IDP Ref.	Strategic Objectives	Gauteng Pillars (TMR)	Outcome
<b>A</b>	Municipal Transformation and Organisation Development	<b>RELEASE</b> Human potential from low to high skills	<b>A1</b>	Continuously create a conducive environment through the implementation of organisational values and corporate governance principles for the efficient and effective delivery of quality services in fulfilment of the municipal legislative mandate.	Modernisation of the public service	Ongoing transformation and development
			<b>A2</b>	Empowering employees through focused and continuous professional/ skills development.		
			<b>A3</b>	To ensure effective implementation of performance management		
<b>B</b>	Basic Service Delivery	<b>RENEW</b> Our communities from low to high quality of life	<b>B1</b>	To improve access to sustainable basic services.	Modernisation of the Economy Modernisation of public transport infrastructure.	Improved access to basic services
			<b>B2</b>	To ensure that services are progressively expanded and maintained in all communities through proper planning.		
			<b>B3</b>	To promote sustainable and resilient infrastructure development and land use.		
<b>C</b>	Local Economic Development	<b>REINVENT</b> The economic from old to a new	<b>C1</b>	To facilitate growth and development of the local economy, through, amongst other things, partnerships with the private sector in order to generate opportunities for sustainable job creation and poverty reduction for the communities.	Radical Economic Transformation: Revitalization & Mainstreaming of Township economies.	Improved quality of life through the implementation of LED programmes
<b>D</b>	Financial Viability and Management	<b>RELEASE</b> Human potential from low to high skills	<b>D1</b>	To manage municipal financial resources in order to ensure financial viability and sustainability of the municipality, and the alignment of the budget with the IDP and SDBIP.	Accelerated social transformation	Improved municipal financial and administrative capability

Index	NKPA	Growth & Dev Strategy	IDP Ref.	Strategic Objectives	Gauteng Pillars (TMR)	Outcome
			D2	Sound financial management systems		
E	Good governance and Public participation	<b>RE INTERGRATE</b> With Gauteng and our neighbours to move from an edge to a frontier region	E1	To instil good governance principles in all municipal operations including structures to manage risk, prevent fraud and corruption by strengthening compliance, accountability and public participation.	Modernisation of the public service	Improved good decision making processes and public participation
			E2	To foster effective and efficient Inter-Governmental Relations (IGR).		
F	Cross Cutting Issues	<b>REVIVE</b> The environment from waste dumps to a green region	F1	To promote a healthy and safe environment which supports and creates an environmentally educated society.	Modernisation of the public service	Safe environment and educated society

## 3 FINANCIAL REPORTING

### 3.1. REVENUE 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. 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.

The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of section 71(1) (a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue-collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.

### 3.1.1. Revenue by Source July 2017 to June 2018

Source	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Consumer Debtors	11 165	11 165	11 165	11 165	11 165	11 165	11 165	11 165	11 165	11 165	11 165	11 165	133 975
Property Rates	8 704	8 704	8 704	8 704	8 704	8 704	8 704	8 704	8 704	8 704	8 704	8 704	104 446
Penalties Imposed & Collection Charges on Rates	-	-	-	-	-	-	-	-	-	-	-	-	-
Electricity	24 272	24 272	24 272	24 272	24 272	24 272	24 272	24 272	24 272	24 272	24 272	24 272	291 261
Water	8 717	8 717	8 717	8 717	8 717	8 717	8 717	8 717	8 717	8 717	8 717	8 717	104 598
Sanitation	2 220	2 220	2 220	2 220	2 220	2 220	2 220	2 220	2 220	2 220	2 220	2 220	26 643
Refuse Removal	2 531	2 531	2 531	2 531	2 531	2 531	2 531	2 531	2 531	2 531	2 531	2 531	30 370
MIG Funding	3 493	3 493	3 493	3 493	3 493	3 493	3 493	3 493	3 493	3 493	3 493	3 493	41 915
Donor Funding	-	-	-	-	-	-	-	-	-	-	-	-	-
Conditional Grants	13 505	13 505	13 505	13 505	13 505	13 505	13 505	13 505	13 505	13 505	13 505	13 505	162 064
Interest & Investment Income	104	104	104	104	104	104	104	104	104	104	104	104	1 250
Rent of facilities & equipment	404	404	404	404	404	404	404	404	404	404	404	404	4 842
Interest Earned on Outstanding Debtors	893	893	893	893	893	893	893	893	893	893	893	893	10 716
Fines	3 825	3 825	3 825	3 825	3 825	3 825	3 825	3 825	3 825	3 825	3 825	3 825	45 902
Licenses & Permits	5	5	5	5	5	5	5	5	5	5	5	5	60
Disposals of Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	101	101	101	101	101	101	101	101	101	101	101	101	1 216
Agency Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers Recognised - Operational	10 085	10 085	10 085	10 085	10 085	10 085	10 085	10 085	10 085	10 085	10 085	10 085	121 014
<b>Total</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>90 023</b>	<b>1 080</b>

### 3.2 MONTHLY PROJECTIONS OF EXPENDITURE BY VOTE (DEPARTMENT)

These projections relate to cash paid and should reconcile to the cash flow statement adopted with the budget documentation. Each key GFS function is a “vote” and must have associated with it as appropriate: operating expenditure; revenue; capital expenditure; and measurable performance objectives. Measurable performance objectives include service delivery targets and other financial and non-financial indicators. See MFMA circular No. 12 on the definition of the “vote”. The SDBIP should show monthly projections of revenue by vote in addition to revenue by source.

When reviewing budget projections against actual, it would be useful to consider revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only. The section 71(1) (c), (d) and (f) MFMA monthly report requires reporting against such monthly projections in the SDBIP.

### 3.2.1. First Quarter - Monthly Projection

Department	Vote/ Business Unit	July			August			September		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Corporate Services	Corporate, Legal and Archives	1 041 076	-	417	1 041 076	-	417	1 041 076	-	417
	Human Resources	632 170	-	12 500	632 170	-	12 500	632 170	-	12 500
	Information Management	925 713	364 494	318 750	925 713	364 494	318 750	925 713	364 494	318 750
	Facilities Management	1 545 135	-	-	1 545 135	-	-	1 545 135	-	-
	Municipal buildings	858 793	150 000	109 139	858 793	150 000	109 139	858 793	150 000	109 139
	Workshop	292 554	-	-	292 554	-	-	292 554	-	-
Infrastructure Services	Electricity	23 451 743	1 154 167	25 578 035	23 451 743	1 154 167	25 578 035	23 451 743	1 154 167	25 578 035
	Water	7 546 006	2 333 333	10 520 210	7 546 006	2 333 333	10 520 210	7 546 006	2 333 333	10 520 210
	Sewer	1 949 933	938 350	2 305 989	1 949 933	938 350	2 305 989	1 949 933	938 350	2 305 989
	Nightsoil	132 055	-	-	132 055	-	-	132 055	-	-
	Waste Management	1 986 076	-	2 612 139	1 986 076	-	2 612 139	1 986 076	-	2 612 139
	Roads and Stormwater	1 897 388	1 291 400	3 492 917	1 897 388	1 291 400	3 492 917	1 897 388	1 291 400	3 492 917
Community Services	Arts and Culture	841 598	350 333	959 250	841 598	350 333	959 250	841 598	350 333	959 250
	Cemeteries	377 634	75 833	222 833	377 634	75 833	222 833	377 634	75 833	222 833
	Fire	1 173 479	25 000	5 417	1 173 479	25 000	5 417	1 173 479	25 000	5 417
	Health	467 354	-	468 504	467 354	-	468 504	467 354	-	468 504
	Clinics	15 587	-	162 096	15 587	-	162 096	15 587	-	162 096
	Parks	1 058 952	5 000	-	1 058 952	5 000	-	1 058 952	5 000	-

Department	Vote/ Business Unit	July			August			September		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Sports and Recreation	352 892	1 267 333	375	352 892	1 267 333	375	352 892	1 267 333	375
	Social Development	344 913	-	-	344 913	-	-	344 913	-	-
	Traffic	4 505 981	8 333	3 825 208	4 505 981	8 333	3 825 208	4 505 981	8 333	3 825 208
	Cleansing	7 717	-	-	7 717	-	-	7 717	-	-
Economic Development	Human Settlements and Planning	1 495 787	-	157 993	1 495 787	-	157 993	1 495 787	-	157 993
	Local Economic Development	439 290	-	12 014	439 290	-	12 014	439 290	-	12 014
	Revenue	3 373 509	-	17 333 457	3 373 509	-	17 333 457	3 373 509	-	17 333 457
	Expenditure	458 702	-	-	458 702	-	-	458 702	-	-
	Budget & Treasury	625 675	-	242 917	625 675	-	242 917	625 675	-	242 917
	Asset Management	242 075	-	41 768	242 075	-	41 768	242 075	-	41 768
	Supply Chain Management	378 647	-	29 167	378 647	-	29 167	378 647	-	29 167
	Auditing	150 000	-	-	150 000	-	-	150 000	-	-
MM	Municipal Manager	316 009	-	-	316 009	-	-	316 009	-	-
	Council	1 458 161	-	475 453	1 458 161	-	475 453	1 458 161	-	475 453
	Executive Mayor	325 315	-	-	325 315	-	-	325 315	-	-
	Speaker	247 624	-	-	247 624	-	-	247 624	-	-
<b>Total</b>		60 915 542	7 963 577	68 886 548	60 915 542	7 963 577	68 886 548	60 915 542	7 963 577	68 886 548



### 3.2.2. Second Quarter - Monthly Projection

Department	Vote/ Business Unit	October			November			December		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Corporate Services	Corporate, Legal and Archives	1 041 076	-	417	1 041 076	-	417	1 041 076	-	417
	Human Resources	632 170	-	12 500	632 170	-	12 500	632 170	-	12 500
	Information Management	925 713	364 494	318 750	925 713	364 494	318 750	925 713	364 494	318 750
	Facilities Management	1 545 135	-	-	1 545 135	-	-	1 545 135	-	-
	Municipal buildings	858 793	150 000	109 139	858 793	150 000	109 139	858 793	150 000	109 139
	Workshop	292 554	-	-	292 554	-	-	292 554	-	-
Infrastructure Services	Electricity	23 451 743	1 154 167	25 578 035	23 451 743	1 154 167	25 578 035	23 451 743	1 154 167	25 578 035
	Water	7 546 006	2 333 333	10 520 210	7 546 006	2 333 333	10 520 210	7 546 006	2 333 333	10 520 210
	Sewer	1 949 933	938 350	2 305 989	1 949 933	938 350	2 305 989	1 949 933	938 350	2 305 989
	Nightsoil	132 055	-	-	132 055	-	-	132 055	-	-
	Waste Management	1 986 076	-	2 612 139	1 986 076	-	2 612 139	1 986 076	-	2 612 139
	Roads and Stormwater	1 897 388	1 291 400	3 492 917	1 897 388	1 291 400	3 492 917	1 897 388	1 291 400	3 492 917
Community Services	Arts and Culture	841 598	350 333	959 250	841 598	350 333	959 250	841 598	350 333	959 250
	Cemeteries	377 634	75 833	222 833	377 634	75 833	222 833	377 634	75 833	222 833
	Fire	1 173 479	25 000	5 417	1 173 479	25 000	5 417	1 173 479	25 000	5 417
	Health	467 354	-	468 504	467 354	-	468 504	467 354	-	468 504
	Clinics	15 587	-	162 096	15 587	-	162 096	15 587	-	162 096
	Parks	1 058 952	5 000	-	1 058 952	5 000	-	1 058 952	5 000	-

Department	Vote/ Business Unit	October			November			December		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Clinics	15 587	-	162 096	15 587	-	162 096	15 587	-	162 096
	Parks	1 058 952	5 000	-	1 058 952	5 000	-	1 058 952	5 000	-
	Sports and Recreation	352 892	1 267 333	375	352 892	1 267 333	375	352 892	1 267 333	375
	Social Development	344 913	-	-	344 913	-	-	344 913	-	-
	Traffic	4 505 981	8 333	3 825 208	4 505 981	8 333	3 825 208	4 505 981	8 333	3 825 208
	Cleansing	7 717	-	-	7 717	-	-	7 717	-	-
Economic Development	Human Settlements and Planning	1 495 787	-	157 993	1 495 787	-	157 993	1 495 787	-	157 993
	Local Economic Development	439 290	-	12 014	439 290	-	12 014	439 290	-	12 014
	Revenue	3 373 509	-	17 333 457	3 373 509	-	17 333 457	3 373 509	-	17 333 457
	Expenditure	458 702	-	-	458 702	-	-	458 702	-	-
	Budget & Treasury	625 675	-	242 917	625 675	-	242 917	625 675	-	242 917
	Asset Management	242 075	-	41 768	242 075	-	41 768	242 075	-	41 768
	Supply Chain Management	378 647	-	29 167	378 647	-	29 167	378 647	-	29 167
	Auditing	150 000	-	-	150 000	-	-	150 000	-	-
MM	Municipal Manager	316 009	-	-	316 009	-	-	316 009	-	-
	Council	1 458 161	-	475 453	1 458 161	-	475 453	1 458 161	-	475 453
	Executive Mayor	325 315	-	-	325 315	-	-	325 315	-	-
	Speaker	247 624	-	-	247 624	-	-	247 624	-	-
<b>Total</b>		60 915 542	7 963 577	68 886 548	60 915 542	7 963 577	68 886 548	60 915 542	7 963 577	68 886 548

### 3.2.3. Third Quarter - Monthly Projection

Department	Vote/ Business Unit	January			February			March		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Corporate Services	Corporate, Legal and Archives	1 041 076	-	417	1 041 076	-	417	1 041 076	-	417
	Human Resources	632 170	-	12 500	632 170	-	12 500	632 170	-	12 500
	Information Management	925 713	364 494	318 750	925 713	364 494	318 750	925 713	364 494	318 750
	Facilities Management	1 545 135	-	-	1 545 135	-	-	1 545 135	-	-
	Municipal buildings	858 793	150 000	109 139	858 793	150 000	109 139	858 793	150 000	109 139
	Workshop	292 554	-	-	292 554	-	-	292 554	-	-
Infrastructure Services	Electricity	23 451 743	1 154 167	25 578 035	23 451 743	1 154 167	25 578 035	23 451 743	1 154 167	25 578 035
	Water	7 546 006	2 333 333	10 520 210	7 546 006	2 333 333	10 520 210	7 546 006	2 333 333	10 520 210
	Sewer	1 949 933	938 350	2 305 989	1 949 933	938 350	2 305 989	1 949 933	938 350	2 305 989
	Nightsoil	132 055	-	-	132 055	-	-	132 055	-	-
	Waste Management	1 986 076	-	2 612 139	1 986 076	-	2 612 139	1 986 076	-	2 612 139
	Roads and Stormwater	1 897 388	1 291 400	3 492 917	1 897 388	1 291 400	3 492 917	1 897 388	1 291 400	3 492 917
Community Services	Arts and Culture	841 598	350 333	959 250	841 598	350 333	959 250	841 598	350 333	959 250
	Cemeteries	377 634	75 833	222 833	377 634	75 833	222 833	377 634	75 833	222 833
	Fire	1 173 479	25 000	5 417	1 173 479	25 000	5 417	1 173 479	25 000	5 417
	Health	467 354	-	468 504	467 354	-	468 504	467 354	-	468 504
	Clinics	15 587	-	162 096	15 587	-	162 096	15 587	-	162 096
	Parks	1 058 952	5 000	-	1 058 952	5 000	-	1 058 952	5 000	-
	Sports and Recreation	352 892	1 267 333	375	352 892	1 267 333	375	352 892	1 267 333	375
	Social Development	344 913	-	-	344 913	-	-	344 913	-	-

Department	Vote/ Business Unit	January			February			March		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Traffic	4 505 981	8 333	3 825 208	4 505 981	8 333	3 825 208	4 505 981	8 333	3 825 208
	Cleansing	7 717	-	-	7 717	-	-	7 717	-	-
Economic Development	Human Settlements and Planning	1 495 787	-	157 993	1 495 787	-	157 993	1 495 787	-	157 993
	Local Economic Development	439 290	-	12 014	439 290	-	12 014	439 290	-	12 014
	Revenue	3 373 509	-	17 333 457	3 373 509	-	17 333 457	3 373 509	-	17 333 457
	Expenditure	458 702	-	-	458 702	-	-	458 702	-	-
	Budget & Treasury	625 675	-	242 917	625 675	-	242 917	625 675	-	242 917
	Asset Management	242 075	-	41 768	242 075	-	41 768	242 075	-	41 768
	Supply Chain Management	378 647	-	29 167	378 647	-	29 167	378 647	-	29 167
	Auditing	150 000	-	-	150 000	-	-	150 000	-	-
MM	Municipal Manager	316 009	-	-	316 009	-	-	316 009	-	-
	Council	1 458 161	-	475 453	1 458 161	-	475 453	1 458 161	-	475 453
	Executive Mayor	325 315	-	-	325 315	-	-	325 315	-	-
	Speaker	247 624	-	-	247 624	-	-	247 624	-	-
	<b>Total</b>	60 915 542	7 963 577	68 886 548	60 915 542	7 963 577	68 886 548	60 915 542	7 963 577	68 886 548

### 3.2.4. Fourth Quarter - Monthly Projection

Department	Vote/ Business Unit	April			May			June		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Corporate Services	Corporate, Legal and Archives	1 041 076	-	417	1 041 076	-	417	1 041 076	-	417
	Human Resources	632 170	-	12 500	632 170	-	12 500	632 170	-	12 500
	Information Management	925 713	364 494	318 750	925 713	364 494	318 750	925 713	364 494	318 750
	Facilities Management	1 545 135	-	-	1 545 135	-	-	1 545 135	-	-
	Municipal buildings	858 793	150 000	109 139	858 793	150 000	109 139	858 793	150 000	109 139
	Workshop	292 554	-	-	292 554	-	-	292 554	-	-
Infrastructure Services	Electricity	23 451 743	1 154	25 578 035	23 451 743	1 154	25 578 035	23 451 743	1 154	25 578 035
	Water	7 546 006	2 333 333	10 520 210	7 546 006	2 333 333	10 520 210	7 546 006	2 333 333	10 520 210
	Sewer	1 949 933	938 350	2 305 989	1 949 933	938 350	2 305 989	1 949 933	938 350	2 305 989
	Nightsoil	132 055	-	-	132 055	-	-	132 055	-	-
	Waste Management	1 986 076	-	2 612 139	1 986 076	-	2 612 139	1 986 076	-	2 612 139
	Roads and Stormwater	1 897 388	1 291 400	3 492 917	1 897 388	1 291 400	3 492 917	1 897 388	1 291 400	3 492 917
Community Services	Arts and Culture	841 598	350 333	959 250	841 598	350 333	959 250	841 598	350 333	959 250
	Cemeteries	377 634	75 833	222 833	377 634	75 833	222 833	377 634	75 833	222 833
	Fire	1 173 479	25 000	5 417	1 173 479	25 000	5 417	1 173 479	25 000	5 417
	Health	467 354	-	468 504	467 354	-	468 504	467 354	-	468 504
	Clinics	15 587	-	162 096	15 587	-	162 096	15 587	-	162 096
	Parks	1 058 952	5 000	-	1 058 952	5 000	-	1 058 952	5 000	-
	Sports and Recreation	352 892	1 267 333	375	352 892	1 267 333	375	352 892	1 267 333	375

Department	Vote/ Business Unit	April			May			June		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Social Development	344 913	-	-	344 913	-	-	344 913	-	-
	Traffic	4 505 981	8 333	3 825 208	4 505 981	8 333	3 825 208	4 505 981	8 333	3 825 208
	Cleansing	7 717	-	-	7 717	-	-	7 717	-	-
Economic Development	Human Settlements and Planning	1 495 787	-	157 993	1 495 787	-	157 993	1 495 787	-	157 993
	Local Economic Development	439 290	-	12 014	439 290	-	12 014	439 290	-	12 014
	Revenue	3 373 509	-	17 333 457	3 373 509	-	17 333 457	3 373 509	-	17 333 457
	Expenditure	458 702	-	-	458 702	-	-	458 702	-	-
	Budget & Treasury	625 675	-	242 917	625 675	-	242 917	625 675	-	242 917
	Asset Management	242 075	-	41 768	242 075	-	41 768	242 075	-	41 768
	Supply Chain Management	378 647	-	29 167	378 647	-	29 167	378 647	-	29 167
	Auditing	150 000	-	-	150 000	-	-	150 000	-	-
MM	Municipal Manager	316 009	-	-	316 009	-	-	316 009	-	-
	Council	1 458 161	-	475 453	1 458 161	-	475 453	1 458 161	-	475 453
	Executive Mayor	325 315	-	-	325 315	-	-	325 315	-	-
	Speaker	247 624	-	-	247 624	-	-	247 624	-	-
<b>Total</b>		60 915 542	7 963 577	68 886 548	60 915 542	7 963 577	68 886 548	60 915 542	7 963 577	68 886 548

### 3.2.5. Expenditure by Source July 2017 to June 2018

Source	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Employee Related Costs	13 345	13 345	13 345	13 345	13 345	13 345	13 345	13 345	13 345	13 345	13 345	13 345	160 143
Remuneration of Councilors	848	848	848	848	848	848	848	848	848	848	848	848	10 170
Debt Impairment	8 364	8 364	8 364	8 364	8 364	8 364	8 364	8 364	8 364	8 364	8 364	8 364	100 373
Depreciation	3 479	3 479	3 479	3 479	3 479	3 479	3 479	3 479	3 479	3 479	3 479	3 479	41 742
Interest Expense	838	838	838	838	838	838	838	838	838	838	838	838	10 053
Bulk Purchases	23 639	23 639	23 639	23 639	23 639	23 639	23 639	23 639	23 639	23 639	23 639	23 639	283 672
Repairs and Maintenance	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	28 296
Other Expenditure	8 271	8 271	8 271	8 271	8 271	8 271	8 271	8 271	8 271	8 271	8 271	8 271	99 247
<b>Total</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>61 141</b>	<b>733 696</b>

### 3.3 QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

IDP Ref:	NKPA	Department	Key Performance Indicator	Indicator Description or measure	Baseline	Annual Target as at 30 June 2018	2017-18 Quarterly Targets				Source of Evidence
							Q1	Q2	Q3	Q4	
<b>A1</b>	<b>NKPA 4</b>	<b>Finance</b>	% of customer billing queries resolved against customer queries receive	Complains resolved against Complains logged	100%	100%	100%	100%	100%	100%	Complains register/ Technical report
<b>D1</b>	<b>NKPA 4</b>	<b>Finance</b>	% collection of debtors in respect of service billings	Collection rate	89.60%	90%	90%	90%	90%	90%	Schedule of collection rate
<b>D1</b>	<b>NKPA 4</b>	<b>Finance</b>	% debtors write -off not exceeding 10% of total debtors (excl. indigent debtors)	Percentage of debtors(excl. indigent) written-off	New	10%	10%	10%	10%	10%	Credit control and debt management report
<b>D1</b>	<b>NKPA 4</b>	<b>Finance</b>	% of Capex spent within allocated budget <b>(Cumulative)</b>	Actual capital expenditure/ Total Capital budget	102.73%	100%	5%	25%	50%	100%	Expenditure reports/ Section 71 reports / Grant register
<b>D1</b>	<b>NKPA 4</b>	<b>Finance</b>	% of Opex spent within allocated budget <b>(Cumulative)</b>	Actual operational expenditure/ Total Operational budget	New	80%	5%	25%	50%	80%	Expenditure reports/ Section 71 reports
<b>D1</b>	<b>NKPA 4</b>			Current asset to Current liabilities	New	Current ratio <b>1:1</b>	1:1	1:1	1:1	1:1	Monthly and Quarterly management reporting/ Annual Financial Statements
<b>D1</b>	<b>NKPA 4</b>	<b>Finance</b>	Achievement of selected liquidity ratios	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x100	New	Interest to expenditure <b>: 8%</b>	8%	8%	8%	8%	
<b>D1</b>	<b>NKPA 4</b>			((Cash and Cash Equivalents -	New	Cash coverage : 30 days	30 days	30 days	30 days	30 days	



B1				Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)							
	NKPA 4			Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	New	Remuneration to Expenditure : :35%	35%	35%	35%	35%	
	NKPA 4			Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property(Carrying value) x 100	New	Repairs and Maintenance as a % of Property, Plant and Equipment, Investment Property (Carrying Value) : 3%	3%	3%	3%	3%	
	NKPA 2:	Finance	Number of indigent households receiving free basic electricity. <b>(Incremental)</b>	Registered Indigent supplied with free electricity	4337	5000	N/A	N/A	N/A	5000	Indigent register
	NKPA 3:	Finance	Number of FMG funded internship opportunities created. <b>(Maximum Threshold)</b>	N/A	5	5	N/A	N/A	N/A	5	FMG report/appointment letters of interns

<b>C1</b>	<b>NKPA3:</b>	<b>LED</b>	The number of LED projects facilitated as per the LED dashboard. <b>(Cumulative)</b>	N/A	10	11	2	5	9	11	LED dashboard/ Minutes of meetings/ Attendance register of meetings
<b>C1</b>	<b>NKPA3:</b>	<b>LED</b>	Number of sectoral forums established. <b>(Incremental)</b>	N/A	New	4	1	1	1	1	Sectoral forum reports
<b>C1</b>	<b>NKPA3:</b>	<b>LED</b>	Number of SMMEs trained in business and financial management skills	N/A	20	20	N/A	N/A	10	10	Attendance register / Certificates
<b>C1</b>	<b>NKPA3:</b>	<b>LED</b>	Number of cooperatives trained in business and financial management skills	N/A	20	20	N/A	N/A	10	10	Attendance register
<b>C1</b>	<b>NKPA3:</b>	<b>LED</b>	Number of township businesses supported with leased premises	N/A	48	16	N/A	4	4	8	Lease agreements /application form / Due diligence report
<b>C1</b>	<b>NKPA3:</b>	<b>LED</b>	% of procurement spent allocated to emerging enterprises	N/A	New	30%	30%	30%	30%	30%	Expenditure reports
<b>C1</b>	<b>NKPA3:</b>	<b>LED</b>	Number of LED summit conducted. <b>(Maximum Threshold)</b>	N/A	New	1	N/A	N/A	N/A	1	LED summit report/attendance register
<b>D1</b>	<b>NKPA4:</b>	<b>LED</b>	Number of properties transferred. <b>(Cumulative)</b>	N/A	300	300	N/A	20	120	300	Title Deeds
<b>D1</b>	<b>NKPA4:</b>	<b>LED</b>	Number of occupational certificates issued. <b>(Cumulative)</b>	N/A	291	300	50	110	200	300	Occupational certificates
<b>E1</b>	<b>NKPA5:</b>	<b>LED</b>	Timely submission of the draft and final IDP for approval by Council as legislated	N/A	New	Final: by tabling 31 May 2018 Draft :tabled by 31 March 2018	N/A	N/A	31-Mar	31-May	Council resolution/ IDPs
<b>C1</b>	<b>NKPA3:</b>	<b>LED</b>	Number of job opportunities created through EPWP initiatives. <b>(Cumulative)</b>		215	300	100	125	200	300	EPWP reports

<b>B1</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	Number of new households electrified. <b>(Cumulative)</b>	N/A	New	330	N/A	N/A	N/A	330	Project reports / Certificate of completion
<b>B1</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	Number of new households with access to sanitation <b>(Cumulative)</b>	N/A	New	953	N/A	N/A	N/A	953	Project reports / Certificate of completion
<b>B1</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	Number of new households with access to refuse removal <b>(Cumulative)</b>	N/A	New	953	N/A	N/A	N/A	953	Project reports / Certificate of completion
<b>B1</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	Number of new households with access to water <b>(Cumulative)</b>	N/A	New	953	N/A	N/A	N/A	953	Project reports / Certificate of completion
<b>B1</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	% of water distribution losses -annual average. <b>(Maximum Threshold)</b>	N/A	24%	20%	20%	20%	20%	20%	Quarterly water distribution losses schedule
<b>B1</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	% of electricity distribution losses-annual average. <b>(Maximum Threshold)</b>	N/A	14%	10%	10%	10%	10%	10%	Quarterly electricity distribution losses schedule
<b>B2.33</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	% completion of 0.95Km roads and storm water upgrades at Ratanda ext 3	Stage of completion	New	100%	N/A	70%	100%	N/A	Completion certificates /Engineers progress reports
<b>B2.32</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	% completion of 1.5Km roads and storm water upgrades at Obed Nkosi	Stage of completion	New	100%	N/A	N/A	50%	100%	Completion certificates /Engineers progress reports
<b>B2.33</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	% completion of 0.82Km roads and storm water upgrades at Ratanda ext 1	Stage of completion	New	100%	N/A	70%	100%	N/A	Completion certificates /Engineers progress reports
<b>B2.33</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	% completion of 0.605 km roads and storm water upgrades at Ratanda ext 6	Stage of completion	New	100%	N/A	70%	100%	N/A	Completion certificates /Engineers progress reports
<b>B2.16</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	Number of hightmasts Installation	N/A	New	3	N/A	3	N/A	N/A	Completion certificates /Engineers progress reports

<b>B2.1 &amp; B1.2</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	% Completion on Construction of Vischkuil Reservoir (PIPE)	Stage of completion	New	100%	N/A	N/A	50%	100%	Completion certificates / Engineers progress reports
<b>A1</b>	<b>NKPA 1:</b>	<b>Infrastructure</b>	% of calls for services complains responded to	Incidences responded to against incidences reported	New	100%	100%	100%	100%	100%	Log sheets or register/ Job cards
<b>B3.1</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	Resealing of 150 000 m <sup>2</sup> of roads	N/A	New	150 000m <sup>2</sup>	N/A	N/A	45 000 m <sup>2</sup>	105 000 m <sup>2</sup>	Completion certificates /Engineers progress reports
<b>B2.37</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	Retrofit of electrical meters in Impumelelo ext 1	N/A	New	450	N/A	450	N/A	N/A	Completion certificates /Engineers progress reports
<b>B2.18</b>	<b>NKPA 2:</b>	<b>Infrastructure</b>	% completion of 0.8km roads upgrade at Jameson Park	Stage of completion	New	100%	N/A	70%	100%	N/A	Completion certificates /Engineers progress reports
<b>B1.13</b>	<b>NKPA:2</b>	<b>Infrastructure</b>	% Upgrading of the Ratanda Floating roof reservoir	Stage of completion	New	100%	N/A	100%	N/A	N/A	Completion certificates /Engineers progress reports
<b>B1.5</b>	<b>NKPA 2</b>	<b>Infrastructure</b>	Km of Asbestos Water pipes replaced	Stage of completion	New	9.572Km	N/A	3.19 Km	3.19 Km	3.19 Km	Completion certificates /Engineers progress reports
<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	Number of heritage arts and culture programmes conducted. <b>(Incremental)</b>	N/A	4	4	1	1	1	1	Heritage arts and culture programmes attendance registers
<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	Number of library outreach programmes conducted. <b>(Incremental)</b>	N/A	6	8	2	2	2	2	Attendance registers for outreach Programmes

<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	Number of elderly, disabled and environmental health support programmes implemented. <b>(Incremental)</b>	N/A	8	8	2	2	2	2	Monthly reports/attendance registers for elderly, disabled and environmental health support programmes
<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	% of logged fire and rescue incidences responded to. <b>(Maximum Threshold)</b>	Responded incidences against reported incidences	100%	100%	100%	100%	100%	100%	Call out and incident report.
<b>B2.19</b>	<b>NKPA 2:</b>	<b>Community Services</b>	% completion on 2Km construction of internal roads at Ekuthuleni cemetery	Stage of completion	New	100%	N/A	30%	100%	N/A	Completion Certificate, progress report
<b>B2.34</b>	<b>NKPA 2:</b>	<b>Community Services</b>	% completion on construction of sports field in Rensburg extension 4	Stage of completion	New	100%	N/A	25%	75%	100%	Completion Certificate, progress report
<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	Number of community based HIV/AIDS awareness campaigns conducted. <b>(Incremental)</b>	N/A	4	8	2	2	2	2	Attendance registers for HIV/AIDS programmes
<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	Number of community safety campaign conducted. <b>(Incremental)</b>	N/A	4	8	2	2	2	2	Road safety campaigns register/reports
<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	Number of health inspections conducted. <b>(Incremental)</b>	N/A	8000	6000	1500	1500	1500	1500	Environmental inspection reports
<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	Number of sporting events coordinated	N/A	New	4	1	1	1	1	Participation registration forms
<b>B1</b>	<b>NKPA 2:</b>	<b>Community Services</b>	Blue drop score to be attained	Water quality score	New	95%	95%	95%	95%	95%	Blue drop report
<b>A1</b>	<b>NKPA 1:</b>	<b>Corporate services</b>	Number of employees trained according to Work Skills Plan (WSP). <b>(Maximum Threshold)</b>	N/A	322	250	250	N/A	N/A	N/A	WSP report

<b>A1</b>	<b>NKPA 1:</b>	<b>Corporate services</b>	Rating level of service satisfaction by external clients. <b>(Maximum Threshold)</b>	N/A	3/5	3/5	N/A	N/A	N/A	3/5	External survey results
<b>A1</b>	<b>NKPA 1:</b>	<b>Corporate services</b>	Average number of days taken to finalise appointments. <b>(Maximum Threshold)</b>	Measures the number days it takes from time when an advert is out and appointment day	90 days	90 days	90 days	90 days	90days	90 days	Adverts / Appointment letters
<b>C1</b>	<b>NKPA 3:</b>	<b>Corporate services</b>	Number of indigent students who have been assisted with their academic registration fees. <b>(Maximum Threshold)</b>	N/A	13	18	18	N/A	N/A	N/A	Proof of payment/ request letter for assistance and promissory note
<b>C1</b>	<b>NKPA 3:</b>	<b>Corporate services</b>	Number of learnership and internships opportunities created. <b>(Maximum Threshold)</b>	N/A	144	10	10	N/A	N/A	N/A	Learnership and internship reports or contracts
<b>E1</b>	<b>NKPA5:</b>	<b>Municipal Manager</b>	Quarterly reviews of Strategic Risk Assessment. <b>(Minimum Threshold)</b>	N/A	4	4	1	1	1	1	Risk dashboard
<b>E1</b>	<b>NKPA5:</b>	<b>Municipal Manager</b>	Quarterly performance assessment of HODs	Quarterly performance assessments to be undertaken by the MM on all HODs (5). Each HOD will be assessed once every quarter but four times in a year. The KPI measures whether such an assessment has occurred.	New	4	1	1	1	1	Performance assessment report
<b>E1</b>	<b>NKPA5:</b>	<b>Municipal Manager</b>	Timely submission of mid-year performance report to council	N/A	New	25 January of each year	N/A	N/A	25-Jan	N/A	Council resolution

<b>E1</b>	<b>NKPA5:</b>	<b>Municipal Manager</b>	Timely submission of IDP process plan to Council	N/A	New	By 01 September of every year (10 months prior to next financial year)	01-Sep	N/A	N/A	N/A	Council resolution/ Process plan
<b>E1</b>	<b>NKPA5:</b>	<b>Municipal Manager</b>	Timely submission of AFS, annual performance report and draft annual report to AGSA for audit	N/A	New	31 August of every year	31-Aug	N/A	N/A	N/A	AFS / Acknowledgement letter from AGSA
<b>E1</b>	<b>NKPA5:</b>	<b>Municipal Manager</b>	Number of Council committee meetings convened according to approved schedule	N/A	4	4	1	1	1	1	Council minutes/ Attendance register
<b>D1</b>	<b>NKPA 4:</b>	<b>Municipal Manager</b>	% spent of Grant received	Grant spent against Grant received	New	100%	100%	100%	100%	100%	Grant Register