

HARRY GWALA DISTRICT MUNICIPALITY



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2017/2018 SERVICE DELIVERY AND IMPLEMENTATION PLAN

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ACRONYMS

HGDM	Harry Gwala District Municipality
IDP	Integrated Development Plan
SDBIP	Service Delivery Budget and Implementation plan
Exco	Executive Committee
MPAC	Municipal Public Accounts Committee
PAC	Performance and Audit Committee
AG	Auditor General
MTEF	Mid-Term Expenditure Framework
WSP	Workplace Skills Plan
AFS	Annual Financial Statement
MFMA	Municipal Finance Management Act
MANCO	Management Committee
APR	Annual Performance Report
Cogta	Co-operative Governance and Traditional Affairs
MTREF	Mid-Term Revenue and Expenditure Framework
HGDA	Harry Gwala Development Agency



Hon. District Mayor: Cllr M.E. Ndobe

MAYOR'S FOREWORD

Service Delivery Budget and Implementation Plan (SDBP) is a one year implementation tool which gives effect to the IDP and budget of the municipality. It serves as a yardstick to detect early warning signs of non-performance. As this council together with the administration are determined to deliver basic services efficiently and effectively to the communities that we are serving. As mandated by the Municipal Finance Management Act No. 56 of 2003 that we must provide general political guidance over the budget process and the priorities that must guide the preparation of a budget, Co-ordinate the annual revision of the integrated development plan (IDP) as quoted in section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development is to be taken into account or revised for the purposes of the budget; and then take all reasonable steps to ensure that the municipality approves its annual budget before the start of the budget year; also ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; as a council of this municipality we ensured that the IDP, budget and the SDBIP are tabled and approved. We are looking forward to the success of the implementation of these strategic documents as we are about to begin the new financial year of 2017/2018. This SDBIP will be used to align the budget to the IDP. Harry Gwala DM views a Service Delivery Budget and Implementation Plan as a contract not just between council and administration but also with its communities. And as such we are committed in delivering high quality and uninterrupted services to the general public.

This council together with its administration assisted by the general public commits itself in delivering quality basic services. We remain committed to account to our communities and to report challenges and progress at all times. We dare not accept average and mediocrity in our quest to giving out our best. Working together with other spheres of government, Harry Gwala DM assures its communities constant continuity in service delivery. To improve service delivery to our communities, we have incorporated the Back to Basics indicators in our 2017/2018 SDBIP. In his speech when the Back to Basics was launched for the first time in 2014, the president said: *“Out of this Summit must emerge a focused action plan to strengthen local government by getting the basics right, and local government, together with other spheres of government, must provide basic services efficiently and effectively and in a caring manner”*.

In explaining the essence of the back to basics the then Minister of COGTA presented the five pillars of back to basics as follows:

- a) "Put people first and their concerns first and ensure constant contact with communities through effective public participation platforms.
- b) Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.
- c) Be well governed and demonstrate good governance and cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
- d) Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
- e) Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels".

These five pillars have 35 indicators that need to be achieved by municipalities depending on the category of each municipality. Going forward, Harry Gwala will be implementing these indicators to ensure efficient and effective service delivery to the communities that we are serving.

We trust that the financial year 2017/2018 will be the year of success and great achievement for the entire Harry Gwala community.

Before I conclude, I would like to convey humble words of appreciations to the MM, senior management team, IDP unit, budget unit and all the officials that have made it possible for us to be where we are today. Your tireless efforts will never go unnoticed. I know that sometimes in the course of doing our work we can be a bit pushy and offend one another.

But be rest assured that there will never be a deliberate intention to humiliate or offend anyone but as common course in the course doing our work we may be sometimes a bit pushy and harsher because we want things done.

To all other stakeholders we have seen the spirit of cooperative governance in action and you complemented our work in many ways that we can imagine and for that we will always be grateful to you.

A special thanks to my fellow councillors, your commitment to serve and the robust oversight that you have provided over the years and during this financial year is remarkable. You have raised the bar with debates, very frank and sometimes a bit offensive but that has enriched our work dearly.

Given many responsibilities that one now has at a political level and in SALGA, we are always overstretched. But due to the collective leadership and team work we continue to do our work smoothly and for that I am grateful to all of you colleagues.

The last financial year has not been an easy year given the constraints and the austerity measures that we had to put in place but despite those constraints we have made progress and there is hope for a better future and accelerated transformation.

It is our sincere hope that as the Municipal Council will meet and finally establish the structures and continue with the work of delivering services to our people .Together advancing people's power in every community,

I thank you



HARRY GWALA DISTRICT MUNICIPALITY “

Together We Deliver and Grow”

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TO : HIS WORSHIP THE MAYOR: CLLR. M.E. NDOBE

FROM : MUNICIPAL MANAGER: MRS. A.N. DLAMINI

DATE : 09 JUNE 2017

**SUBJECT :2017/2018 SERVICE DELIVERY AND BUDGET
IMPLEMENTATION PLAN AND DRAFT PERFORMANCE AGREEMENTS**

BACKGROUND:

Service Delivery and Budget implementation Plan (SDBIP) is largely a one detailed implementation plan which give effect to the Integrated Development Plan (IDP) and budget of the Municipality. It is a “contract” between the administration, Council and the community expressing the goals and objectives set by Council as quantified outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance target and budget implementation at the end of financial year.

LEGISLATIVE MANDATE:

Section 69 (3) of the Municipal Finance Management Act No.53 of 2003 states that the Accounting Officer of the Municipality must no later than 14 days after the approval of an annual budget submit to the Mayor-

- a) A Service Delivery and Budget Implementation Plan for the budget year;
And,
- b) Drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the municipal manager and all senior managers.

On the 26th of May 2017 Harry Gwala District Municipality council adopted its Integrated Development Plan together with budget as per the legislative prescript. It is against this background that the Office of the Accounting Officer of Harry Gwala District Municipality is tabling the 2017/2018 Service Delivery and Budget Implementation Plan and Drafts Performance Agreements to the Mayor.

MRS. A.N. DLAMINI

A.N. Dlamini
MUNICIPAL MANAGER

DATE: 23/06/2017

COUNCILLOR: M.E. NDOBE

M.E. Ndoobe
HIS WORSHIP THE MAYOR

DATE: 23/06/2017

1. Introduction

Performance management is a requirement for all local government in South Africa. It is primarily a mechanism to monitor, review and improve implementation of its IDP. The performance management system monitors actual performance against set targets and contractual obligations. The most valuable reason for measuring performance is that what gets measured gets done.

The performance of a municipality is integrally linked to that of staff. If the employees do not perform the municipality will fail. The relationship between the municipal performance and employees starts from the planning stage which is the first phase of the municipal performance management system (PMS). The key output is development of the IDP which is utilized to plan future developments in the municipal area.

The IDP has a lifespan of 5 years which is directly linked to the term of office for councillors. The IDP is broken down into short term goal achievable in one year. The implementation of the IDP is given effect through the Service Delivery Budget and Implementation Plan (SDBIP).

SDBIP is the implementation tool used to align the budget and the IDP. It is the second phase of municipal performance system. The SDBIP is the management and implementation tool which sets in-year targets and link each service delivery output to the budget of the municipality to ensure that key objectives and priorities are budgeted for and achieved. Working towards achieving the long term goal, Harry Gwala district municipality as a water service authority focuses on provision of clean drinkable water and dignified sanitation in the form of VIP toilets and water borne sewer system which is output oriented. The needs identified during the IDP roadshows form base of the SDBIP. Figure 1 illustrates the results chain framework.

2. Legislative Framework

2.1. The White Paper on Local Government (1998)

The white paper of the Local Government (1998) acknowledges that involving the communities in developing some municipal Key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query, others will prioritise the cleanliness of an area or the provision of water to a certain number of households, whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased and public trust in the local government system is enhanced.

2.2. The Municipal Systems (Act 32, 2000)

The Municipal Systems Act (2000) enforces the idea of local government PMS and requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their IDP
- Publish an annual report on performance for the councillors, staff, public and others spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government.
- Conduct an internal audit on performance before tabling the report
- Involve the community when setting indicators and targets and reviewing municipal performance.

2.3. Municipal Performance Management Regulations (2006)

The Municipal Performance Management Regulations set out how performance of managers directly accountable to the municipal manager will be uniformly monitored and improved. The regulations address both the employee contract and the performance agreements of the municipal manager and managers directly accountable to the municipal manager. The regulations provide a guideline on how the employee contract and the performance agreement should contain. It outlines the purpose of the agreement as to:

- Specify objectives and targets defined and agreed with the employee and to communicate with the employee the expectations of the employer and accountability in aligning the Integrated Development Plan (IDP), Service Delivery budget and Implementation Plan (SDBIP) and the Budget of the municipality.
- Specify accountability as set out in a performance plan, which forms an annexure to the performance agreement.
- Monitor and measure performance against set targets

2.4. Municipal Finance Management Act (2003)

The Municipal Finance Management Act states requirements for a municipality to include its municipal performance report with its financial statements and other requirements in constituting its annual report. This must be dealt with by the municipal council within 9 months of the end of the municipal financial year.

3. BACKGROUND

The electoral mandate of the democratic government is to deepen transformation and implement the National Development Plan (NDP). The ruling party has an obligation to ensure the acceleration of economic growth, creating decent jobs and promoting investment in a competitive economy.

Over the past 22 years of democracy, foundation has been laid for a diversified unity and equal human rights, and we will continue to be guided by the Constitutional commitment to ensure that the lives of the South African citizens are improved and their dignity is restored. The mandate of the ruling party can be achieved through efficient and effective intergovernmental relations.

The 2011 KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) strengthen the Province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a "Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world". The PGDS aims to build the gateway by growing the economy for development and improving the lives of the people residing within the province of KwaZulu-Natal. In order to achieve a sustainable development outcome, the Provincial Growth and Development Strategy (PGDS) which is a development framework for the province as a whole was developed drawn from the National Spatial Development Plan (NSDP). The primary purpose of the PGDS is to provide a combined framework to drive implementation within a province.

The NSDP was approved in 2003 lekgotla by the cabinet as an indicative tool for the national development planning purposes. A consultative initiation was done by the Presidency to all other spheres of government in order to realize this objective. The president called for the harmonisation of the NSDP, PGDS and the municipal Integrated Development Plans (IDPs).

Drawing from the NDP and PGDP the IDPs were developed for the purposes of addressing the triple challenge of inequality, unemployment and poverty. Harry Gwala district municipality as a water service authority has a quest to provide clean drinkable water to all people living within this district and to restore the people's dignity by providing decent sanitation system. Since 1994, when the present government took over, Harry Gwala district municipality have managed to provide taped water to more than 51 000 people. Over the past 21 years government has massively expanded access to basic service, but backlog remains and the quality of services is uneven. Improvement of the quality and consistency of services requires improvement in the performance of the municipality and its service providers.

4. SUMMARY

In pursuit for a sustainable development, the Service Delivery Budget and Implementation plan (SDBIP) was developed to ensure the realisation of the municipality's vision that " By 2030 Harry Gwala will be a leading water services provider in the KZN province with its communities benefitting from vibrant agriculture and tourism sector". Drawing from the IDP which is a five year plan for the municipality, the strategic objectives, key performance indicators and targets were set to be achieved in a period of year and they got expression in the form of the SDBIP

which is the management tool for the municipality. The municipal IDP is linked to the PGDP and the NDP trying to address the triple challenge of poverty, unemployment and equality.

In 2009 government re-affirmed its intention to shift its high-level management focus from being compliant to outcome focus. Therefore, accountability also shifted from just being about compliance with regulation, but to include accountability for service delivery outputs and outcomes. The National Treasury`s mandate which is informed by section 215 and 216 of the Constitution as well as the MFMA of 2003 is to ensure that information on inputs, activities, outputs and outcomes underpinning planning, budgeting, implementation and reporting promotes efficiency and effectiveness, transparency and expenditure control.

Following the adoption of the NDP, the cabinet took a decision in 2013 that the 2014-2019 Performance indicators and targets should be set relating to the budget year and the Medium Term Expenditure Framework (MTEF) period in respect of strategic objectives and activities in the Service Delivery Budget and Implementation plan. Hence the Service Delivery Budget and Implementation plan was developed as the management tool to inform the annual strategic planning and budgeting in the municipality. Targets and key performance indicators (KPIs) were set in the IDP and the SDBIP are now being reported on a quarterly basis in order to comply with Regulation 28(1) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006, section 46 of the Systems Act, 2000.

Harry Gwala district municipality as water service authority has six departments which are directly linked to the Key performance areas as listed in the NDP:

- Infrastructure Service and Water services departments which are responsible for provision of basic services.
- Corporate services department which is responsible for institutional transformation and building capable local communities.
- Social services and Development Planning which is responsible for social, local economic development and Spatial planning
- Budget and Treasury Office which is responsible for Municipal Financial Viability
- Office of the Municipal manager which is responsible for good governance

5. BASIC SERVICE DELIVERY

5.1. INFRASTRUCTURE SERVICES

Water and sanitation constitutes the human right of every individual, without discrimination, to sufficient, safe, acceptable, accessible and affordable water and sanitation for personal use. It is

well known that safe water and adequate sanitation are the bases for sustainable solution to the threat of water related diseases.

Sources of water within this district are categorized into boreholes, protecting springs, rainwater collection and abstraction of water from the rivers and currently implementing the Stephen Dlamini dam. High priority is given to sanitary waste disposal because human excreta always contain large numbers of microorganisms, some of which may cause diseases such as cholera, typhoid and hepatitis. Lack of proper sanitation facilities lead to contamination of water sources. To ensure that Harry Gwala residents are protected from the risk of drinking contaminated water, the municipality had put aside a budget for infrastructure department to implement the water and sanitation projects. Projects were identified by the communities during the IDP road shows and they find expression in the IDP. Most of the water projects are multi-year and the spring protection, rain water collection and sanitation have targets that can be accomplished in a period of month to a year.

The Department also coordinates all local municipalities' infrastructure development plans like integrated waste management plans (IWMP), energy (electricity) plans, municipal access road (RRAMS) plans, EPWP championing

5.2. WATER SERVICES

The main objective of this department is to ensure efficient operation and maintenance of a water supply schemes in order to provide safe drinking water as per designed quality and quantity. The functions of this department include planning and design, Operation and maintenance of water schemes and Good Governance.

5.2.1. Planning and Design Unit

To ensure the availability of sufficient good quality water, it is tremendously imperative to plan and design suitable water supply schemes. These water schemes should be able to provide portable water to the various sections of communities residing within the Harry Gwala district municipality in accordance with the demands and requirement. The provision of such a scheme should ensure constants and reliable water supply to the people to which it has been designed and ensuring better living standard. The unit is also responsible for ensuring that the water consumed by the communities is of good quality by taking water samples for analysis and testing for the control of bacteriological quality and ensure that the water schemes have water use licences for compliance with the Department of water and sanitation requirements.

Within the Planning and Design Unit, a lot has been achieved over the years; more than 50 business plans amounting to over R2.5 Billion have been prepared and approved by the Department of Water and Sanitation, In order to ensure that the municipality review its WSDP which was last reviewed in 2011. Due to the complexity of this plan the municipality has approached the Development Bank of Southern Africa (DBSA) for funding.

In December 2014, Harry Gwala District Municipality was amongst the Water Services Authorities that were declared to be disaster stricken. Whilst there were 44 drought projects that were successfully completed in the 2015/ 2016 financial year,

5.2.2. Operation and Maintenance

By Operation" we refer to timely and daily operation of the components of a Water Supply schemes such as treatment plant, machinery and equipment, conveying mains, service reservoirs and distribution of water effectively by various technical personnel, as a routine function.

Whereas "Maintenance" is defined as the act of keeping the structures, plants, machinery and equipment and other facilities in an optimum working condition. Maintenance also includes preventive /routine maintenance and also breakdown maintenance, replacements, correction of defects. The department has developed the Operation and maintenance plan to ensure that the water schemes are fully functional and attended to when faults are reported by the community. Job cards are issued as when the fault is reported for repairs and maintenance. The budget was set aside for water schemes due for refurbishment. To ensure effective and efficient service delivery, a budget for the installation of smart water meters was set aside. This will assist the municipality to be able to make collections to the water users who are not indigent.

5.2.3. Good Governance

Efficient and effective operation depends upon sound water supply strategies made up of water safety plans to ensure good quality water supply. The focus of this unit is on ensuring that the water and sanitation related regulations are adhered to, developing water by-laws and policies. Conducting awareness campaigns for conservative use of water and Health and Hygiene education are amongst the functions of this unit. The customer care unit was established to ensure that the water and sanitation related issues are reported and attended to timeously by the relevant personnel.

6. Municipal Institutional Development and Transformation

6.1. CORPORATE SERVICES

The department is comprised of two directorates each dealing with an aspect of the internal functions of the administration. Firstly, the Human Resource Management and secondly the Administrative support which will assist in increasing service delivery. To ensure the realisation of the vision of the Harry Gwala district municipality Corporate Services directorate ensures that there is enough human resource for effective and efficient service delivery. One of the focus areas of this department is agenda setting for the Council, Executive committee meetings and Portfolio committees where politicians have to take serious decisions on service delivery and compliance issues. Municipal Structures Act, No. 117 of 1998 states that the municipal council must meet at least quarterly.

The Employment Equity Plan (EEP) was developed to comply with section 10(e) of the regulations which states that target groups must be employed in the three highest levels of management in the municipality. To Provide training of Councillors and Employees, the Workplace Skill Plan was develop and a budget was set aside to ensure that a certain percentage of the municipality`s budget is spent on skill development.

In the Back to Basics awards (2017) that were held by the Office of the MEC: Co-operative Governance and Traditional Affairs, MEC Nomusa Dube-Ncube, Harry Gwala District Municipality was awarded in the category of Best Municipal Transformation and Institutional Development for attaining 100% during 2015/16 IDP Assessments. The award has put the District amongst municipalities with the best IDPs. This department has two sub-directorates:

6.2. Human Resource Management

This unit is responsible for implementation of the Employee wellness programs: HIV and Aids in the implementation of Workplace Skills plan and amongst other things are the following programmes:

- Occupational Health and Safety and
- Recruitment and
- Skills development

6.3. Administrative Support

- IT Support and Systems Administration, and
- Networking, Software and hardware maintenance
- Procurement of Stationery
- Cleaning and security services
- Fleet management of the organization

7. Local Economic and Social Development Cross-Cutting Interventions

7.1. SOCIAL SERVICES AND DEVELOPMENT PLANNING

The Constitution assigns developmental duties to municipalities. Section 152 provides that a municipality must strive within its financial and administration to promote social and economic development of the communities. Social service as the second largest services within local government is mainly responsible for providing and managing social services. It is comprised of 4 directorates: Social Services, IDP/PMS, Planning and Development and Special programs unit.

7.1.1. Social Services Directorate

The Social Services Directorate is responsible for Disaster Management and the Municipal Health services. The unit mainly focus on social wellbeing aspect of our communities as per the South African Constitution section 24 and performs its function guided by the Disaster Management Act and the National Health Act. However, there are policies developed by the municipality to further define its function and services for the District. Some of these policies include the Disaster Management policy, Pauper burial Policy, Municipal Health Services Policy, the Health & Hygiene education strategy and the Draft Municipal Health Services By-laws.

As government we have a responsibility of creating a habitable environment for all our people. With the changing weather patterns that are a direct result of global warming, legislative prescripts require that become proactive and ensure institutional arrangement are in place by ensuring we have a fully functional disaster management centre that, as a district, we are fully prepared to respond with speed and agility to communities affected by disasters or incidents.

Harry Hwala district is prone to heavy winds, hail storms, road accidents, drought, snow and thunderstorms, which in many cases turn to display many communities. In the 2017-2018 we will continue equipping the disaster management that with latest technology that is able to communicate with our disaster management volunteers in our villages, local municipalities,

neighbouring municipalities and all other important stakeholders in case there are major incidents or disasters.

Through our Municipal Health Services we have made strides in educating our communities on preventative measures in relation to communicable diseases such as Rabies, Cholera, Malaria and other to prevent the spread of diseases in our communities to ensure a safe and healthy environment through compliance in the formal business sector and informal traders, but to further educate our people to take care of the environment so that it can also take of us.

This is more important especially around this time when the district and the local municipality have bought land to further develop the town of Ixopo. New office, middle income housing and shopping centres are being proposed in this expansion. In the 2017-2018 financial year the municipality has put aside some money to begin preliminary work to this effect.

7.1.2. Municipal Health Services

Men have used water since the dawn of history; but the realization of its importance and, in some instances, of its danger, to health is a relatively a recent development. Even today this knowledge is not complete, particularly the incidence of certain communicable diseases. Early investigation conducted were principally concern with Cholera and Typhoid fever and later diarrhoeal diseases. More recently an increasing attention has been given to the role of water in transmitting certain virus diseases. Harry Gwala as water service authority has a functional Municipal Health service unit with 7 professional health practitioners. The main focus of this unit, guided by their polies and the National Health act is to monitor water quality consumed by the community. This is conducted through taking the water samples for testing and analysis on a monthly basis. This process assist the municipality to detect early any water related diseases and conduct awareness of any outbreak to the community.

Inspection of business premises is conducted on monthly basis to ensure compliance with relevant legislation and By-laws. Conducting clean up campaigns to encourage the community to keep their tows clean at all times. A pauper burial policy is in place to ensure that destitute are buried in dignified manner. To comply with National Health Act exhumation application requests are processed in conjunction with the relevant department.

7.1.3. Special Programs Unit

This directorate is mainly responsible for sport & Recreation, Youth and Special programs for men, women, elderly people and people living with disability. It`s functions ranges from supporting the cultural events and Umkhosi womhlanga. Promoting healthy living style through women and men`s` forums. Currently South Africa is highly dependent on social grants resulting in few people contributing to the GDP. These forums plays an enormous role in encouraging men and women to get educated through adult learning facilities in order to be able to get decent jobs and enabling them to establish and manage their own businesses.

In order to achieve the constitutional objectives in section 153 of the constitution youth and elderly people participate in national and provincial development programmes. Youth participate in KZN- South African Association Local Games (SALGA) to sure case their talent and sometimes get an opportunity to be selected to participate in the National games and being selected to play in other teams where they get paid huge amounts of money for their talent. The elderly citizens are given a chance to participate in provincial and national golden games to keep their bodies healthy and fit.

Horse riding event which is conducted in conjunction with Sports and Recreation department is annually hosted in Dundee under the Umzinyathi District Municipality. Young people residing within the district are able to raise their concerns and ensure that the municipality plans and budget for their programmes through Youth Indaba. Programmes for People living with disabilities are implemented to ensure that they get all the support required. Social services deal with all ages and all members of the Harry Gwala population.

Harry Gwala have managed to produce musicians like UChwanelebhaca and Nyoni Emhlophe which are a true model to the young people who aspire to be musicians. These are the programmes implemented under Special programmes. Amongst these programmes are the Mayoral cups and SALGA games, Harry Gwala Marathon Cultural Events and Horse Racing. To uplift the socio-economic well-being we have programmes like men, women, elderly, the disabled and religious forums that we have established as they will not only debate societal issues but will now further focus on developmental programs.

The municipality prides itself for having become the centre of youth development. Youth is the future of this district and as such a municipality cannot turn a blind eye on matters that affects them. Over years we have had a vigorous intervention to assist learners wanting to further their

education at Institutions of higher learning. To date the municipality have assisted over 800 students that are doing various disciplines.

On the same vein, we pride ourselves to have offered study bursaries to 6 students that are doing medicine in Cuba. In few years- time Harry Gwala district will be home to a highly educated young people that will turn around the fortunes of this region, be it in medicine, agriculture, engineering or Information Technology. In the 2017-2018 financial year we will continue assisting young people in their quest for better life.

We are also confident that before the end of the financial year we would have completed and adopted the Youth Development Plan that will become a flagpole for youth development for many years to come.

Over the past years Harry Gwala have spent over R16 000 000 towards sport; art and craft; establishment of women; men; disabled; religious and the elderly forums. It is worth noting that, in as much as we have world legendary runners that have won International Marathons, Comrades Marathon and Nelson Mandela Marathon in our region, a lot of work still needs to be done in sport.

7.1.4. Planning and Development unit

This unit is responsible for municipal planning and geographic information system. To improve planning administration, the HGDM, CoGTA and Local Municipalities (LMs) are working together to implement the Application Filing and Monitoring System (AFMS) to enable municipalities to process development applications within the specified timeframes as stated in the Planning and Development Act. To indicate the future development and significant economic opportunities the Spatial Development Framework (SDF) was developed and reviewed annual.

This unit is also responsible for the Geographic Information System (GIS) which is used as planning and strategic tool to acquire the base data in preparation of the SDF. GIS assist the Harry Gwala district municipality to identify the projects that falls in and outside the boundaries of this district.

HGDM has assisted Local Municipalities with detailed planning of towns through the Urban Regeneration Programme. The objectives of the URP are to improve the, functionality, efficiency and image of these towns. This assistance has been in the form of assisting Municipalities with financial support, technical support and facilitating funding from other institutions.

This strategic planning process has led to the acquisitions of land by municipalities in strategic areas and donation from other state organs to the municipalities. The impact of the URP has been

seen in the resurfacing of some streets in towns, street lights, pavements and trading facilities. These forms of planning have also triggered the interest of the private sector to invest within the District, which has been seen through major retails and malls being built within these towns.

Over the past four year local government have experienced major changes in planning legislations to enable improved turnaround times on development proposals. In 2013 the National Government passed the Spatial Planning and Land Use Management Act as a National Legislation aiming to strengthen the role and capacity of Local Government to perform planning functions.

8. Municipal Financial Viability and Management

8.1. BUDGET AND TREASURY OFFICE

This department is made up of 4 directorates: Budget and Reporting, Creditors, Income and Supply chain management unit. To comply with the Municipal Finance Management Act 56 of 2003, the Budget and Salaries prepared budget for the municipality which was approved by council before the start of the current financial year. To manage the affairs of the municipality and assess its

In 2015/2016 financial year the municipality received unqualified audit opinion which is attributable through the establishment of internal controls, strengthening of Supply Chain Management Unit. Reorganising and streamlining of SCM unit resulted in remarkable, continued reduction in audit findings and irregular expenditure.

8.1.1. Budget and Reporting Unit

To comply with section 21 of the MFMA, the accounting officer of a municipality ensured that the budget is prepared as stipulated in section 68 of the Act and took reasonable steps to ensure that funds are spent accordingly as per section 69 of the Act.

Prospective Investors need Financial Statements (FS) to assess the viability of investing in a company. Investors may predict future dividends based on the profits disclosed in the Financial Statements. Furthermore, risks associated with the investment may be gauged from the Financial Statements. Therefore, the municipality produced the Financial Statements to provide a basis for the investment decisions of potential investors. The decisions to lend are also supported by a sufficient asset base and liquidity. Governments require Financial Statements to determine the

correctness of tax declared in the tax returns. Government also keeps track of economic progress through analysis of Financial Statements of businesses from different sectors of the economy.

8.1.2. Income Unit

Due to the level of unemployment and poverty within Harry Gwala municipal areas, there are both households and citizens who are unable to access or pay for basic services; this grouping is referred to as the "indigent". A municipality has developed and adopted an indigent policy to ensure that the indigent can have access to the package of services included in the FBS programme.

The indigent are those people who have an income of less than the old age grant who are entitled to free basic services from government. The municipality has started developing the Indigent Register.

8.1.3. Supply Chain Management Unit

An Assets Register was developed for municipal assets like infrastructure assets and office assets. These assets were verified on quarterly basis for administrative purposes. Most of these assets are expected to be used for more than one accounting period.

The supply chain Management Policy was developed to comply with section 217 of the Constitution of the Republic of South Africa which states that that, when government contracts for goods and services it must do so in a way which is fair, equitable, transparent, competitive and cost-effective and is currently implemented. Supply Chain Management Unit prepare a Procurement Plan aligned to Budget and SDBIP to ensure quick implementation of the budget aimed at precipitating service delivery.

9. Good Governance

9.1. MUNICIPAL MANAGER`S OFFICE

The Municipal Manager, as the Head of Administration and the Accounting Officer of the municipality has played a major role in ensuring that the administration of the affairs of the municipality are governed by the democratic values and principles enshrined in the Constitution, but not limited to the local Government Municipal Systems Act,32 of 2000 and chapter 8 of the

MFMA, No. 56 of 2003. As the head of administration, she ensured that the administration is attended to at all the time. With her extensive statutory and delegation of powers and duties, the necessary reports for the Executive committee and council were prepared by the corporate services and checked by the Municipal Manager before they were submitted to council structures. To ensure credible public participation process is followed, the "Izimbizo" were held before the adoption of the IDP and the budget.

9.1.1. Development of performance management system and Implementation of the IDP

As per section 55(1) (c) of the Local Government: Municipal Systems Act, No. 32 of 2000, the municipal manager is, subject to the policy directions of the council, responsible for and accountable for the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan as well as the development of the municipality's performance management system. Hence the preparation of the IDP and Performance management system were delegated to the Social Services and Development Planning department. The service Delivery Budget and Implementation plan for 2015/2016 was prepared and submitted to the mayor as required by the section 69(3)(a) of the Local Government Municipal Finance Management Act .

- (a) A municipal council must review its integrated development plan-
 - (i) Annually in accordance with an assessment of its performance with measurements in terms of section 41 and
 - (ii) To the extent that changing circumstances so demand, and
- (b) May amend its integrated development plan in accordance with a prescribed process

Section 35 (1) of the municipal systems act goes further to say:

- (1) An integrated development plan adopted by the council of a municipality –
 - (a) Is the principal strategic instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality

9.1.2. Performance Reporting

In 2009 government re-affirmed its intention to shift its high-level management focus from being compliant to outcome focus. Therefore, accountability also shifted from just being about compliance with regulation, but to include accountability for service delivery outputs and outcomes. Following the adoption of the NDP, the cabinet took a decision in 2013 that the 2014-2019

Performance indicators and targets should be set relating to the budget year and the Medium Term Expenditure Framework (MTEF) period in respect of strategic objectives and activities in the Service Delivery Budget and Implementation plan. The accounting officer of the municipality established the procedures for quarterly reporting to the council in order to facilitate performance monitoring, reporting and evaluation as well as ensuring that corrective actions were taken to improve performance. The municipality report to the Executive committee and council on a quarterly basis as required by the legislation. A uniform quarterly reporting template was developed guided by the Department of Corporative Governance and Traditional Affairs (CoGTA) as part of their support to municipalities to be utilised for reporting purposes. This report took into consideration the priorities of the organisation, objectives, indicators, targets, measurements and analysis and presented them in a simple and accessible format, relevant and useful to the specified target group. The Mid-year budget and performance assessment were conducted and the assessment report was submitted to National and Provincial Treasury on the 25th of January as required by section 72 of the MFMA.

9.1.3. Internal Audit and Risk Management unit

As per section 165 of the MFMA, the Internal Audit unit prepared the risk-based audit plan and the internal audit programme for each financial year. The IA reports on implementation of the internal audit plan were submitted to Audit Committee and council. The Internal audit unit is directly accountable to Municipal manager to maintain their independence and objectivity and functionally report to the audit committee as per the Internal audit Charter.

The Risk and control self-assessment workshop was conducted and the Risk register and profile was compiled in order to identify potential events that may affect the institution, evaluate and address risks on a continuous basis before such risks can impact negatively on the institution's service delivery capacity.

To show case Harry Gwala Infrastructure, LED and tourism projects the videos were taken and the media tour was conducted with local media and mainstream media. The Nyusi volume annual event was held in December 2015.

The Internal Audit Unit is fully functional and reporting to the Audit Committee quarterly. The audit assignments conducted by the Internal Audit Unit are based on the internal audit plan that was approved by the Audit Committee. The Audit Committee is fully functional and convened quarterly.

The Municipality has a Risk Management Unit which is supported by a functional Risk Management Committee. The Risk Management Committee is convened on quarterly basis to amongst other things assess the implementation of the Risk Management programs. The municipality has developed a number of Enterprise Risk Management plans and policies such as: Risk Management Framework, Risk Management Strategy, Risk Management Policy, Anti- Corruption and Fraud Prevention Policy and Fraud Prevention and Anti-Corruption Strategy.

Under Operation Sukuma Sakhe (OSS) the municipality is working closely with the Local Municipalities and a number of war rooms have been re-launched. In all Local Municipalities OSS Local Task Teams have been re-launched. The District Task Team is in place and fully functional. On the 13-14 of April 2017, OSS District Task Team conducted a Strategic Planning session in order to agree on strategic programs to be implemented in the next financial year.

On HIV/AIDS, Local Aids Councils have been re-established in all Local Municipalities. The District Aids Council is fully functional and convened quarterly. The District Aids Council reports to the Provincial Council quarterly.

10. SWOT ANALYSIS

STRENGTHS

- 1. Young and dynamic staff compliments that is willing to learn and grow
- 2. A conducive working environment where potential can be untapped
- 3. Accessibility of senior management
- 4. Strong administrative leadership

WEAKNESSES

- 1. Lack of rare skills i.e. engineers
- 2. Inexperienced staff compliment
- 3. limited funding to effectively deal with backlog
- 4. Rural based municipality

OPPORTUNITIES

- 1. Easy access to major cities

THREATS

- 1. Disasters

2. large pool of labour
3. World class tourism destination
4. stable political environment

2. Unskilled labour
3. poor infrastructure
4. Brain drain to major cities
5. Theft(stock theft)
6. Crime

11. Vision

By 2030 Harry Gwala will be a leading water services provider in the KZN province with its communities benefitting from a vibrant agriculture and tourism sector.

12. Mission Statement

Working together with its communities and stakeholders Harry Gwala District Municipality will ensure the provision of clean, drinkable uninterrupted water services and proper sanitation facilities and strive to improve its agriculture and tourism sector to enhance human dignity.

13. Core Values

1. Transparency
2. Accountability
3. Consultation
4. Commitment
5. Honesty

14. Goals, Objectives and Strategies

KPA	GOALS	OBJECTIVE	STRATEGIES
Basic Service delivery	Target 10 of the Millennium Development Goals (MDGs) is to "have by 2015 the proportion of people without sustainable access to safe drinking water and	To improve the coverage, quality, efficiency, and sustainability of water and sanitation services in all urban and rural communities	<ul style="list-style-type: none"> • By implementing Bulk regional Water Supply Schemes. • By implementing the localized based rural sanitation plan.

basic sanitation”.

Water and Sanitation

Municipal Transformation and Institutional Development

Ensuring that staff complement is able to deliver as per the IDP

To provide administrative support to Council and its structures and develop and improve human capital in order to deliver basic services to our communities.”

By working closely with the municipal council and all department to make sure that corporate services is kept abreast on all service delivery development in the municipality

KPA

GOAL

OBJECTIVE

STRATEGIES

Good Governance and Public Participation

Increased interaction between the municipality and members of the public

To increase the interaction between the municipality and its community in order to deepen democracy and enhance social cohesion.

By engaging members of the public on municipal affairs that affects their lives

LED and Social Development

Increased the Gross Domestic Product of the District

To increase the Gross Domestic Product of the HGDM by 3% in 2030 in order to improve the socio-economic wellbeing of its citizens

By engaging all potential funders and investors as well as the training and skilling of emerging SMMEs both in agriculture and tourism

By promoting sport art and culture in our district

Municipal Financial

To improve the Financial Affairs and

To improve the Financial Affairs and

By ensuring that all systems and procedures are properly

Viability and Management	Viability of the Municipality in order to have a self-sustainable municipality	Viability of the Municipality in order to fund more projects and to get clean audit by 2017 and beyond	implemented and that deliverable are met
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15. Principles Governing PMS

15.1. Simplicity

The system must be a simple user- friendly system that enables the municipality to operate it within its existing capacity of its financial, human resources and information management system.

15.2. Political driven

Legislation clearly tasks the municipal council and the mayor as the owners of the performance management system. The Executive **MUST** drive both the implementation and improvement of the system. Legislation allows for the delegation of responsibility or aspects of it to the municipal manager or other appropriate structure as the executive may deem fit.

15.3. Incremental implementation

It is important that while a holistic performance management system is being developed, the municipality should adopt a phased approach to implementation, dependent on the existing capacity and resources within the municipality.

It is also important to note that municipal performance management is a new approach to local government functioning and therefore requires adequate time to be given to the organisation`s process to change. The performance management system will not be perfect from the start it should be constantly improved based on its workability.

15.4. Transparency and accountability

Members of the organisation whose performance will be monitored and measured must ensure that the process of managing performance is inclusive open and transparent. This can only be achieved by taking effective participation in the design and implementation of the system within the municipality.

Again, the process must involve and empower communities so that they are able to understand how the municipality and its departments are run, how resources are spent, and who is in charge of particular services. Similarly, all information on the performance of the departments should be available for other managers, employees, public and specific interest group.

15.5. Integration

The performance management system should be integrated into other management processes in the municipality, such that it becomes a tool for more efficient and effective management rather than an additional reporting burden. It should be seen as a central tool to the ongoing management functions.

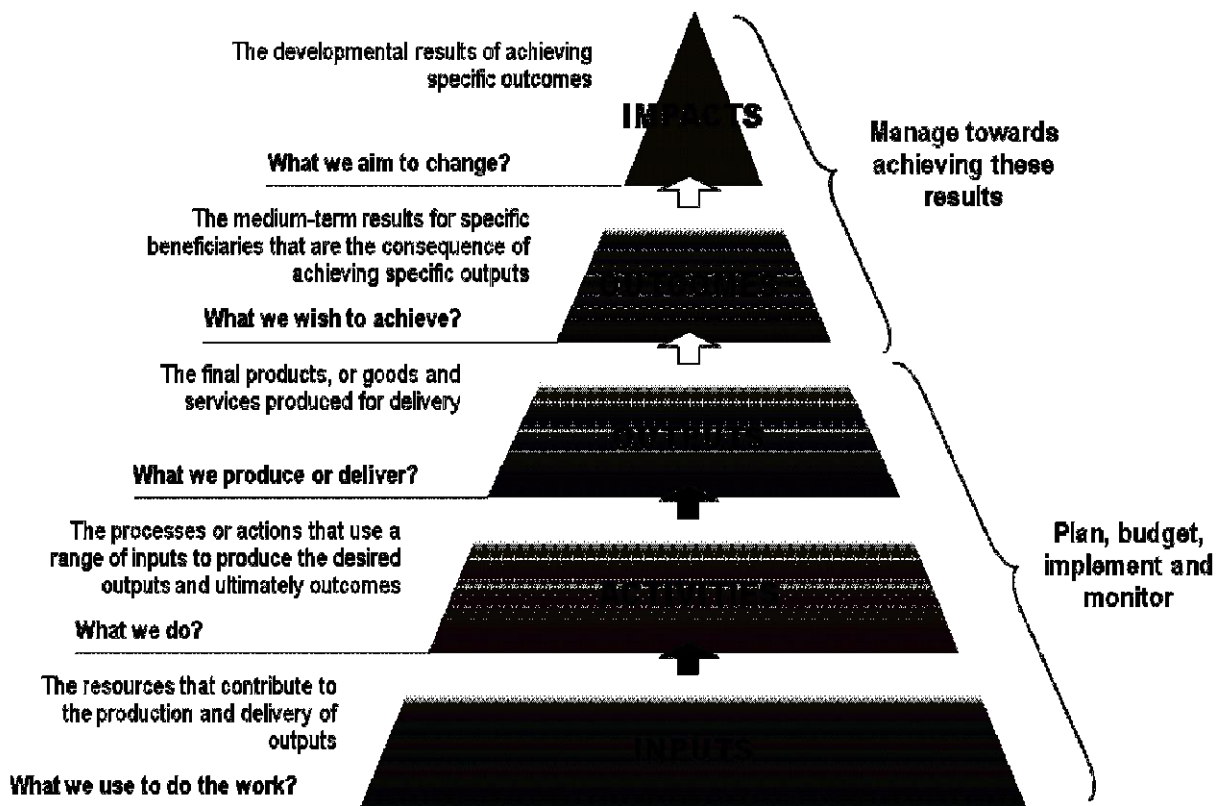
16.6. Objectivity

Performance management must be founded on objectivity and credibility. Both the processes of managing performance and the information on which it relies need to be objective and credible. Sources of data for measuring indicators should be scrutinized to enhance credibility of information and therefore objective decisions-making.

17. Purpose of the Service Delivery Budget and Implementation Plan (SDBIP)

The IDP which is the planning tool for the municipality have a lifespan of 5 years which is then broken down into short term goals that can be achieved in 1 year. The SDBIP which is the implementation tool is developed to implement the IDP. It is used to align the budget to the IDP. The focus of the SDBIP is on both financial and no-financial measurable performance objectives. It links each service delivery outputs to the budget of the municipality. The SDBIP provides a comprehensive picture of the performance of each department within the municipality. It consists of objectives, strategies, indicators and targets.

17.1. Figure 1: Results chain framework



18. 2017/2018 ORGANISATIONAL OBJECTIVES (OUTPUTS)

Objectives state clearly the intention of the municipality, what it intends to produce in order to achieve its strategic output. The organisational objectives are SMART (specific, measurable,

attainable, relevant and time-bound) and performance targets set are achievable. The table below illustrate the 2016/2017 objectives in the organisational score card.

OBJECTIVES 2017/2018
To ensure effective communication
To implement all the capital projects identified for the current financial year as per the municipality`s Integrated development plan
To ensure that households are provided with clean drinkable water by 2018
To restore dignity to the communities through implement of the sanitation projects identified in the IDP
To improve the sanitation system as per the business plan
To reduce poverty and unemployment during projects implementation through the EPWP and LED initiatives
To restore dignity to the communities through implement of the sanitation projects identified in the IDP
To improve the sanitation system as per the business plan
Develop the Workplace Skills Plan in order to address skills shortage within the District and ensure compliance with the municipality`s Equity plan
To monitor water quality

To maximise debt collection

To provide reliable and timeous financial information for decision making purposes.

By bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance process.

To obtain water abstraction and effluent discharge licences

To update the Infrastructure Asset Register for Accountability and Maintenance Purposes

To Ensure alternative water supply in cases where there is a reported problem within the schemes

To ensure prompt response in dealing with sewer spillages in town area

Improve the percentage of the Blue and Green status

To provide a comprehensive approach to better integrate risk management into strategic decision making

To review and update the IDP as per the MSA

To determine the results and the Impact of the services delivered to the community residing within the HGDM` area of jurisdiction



19. PERFORMANCE INDICATORS AND TARGETS AND BASELINE

A set of performance indicators were identify in order to track the ongoing performance of the organisation. The indicators reflect equity and the value for money in the use of resources. They are related to outputs which will assists in achieving the organisational strategic outcome. The key stake holders are consulted to identify the key performance indicators. The key performance indicators are aligned to the national outcome. The present baseline information which is recorded prior to the planning period is stated clear in numbers in respect of each project objective and indicator. The SMART targets are set relating to the budget year of the MTEF. The table below illustrate the targets, indicators and baseline set in the organisational Score card.

Organisational Score card Targets, Indicators and Baseline

TARGETS	KEY PERFORMANCE INDICATORS	BASELINE
Four (4) Newsletters developed and published June 2018	Number of newsletters developed and published by 30 June 2018	4 Newsletters published
308 households connected to waterborne sewer system	Number of Households connected to waterborne sewer system by June 2018	180 households connected to waterborne sewer system
2829 VIP units installed by June 2018	2829 VIP units installed by June 2018	2636 Units completed
100% households with access to clean drinkable water	The percentage of households with access to water	100% households with access to clean drinkable water

6 961 Households to be served with clean drinkable water by June 2018	Number of Households to be served with clean drinkable water by June 2018	241 households with access to clean drinkable water
200 of water samples taken for analysis	Number of water samples taken for analysis by June 2018	200 of water samples taken for analysis
14 IDP Road-shows held	Number of IDP road shows held	14
200 people trained as per WSP	Number of people trained by June 2018 as per WSP	153
85% revenue collected	Percentage increase of revenue collection by June 2018	85% revenue collected
Submit AFS 2016/2017 to AG	Date in which the AFS were Submitted to AG	Submit AFS 2014/2015 to AG
4 Operation Mbo awareness campaigns conducted. (1 District and 3 Locals)	Number of Operation Mbo held by June 2018	4
4 Audit committee meeting held	Number of audit assignments completed as per the approved audit plan	4

1 Risk Management policy Framework and	Number of risk management framework	1
Policy approved	and policy approved	

20. Risk Management

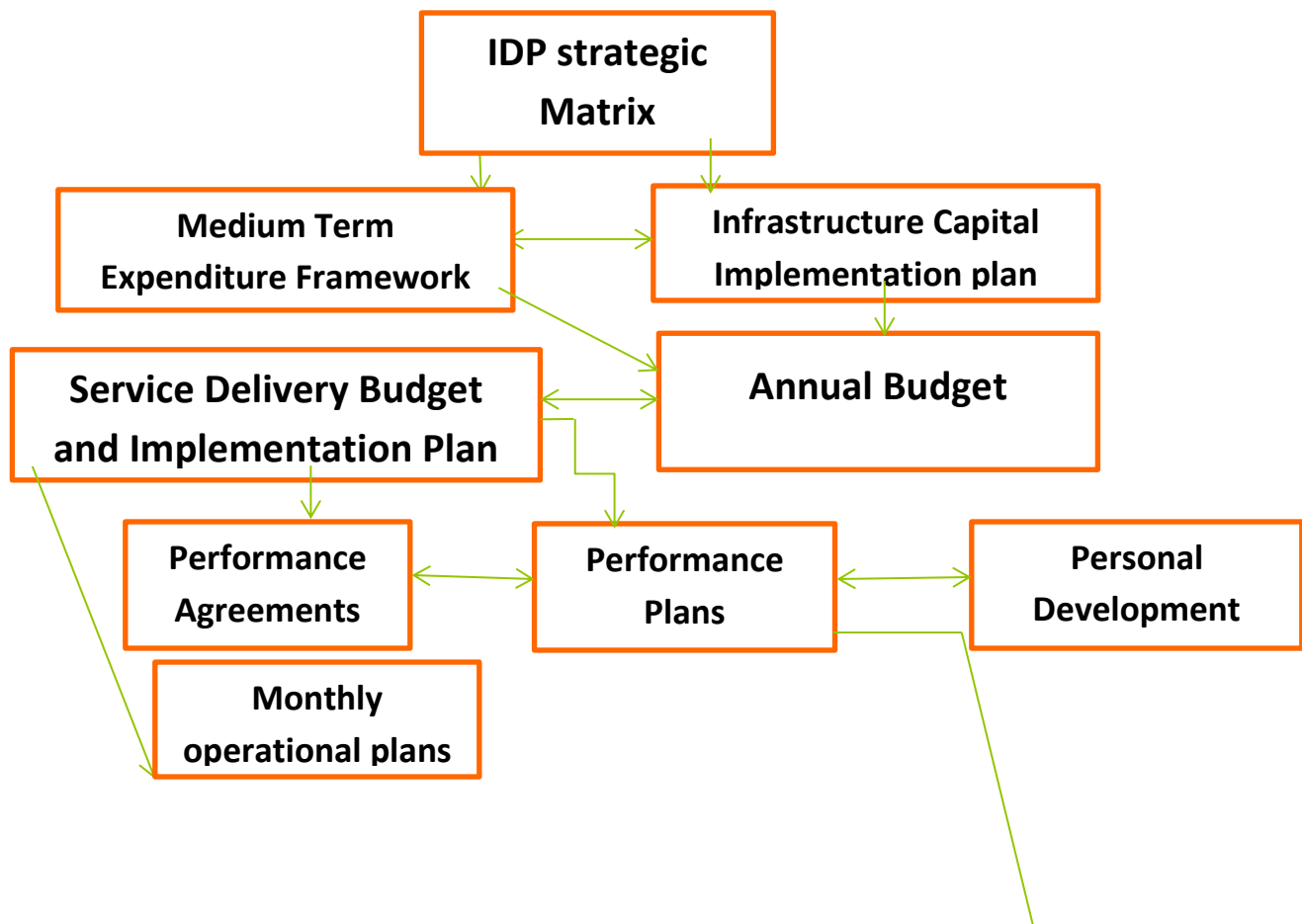
The risk management implementation plan for the Harry Gwala District Municipality was prepared to give effect to the implementation of the risk management policy and strategy and sets out all risk management activities planned for the 2015/2016 fiscal year. The table below illustrate the risks that were identified and the mitigation plans to ensure that the risks to not hinder the realisation of the strategic objectives. The table below is the risk assessment plan for HGDM which will is scheduled to be updated in June 2017.

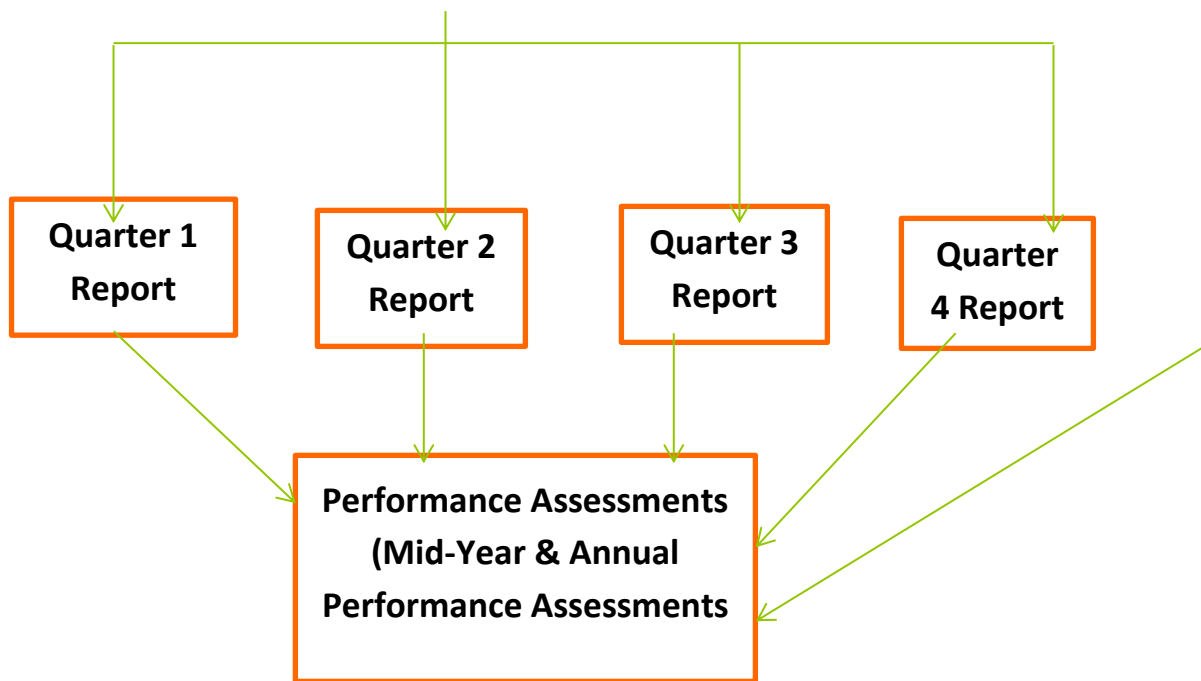
21. Process of the Service Delivery Budget and Implementation Plan (SDBIP)

The SDBIP process plan is developed with the IDP process plan and is tabled to council for adoption. The draft SDBIP and the final SDBIP is submitted to the mayor not later than 28 days after the adoption of the budget and to the Provincial and National Treasury not later than 10 days after the adoption of the budget. The SDBIP is publicised through the local newspapers and the website of the municipality.

21.1. Planning, budgeting and reporting

This section will give a brief overview of the documents that the municipality is mandated to produce in relation to planning, budgeting, implementation, reporting, and monitoring. All these documents are tabled in relevant committees. Above all, published on the municipal website for public consumption. For the planning purpose the IDP is developed which is a five year plan. IDP process plan is tabled by the mayor as well as the budget timetable to Council by 31 August for approval (10 months before the beginning of the next budget year). The schedule of key deadlines indicates the processes relative to the review of the IDP as well as the preparation of the medium term revenue and expenditure framework (MTREF) budget and the revision of the annual budget. These target dates follow the prescriptions of the Municipal Finance Management Act as well as the guidelines set by National Treasury. Strategic planning session is convened in September/October with senior managers to determine the IDP priorities which will form the basis for the preparation of the MTREF budget. By the 31st March, the Mayor tables the draft IDP and MTREF budget to council (90 days before the beginning of the new budget year) together with the draft resolutions and budget related policies. The Mayor approves the Service Delivery and Budget Implementation Plan (SDBIP) not later than 28 days after the approval of the Budget by Council. The SDBIP is submitted to Provincial and National Treasury not later 10 days after it has been approved by council.





21.1.1 Public Consultation

The public is consulted through IDP and Budget road shows. An extensive consultation is held with the ward committee members and the ward councillors to deliberate on the Key performance indicators.

21.2. Implementation

SDBIP is the actual implementation of the Integrated Development plan (IDP) which is done over a single year cycle. It is known as a management tool used to monitor performance. It focuses on both financial and non-financial measurable performance objectives. SDBIP is essentially an implementation tool to ensure alignment of budget to the IDP. To measure performance, targets are set for each indicator. To achieve better service delivery the municipality has the responsibility to ensure responsible spending, given the nature of public funds. The results must be linked to budget expenditure to ensure value for money. Monthly performance and budget reports are prepared as per Section 71 of the MFMA and 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. The SDBIP is revised once during the budget adjustment and amendments are done where necessary and then tabled to council.

21.3. Monitoring and Reporting

Monitoring is conducted to collect, analyse and report performance data. It provides continuous information on whether progress has been made towards achieving the results (inputs, activities and outputs). It assists to identify the strengths and weaknesses in each project. The information collected during reporting enhance learning and improves decision –making. Monthly operational reports are prepared and discussed in a MANCO and in the Portfolio committees to continuously track performance against what was planned. In order to comply with regulation 28 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to the Municipal manager, the quarterly reports are prepared and tabled to the Executive committee, Performance Audit Committee and Council. Sections 121 and 127 of the MFMA, as read with Section 46 of the Systems Act and Section 6 of the Systems Amendment the municipality must prepare the Annual performance report(APR) and clearly state the IDP objectives, planned targets, reasons and corrective measures provided where targets were not met. The APR forms part of the annual report. The Annual report is tabled to Council by 31 January. The draft and approved document is published by 31 March each year. It is submitted to MPAC, Council, Audit Committee, Auditor-General, Auditor-General, National Treasury and Provincial Treasury. Figure 2, illustrates the schedule for performance review.

21.3.1. SCHEDULE FOR PERFORMANCE REVIEW

REPORT	PERIOD	DUE DATE	LEGISLATION	OVERSIGHT
First Quarter report	July – September	15 th September	of Regulation 28 of Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Manager, 2006	<ul style="list-style-type: none"> • Internal Audit unit(IA) • Performance Audit committee (PAC) • Portfolio Committees • Executive committee(Exco) • Municipal Public Accounts Committee(MPAC) • Council
Second	October	- 15 th	• Regulation 28	• Internal Audit

Quarter/ Mid-Year	December	25 th January – (Council, provincial and National Treasury)	of Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Manager, 2006 <ul style="list-style-type: none"> Regulation 13 of Local Government: Municipal Planning and Performance Management Regulations, 2001 	unit <ul style="list-style-type: none"> Audit committee Portfolio Committees Executive committee Municipal Public Accounts Committee Council Provincial and National Treasury
Third Quarter	January - March	15 th March	Regulation 28 of Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Manager, 2006	Internal Audit unit <ul style="list-style-type: none"> Audit committee Portfolio Committees Executive committee Municipal Public Accounts Committee Council
Fourth quarter/ Annual Performance	April - June	15 th - 31 st January AG and Cogta	<ul style="list-style-type: none"> Regulation 28 of Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Manager, 2006 	Internal Audit unit <ul style="list-style-type: none"> Audit committee Portfolio Committees Executive committee Municipal Public Accounts Committee Council Provincial and National Treasury

- Regulation 13 of Local Government: Municipal Planning and Performance Management Regulations, 2001
- Department of Co-operative Governance and Traditional Affairs(Cogta)
- SA Auditor General (AG)

21.3.2. Performance Evaluation Committee

Performance Evaluation committee was established as per the regulation 27 of Local Government: Municipal Performance Regulations for Municipal Manager and Managers directly accountable to Municipal Manager, 2006. The performance evaluation panel for the purpose of the assessing the Municipal manager constitutes the following persons:

- 1. The Mayor**
- 2. Chairperson of the Performance Audit committee (PAC) or Chairperson of the Audit Committee in the absence of the PAC.**
- 3. Member of the Executive committee**
- 4. Mayor from another municipality**
- 5. Member of the ward committee as nominated by the Mayor.**

For the purpose of evaluating performance of managers directly accountable to the municipal manager, the panel constitutes the following persons:

- 1. Municipal Manager**
- 2. Chairperson of the Performance Audit committee (PAC) or Chairperson of the Audit Committee in the absence of the PAC.**
- 3. Member of the Executive committee**
- 4. Municipal manager from another municipality**

As stipulated in Section 72 of the MFMA, the Mid-Year assessment report is prepared and submitted to the mayor, Provincial and National Treasury by the 25th of January of each financial year.

22. Financial Management Perspective

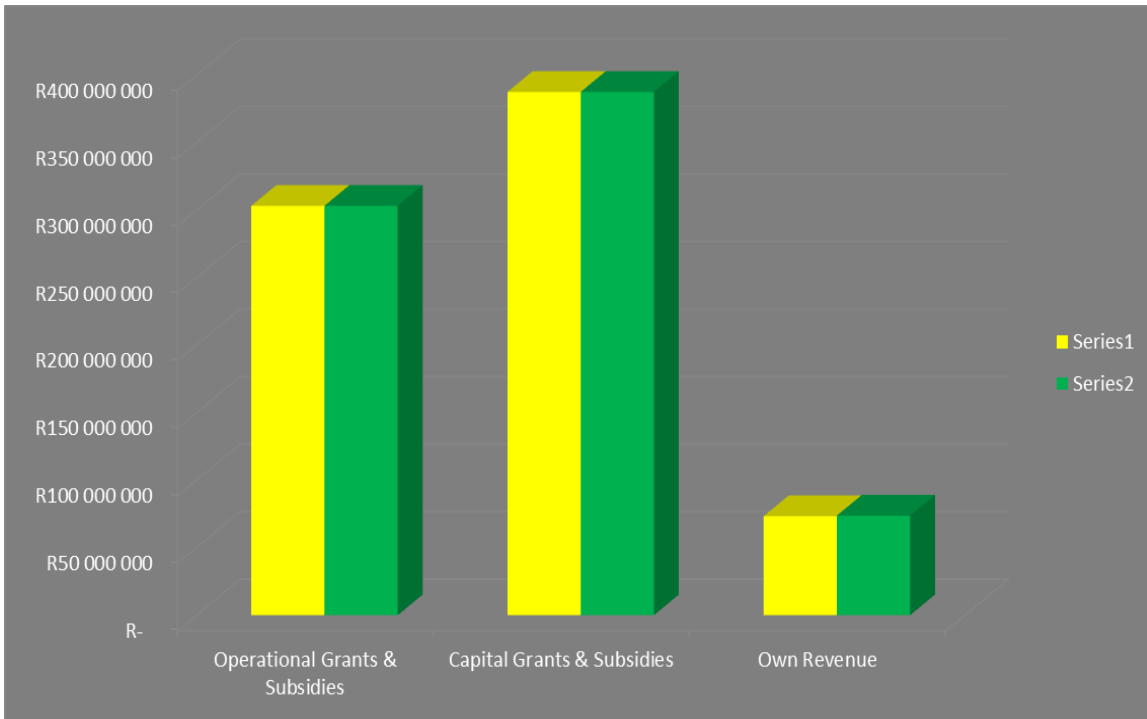
22.1. BUDGETING PRINCIPLES

The municipality should not budget for a deficit and should ensure that revenue projections in the budget are realistic taking into account actual collection levels and equitable share. Expenses may only be incurred in terms of the approved annual budget (or adjustments budget) and within the limits of the amounts appropriated for each vote in the approved budget. Harry Gwala district Municipality has prepared a three-year budget (medium term revenue and expenditure framework (MTREF)) and will be reviewed annually and approved by Council. The MTREF budget must at all times be within the framework of the Municipal Integrated Development Plan

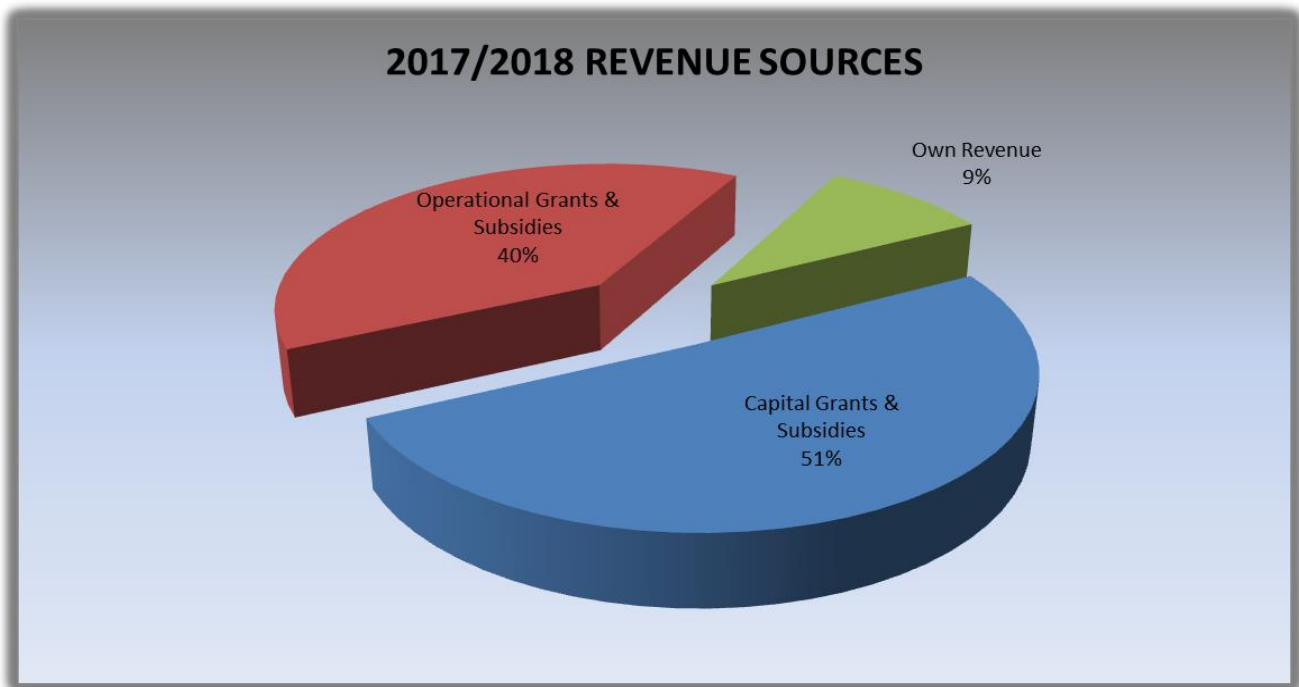
22.1.1. Table1: Revenue

REVENUE	2017/18 PARENT	2017/18 CONSOLIDATED
Operational Grants & Subsidies	R 303, 2m	R 303, 2m
Capital Grants & Subsidies	R 387, 5m	R 387, 5m
Own Revenue	R 73, 3m	R 73, 7m
TOTAL	R 764m	R 764, 5m

22.1.2. CHART 1: Revenue Sources

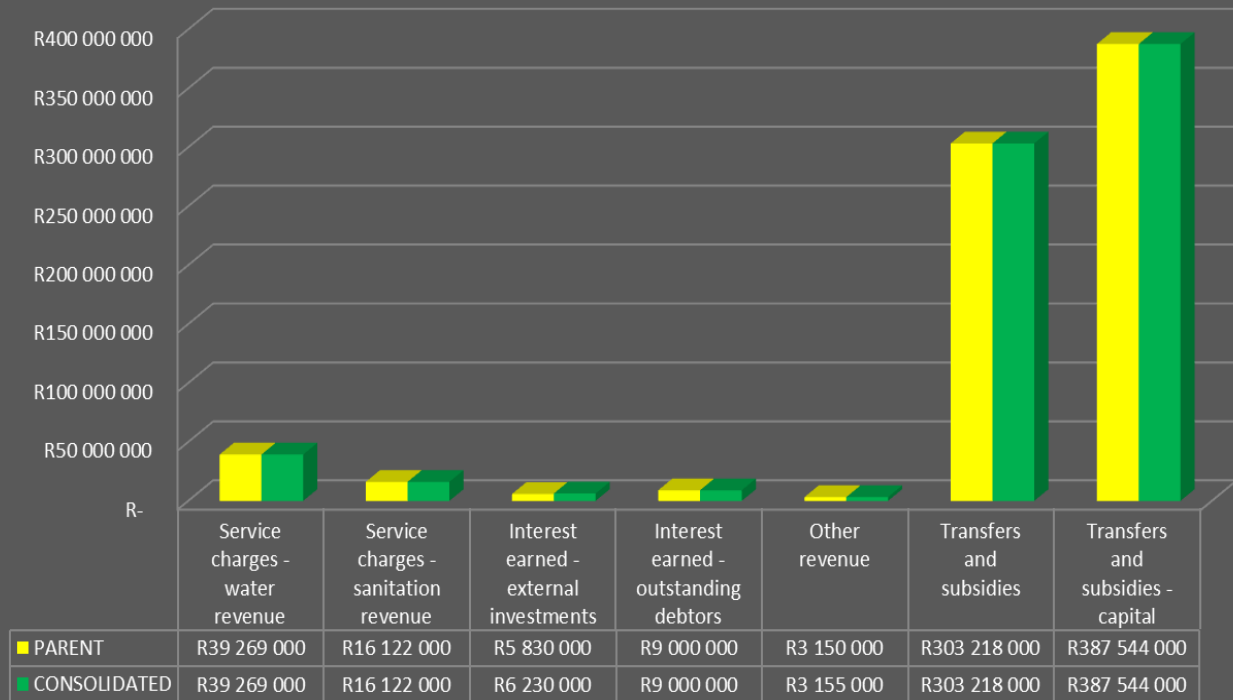


22.1.3. Chart 2: Revenue Sources into Percentage



22.1.4. Chart 3: CONSOLIDATED REVENUE BY CATEGORY

CONSOLIDATED REVENUE SOURCES BY CATEGORY



22.1.5. Table 2: Detailed Revenue Sources

REVENUE

NATIONAL GRANTS	2017/18	2018/19	2019/2020
EQUITABLE SHARE	R 285 028 000	R 318 779 000	R 345 521 000
MUNICIPAL INFR GRANT	R 199 323 375	R 211 377 525	R 224 149 000
MUNICIPAL INFR GRANT (PMU)	R 5 221 625	R 5 537 475	R 5 820 000
REGIONAL BULK INFRASTRUCTURE GRANT	R 90 000 000	R 100 000 000	R 97 923 000
RURAL ROADS ASSETS INFRASTRUCTURE - GRANT	R 2 221 000	R 2 310 000	R 2 439 000

FINANCE MANAGEMENT GRANT	R 1 250 000	R 1 000 000	R 1 000 000
EXPANDED PUBLIC WORKS PROGRAMME	R 1 718 000	R 0	R -
ENERGY EFFICIENCY & DEMAND MANAGEMENT GRANT	R 8 000 000	R8000 000	R 6 000 000
WATER SERVICES INFRASTRUCTURE GRANT	R 98 000 000	R 108 000 000	R 98 000 000
TOTAL	R 690 762 000	R 755 404 000	R 780 852 000
PROVINCIAL GRANTS			
Development Planning Shared service	R -	R 500 000	R 500 000
SUBTOTAL	R -	R 500 000	R 500 000
OWN REVENUE			
Service charges - water revenue	R 39 268 760	R 41 624 886	R 44 122 379
Service charges - sanitation revenue	R 16 121 540	R 17 088 832	R 18 114 162
Interest earned - external investments	R 5 830 000	R 3 500 000	R 4 000 000
Interest earned - outstanding debtors	R 9 000 000	R 9 540 000	R 10 112 400
Other revenue	R 3 150 001	R 2 781 054	R 2 908 658
SUBTOTAL	R 73 370 301	R 74 534 772	R 79 257 599
TOTAL REVENUE	R 764 132 301	R 829 939 272	R 860 110 099

The water & sanitation tariffs are proposed to increase by 6% considering economic viability of Harry Gwala District Municipality for the ensuing year. The proposed tariff increase is at 6% below the inflation rate forecast of 6.6% as forecasted by the National Treasury.

22.2. Chart 2: 2017-18 MTREF Budget Summary

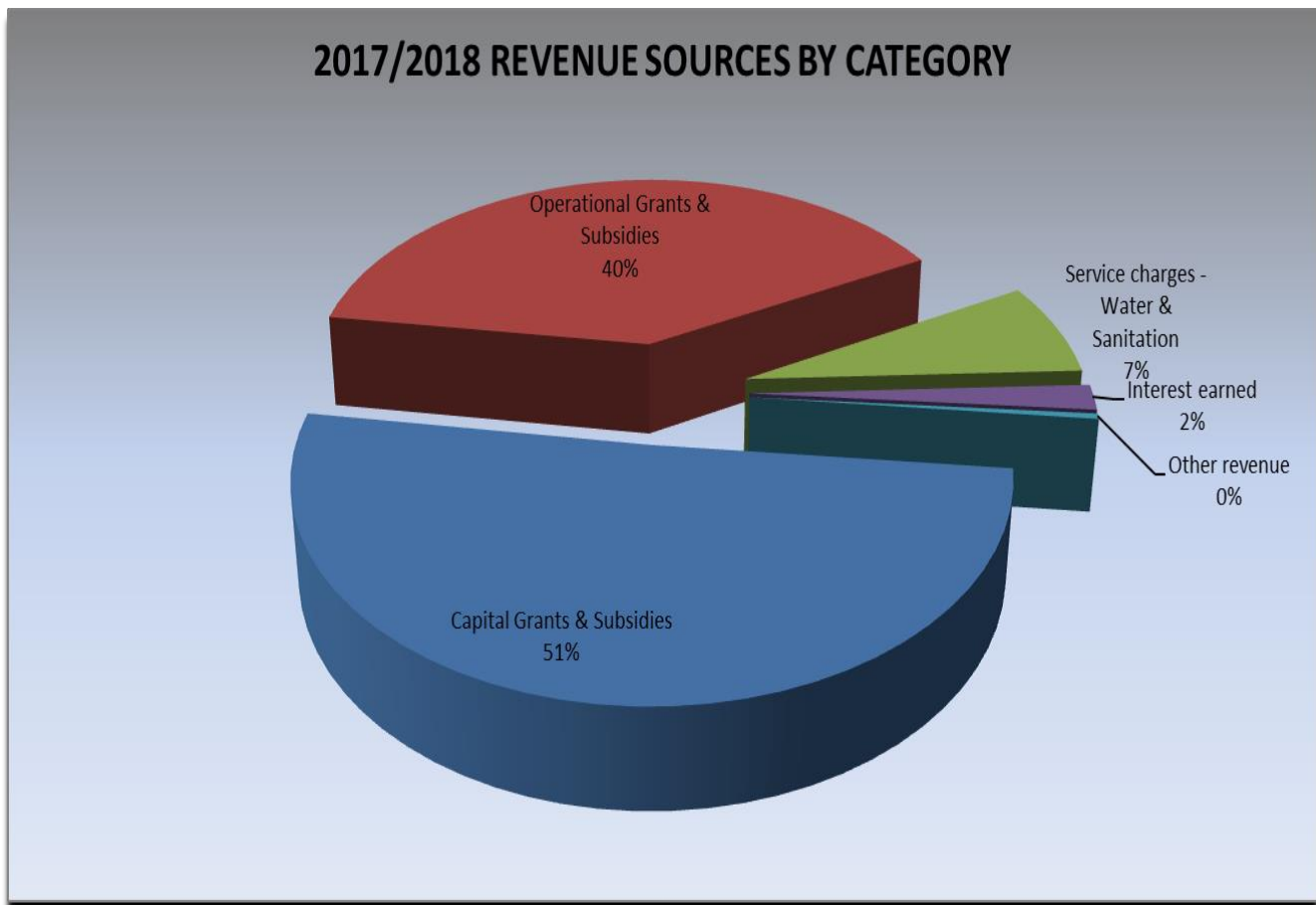


Chart 2 above presents the budget summary for the 2017-18 budget year categorised by revenue sources.

22.3. CAPEX

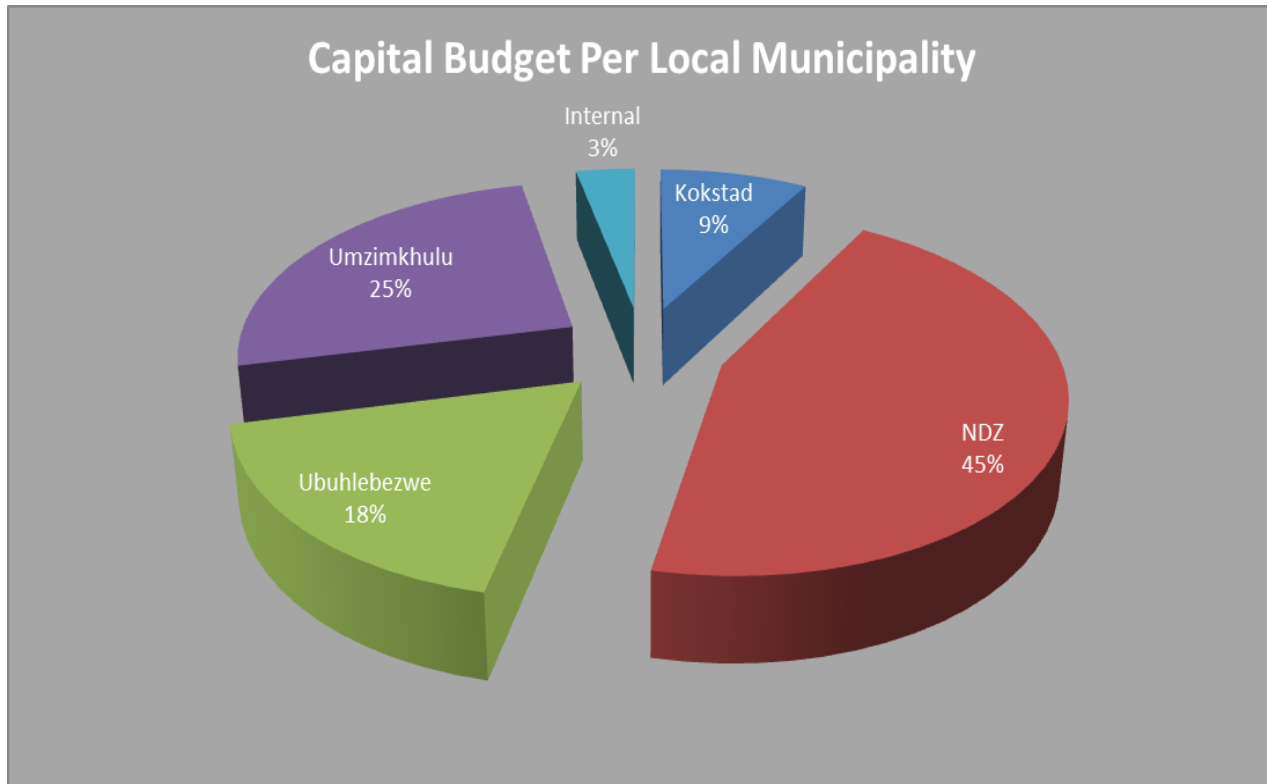
22.3.1. Table 3: Capital Budget by Type

	BUDGET
Water	R 325 637 000
Sanitation	R 61 907 000
Office Equipment, Computers , Staff Compound, Water Tankers and Sewer and Other	R 11 210 000
Total	R 398 754 000

22.3.2. Chart 3: 2017/2018 CONDITIONAL GRANTS ALLOCATION

GRANTS	2017/18	2018/19	2019/20
MIG	R 199 544 000	R 211 910 000	R 224 968 000
WSIG	R 98 000 000	R 108 400 000	R 98 000 000
RBIG	R 90 000 000	R 100 000 000	R 97 923 000
EPWP	R 1 718 000	R 0.00	R 0.00
EEDM	R 8 000 000	R 8 000 000	R 6000 000
TOTAL	R 397 262 000	R 428 310 000	R 426 891 000

22.3.3. Chart 4: Capital Distribution per Local Municipality



22.3.4. Table 4: Capex Budget per Local Municipality

PROJECTS	BUDGET		
	2017/18	2018/19	2019/20
Kokstad	R 28 200 000	R 20 000 000	R 21 000 000
NDZ	R 151 056 994	R 213 744 000	R 198 944 000
Ubhlebezwe	R 60 345 792	R 73 200 000	R 53 021 000
Umzimkhulu	R 84 941 214	R 113 366 000	R 147 926 000
Internal	R 11 210 000	R 6 300 000	R 5 050 000
Refurbishment Per Local Municipality	R 63 000 000	R -	R -
TOTAL	R 398 754 000	R 426 610 000	R 425 941 000

22.3.5. Table 5: Capital Projects and Budget Distribution per Local Municipality

NDZ PROJECT LIST

PROJECTS	2017/18	2018/19	2019/20
Bulwer to Nkelabantwana and Nkumba Water	R 11 000 000	R 10 000 000	R 2 000 000
Greater khilimoni	R 1 800 000	R 12 000 000	R 30 000 000
Khukhulela water	R 5 000 000	R 3 200 000	R -
Kwanomandlovu water project	R 15 000 000	R 25 000 000	R 17 021 000
Mbhulelweni water supply	R 3 000 000	R -	R 18 000 000
Ingwe household sanitation project	R 7 000 000	R 5 000 000	R -
Underberg Bulk Water Supply Upgrade Phase 2	R 11 256 994	R 3 000 000	R -
Bulwer Donnybrook Water Supply Scheme Project (RBIG) dam	R 90 000 000	R 100 000 000	R 97 923 000
Stepmore Water Project	R 4 000 000	R 37 244 000	R 4 000 000
Gala Water Supply	R 3 000 000		

Mqatsheni Water Supply	R -	R 18 300 000	R 30 000 000
TOTAL	R 151 056 994	R 213 744 000	R 198 944 000

22.3.6.KOKSTAD PROJECT LIST

PROJECTS	2017/18	2018/19	2019/20
Horseshoe Sanitation Project	R 23 200 000	R 20 000 000	R 21 000 000
Makhoba Bulk Water Supply (ARGYLL)	R 5 000 000	R -	R -
TOTAL	R 28 200 000	R 20 000 000	R 21 000 000

22.3.7. UBUHLEBEZWE PROJECT LIST

PROJECTS	2017/18	2018/19	2019/2020
Hlokozi Water Project Phase 4	R 6 000 000	R -	R -
Ncakubana Water Project	R 10 000 000	R 8 000 000	R -
Nokweja/ Mhlabashane Water Supply Scheme	R 7 316 792	R -	R -
Ufafa Water Supply	R 3 000 000	R 10 000 000	R -
Umkhunya Water Projects	R 19 029 000	R 15 000 000	R 38 021 000
Eradication Of Sanitation Backlog In Ubhulebezwe	R 4 000 000	R -	R -
Highflats Town Bulk Water Supply	R -	R -	R 10 000 000
Rectification & Upgrade of Fairview and Ixopo Sewer System	R 5 000 000	R 15 000 000	R -
Ixopo Hopewell Water Supply	R 6 000 000	R 10 000 000	R -
Mariathal Water Supply Phase 4	R -	R 15 200 000	R -

Jolivet Water Supply	R -	R -	R 5 000 000
TOTAL	R 60 345 792	R 73 200 000	R 53 021 000

UMZIMKHULU PROJECT LIST	2017/18	2018/19	2019/2020
Umzimkhulu Sewer Upgrade	R 8 000 000	R 12 000 000	R -
Mnqumeni Water Supply	R 15 000 000	R 15 000 000	R 10 000 000
Eradication Of Sanitation Backlog In Umzimkhulu	R 14 707 000	R 33 107 000	R 60 000 000
Greater Summerfield	R 25 551 006	R 33 259 000	R 50 926 000
Kwameyi, Teerkloof	R 13 000 000	R -	R -
Umzimkhulu Identified Villages Water Supply	R 8 683 208	R 14 000 000	R 20 000 000
Ibisi Housing Sewer Services	R -	R 6 000 000	R 7 000 000
Total	R 84 941 214	R 113 366 000	R 147 926 000

22.3.8. UMZIMKHULU CAPITAL PROJECTS

23.HARRY GWALA DM

OTHER CONDITIONAL	2017/2018	2018/2019	2019/2020
GRANTS/ PROJECTS			
INTERNAL FUNDING	R 11 210 000	R 6 300 000	R R5 050 000
TOTAL	R 11 210 000	R 6 300 000	R R5 050 000

23.1. CAPITAL BUDGET

The total capital budget is R 398, 7m. This is largely funded from Municipal Infrastructure Grant, Water Services Infrastructure Grant and Rural Bulk Infrastructure Grant.

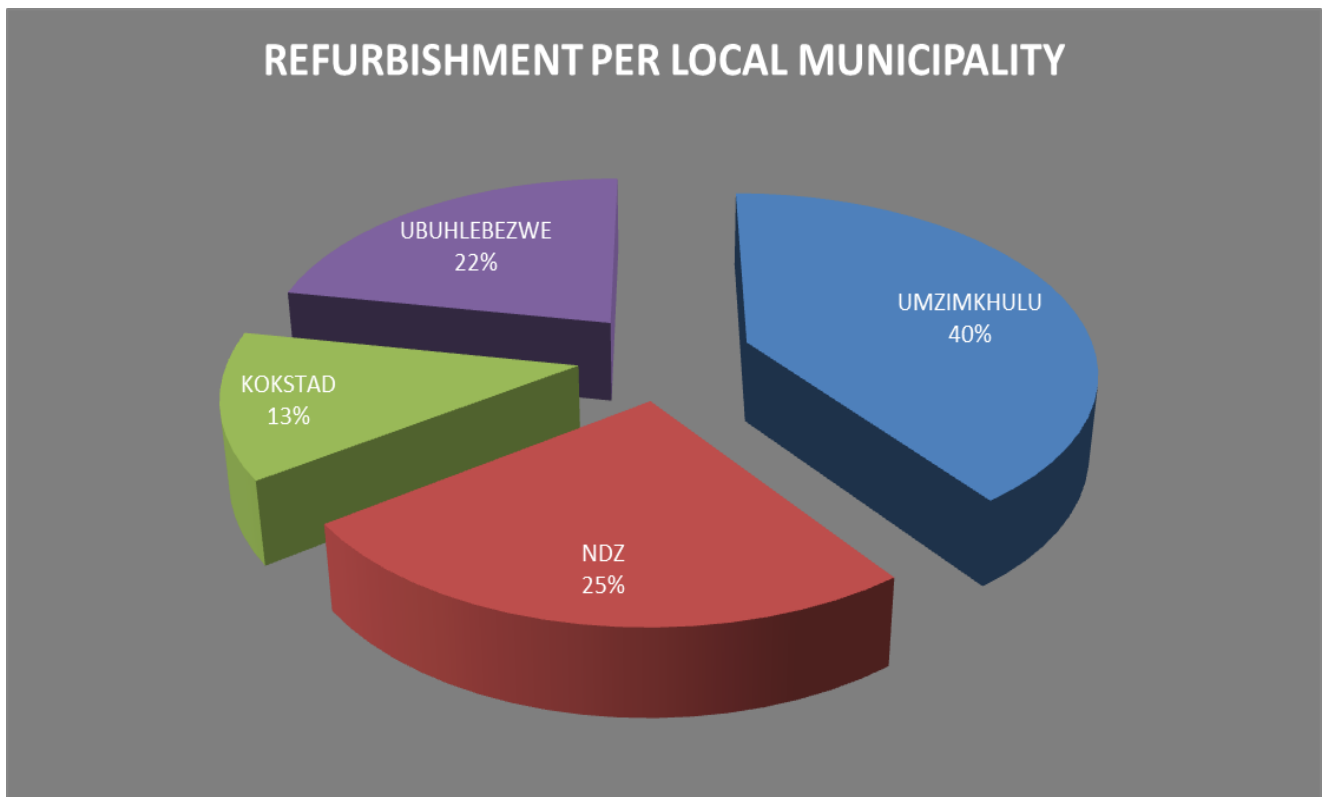
23.1.1. Table 6: Capital Budget per Department

DEPARTMENT	2017/2018	2018/2019	2019/2020
Corporate Services	R 4 110 000	R 1 900 000	R 650 000
Infrastructure Services	R 388 544 000	R420 310 000	R 420 891 000
Water Services	R 5 900 000	R 4 400 000	R 4 400 000
Social Services And Development Planning	R 200 000	R -	R -
TOTAL	R 398 754 000	R 426 610 000	R 425 941 000

The capital budget is largely attributable to addressing the water & sanitation backlogs in the Harry Gwala District Municipality.

Other internally funded capital projects include the Installation of water meters, Vehicles and other assets such as office equipment, Server upgrade, Computers etc.

23.1.2. REFURBISHMENT PER LOCAL MUNICIPALITY



23.1.3. REFURBISHMENT PER LOCAL MUNICIPALITY

MUNICIPALITY	BUDGET
Kokstad	R 8 182 000
NDZ	R 15 795 000
Ubuhlebezwe	R 13 846 800
Umzimkhulu	R 25 176 000
TOTAL	R 63 000 000

23.1.4.CAPITAL REFURBISHMENT

ITEM	LOCAL MUNICIPALITY	BENEFITING WARDS	PROJECT NAME	BRIEF SCOPE	REQUIRED BUDGET
1.	UBUHLEBEZWE LM	<ul style="list-style-type: none"> ✓ WARD 2 (Town & Morning View) ✓ WARD 4 (Morningside, Fairview, Informal Settlement and Hospital) 	IXOPO WATER SUPPLY INFRASTRUCTURE UPGRADE	<ul style="list-style-type: none"> a) 785 m of 160 mm dia. uPVC Class 12 (From WTW to Grant Street). b) 220m of 355mm dia. uPVC Class 12 (from Workshop RSV Outlet). c) 1620 m of 160 mm dia. uPVC Class 12 (Margaret, Grant & High Street) d) 1310km of 160 mm dia. Class 12 (Main, East & High Streets) e) Lot connections f) Upgrade Workshop reservoirs with additional 250 kL Galaxy Reservoir. 	R 8 000 000.00
2.	UBUHLEBEZWE LM	<ul style="list-style-type: none"> ✓ WARD 7 & 8 (Jolivet). ✓ WARD 10 & 13 (Umhlabashane). 	WATER SUPPLY FOR IDENTIFIED VILLAGES UNDER UBUHLEBEZWE JURISDICTION	<ul style="list-style-type: none"> a) Completion of a Pump House b) Supply and install 3 x submersible borehole pumps and 1 x standby generator. c) Supply and installation of two high lift pumps. d) Construction of dosing room with two dosing pumps. e) 500 m of 100mm dia. galvanized steel pipe to existing RSV "B". f) 1500 m of 75mm dia. uPVC Class 16 rising main. g) Eskom Electricity connection. h) Outlet & Inlet Meter chambers. i) Isolation and scour valves with chambers. j) 3 x 20 kL Elevated Jojo Tanks including structural steel stands. k) 50km of pipeline ranges from 32mm to 63mm diameters HDPE Class 12. l) Installation of 65 communal stand pipes. m) Installation of pipeline markers. 	R 5 846 000.00

3.	UMZIMKHULU LM	✓ WARD 16	UMZIMKHULU TOWN WATER SUPPLY SCHEME REFURBISHMENT AND PIPELINE UPGRADE	<ul style="list-style-type: none"> a) Relocation of Umzimkhulu River Pump station. b) Replacing 2000m of 160mm dia. pipeline by uPVC 200mm dia. c) 150m long 110mm dia. from 2.5 ML RES. To Extension 8. d) Filter Media replacement on 4 x compression filters. 	R 10 000 000.00
4.	UMZIMKHULU LM	<ul style="list-style-type: none"> ✓ WARD 2 (Riverside Township) ✓ WARD 17 (Stranger's Rest) ✓ WARD 17 (Gijima & KwaDayi) ✓ WARD 20 (Washbank) ✓ WARD 10 (Ncambele) ✓ WARD 1 (Mangeni) ✓ WARD (Nonginqi) ✓ WARD 12 (Mbulumba/ Commonsvalley) ✓ WARD 13 (Small Mahobe) 	REFURBISHMENT OF RUDIMENTARY WATER SUPPLY SCHEMES IN UMZIMKHULU	<ul style="list-style-type: none"> a) Replacement of 6 broken Filter cylinders together with media. b) Reconstruction of Abstraction Works (Suction pipeline, Chamber and upgrading submersible pumps). c) Drilling and Equipping of 6 Boreholes d) Protection of 4 Springs and associated works e) Upgrading of 2000m of Rising Mains f) Fencing of Pump stations g) 3000m of Reticulation network extension with standpipes. h) Installation of Bulk Meters and Control Valves 	R15 176 000.00
5.	GREATER KOKSTAD LM	✓ WARD 3 (Town)	KOKSTAD TOWN WATER SUPPLY SCHEME RETICULATION UPGRADE AND PIPELINE RELOCATION	<ul style="list-style-type: none"> a) Replace 2.5 km of 160mm dia. AC to 160mm dia. b) Upgrade 1.2km of pipeline to 250mm dia. PVC. c) Upgrade 1.5km from 150mm dia. to 200mm dia. PVC. 	R7 000 000.00
6.	GREATER KOKSTAD LM	✓ WARD 4 (Shayamoya)	SHAYAMOYA NEW RESERVOIR CONNECTION	<ul style="list-style-type: none"> a) Inlet Chamber with compression fittings b) Outlet Chamber with bulk meter and compression fittings. c) 160mm dia. internal connection. 	R 1 182 200.00

				d) Level Control valves and indicator	
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6.	GREATER KOKSTAD LM	✓ WARD 4 (Shayamoya)	SHAYAMOYA NEW RESERVOIR CONNECTION	e) Inlet Chamber with compression fittings f) Outlet Chamber with bulk meter and compression fittings. g) 160mm dia. internal connection. h) Level Control valves and indicator	
7.	DR. NKOSAZANA DLAMINI-ZUMA LM	✓ WARD 2 & 3 (Underberg and Himeville Towns)	UNDERBERG TOWN WTW REFURBISHMENT AND OLD AC PIPELINES REPLACEMENT	a) Replace 5km of 160mm, 100mm, 90mm, 75mm and 50mm diameters with PVC and HDPe similar sizes. b) Installation of 20 number of Fire Hydrants c) Installation of Signage, Desludging of lagoons and Equipping of Gas Chlorine room at the Water Works.	R 6 000 000.00
8.	DR. NKOSAZANA DLAMINI-ZUMA LM	✓ WARD 9 & 10	MINOR UPGRADES OF HLANGANANI AND BULWER TREATMENT WORKS	a) Installation of elevated storage tank and water pump b) Installation of area lighting	R 590 000.00
9.	DR. NKOSAZANA DLAMINI-ZUMA LM	✓ WARD 7 (Sandanezwe) ✓ WARD 11 (NomaNdlovu) ✓ WARD 10 (Mdayana) ✓ WARD 6 (Masamini & Mnywaneni)) ✓ WARD 15 (Malahleni)	REFURBISHMENT OF RUDIMENTARY WATER SUPPLY SCHEMES IN DR NKOSAZANA DLAMINI-ZUMA LM	a) Equipping of 2 boreholes. b) Replacement of 300m x 90mm PVC with 300m x 90mm steel pipe. c) Installation of 20 bulk meters d) Installation of 10 Storage tanks e) Fencing of 4 borehole pump stations and storage tanks. f) Refurbishment of pumping mains. g) Protection of 8 additional springs and associated works.	R 2 120 000.00
10.	DR. NKOSAZANA DLAMINI-ZUMA LM	✓ WARD 11 (Creighton)	CREIGHTON WATER SUPPLY SCHEME UPGRADE	a) Abstraction Works at the Ngwagwana River to augment existing source. b) Construction 35km of 160mm dia. rising main	R 7 085 000.00

				from Ngwagwana to Creighton WTW. c) Upgrading Filters and Clarifier at the Works.	
TOTAL					R 63 000 000.00

24.1. Table 10: Special Programmes

24.1.1. The following are the highlights of the special programmes projects.

DESCRIPTION	2017/18	2018/19	2019/20
RHAWUKA HORSE RACING TRACK	R 600 000	R847 200	R896 338
SPORT DEVELOPMENT	R 4 000 000	R 4 236 000	R 4 481 688
ICT HUB	R 300 000	R 600 000	R 70 000
RURAL HORSE RIDING - GAMES (SUMMER CUP)	R 500 000	R 900 000	R 1 000 000
DISABLED PROGRAMMES	R 200 000	R 211 800	R 224 084
BURSARIES-COMMUNITY	R 300 000	R 317 700	R 336 127
MEDICAL BURSARIES	R 200 000	R 211 800	R 224 084
WOMENS EMPOWERMENT PROGRAMME	R 200 000	R 211 800	R 224 084
MENS FORUM AND CAPACITY BUILDING	R 100 000	R 105 900	R 112 042
SENIOR CITIZENS PROGRAMMES	R 100 000	R 105 000	R 112 042
FINANCIAL ASSISTANCE & SCHOOL CAMPAIGN	R 160 000	R 169 440	R 179 268
TO ATTEND UMKHOSI WOMHLANGA	R 50 000	R 52 950	R 56 021
HARRY GWALA DISTRICT MARATHON	R 1 000 000	R 1 059 000	R 1 120 422
RESEARCH AND DEVELOPMENT	R 1 500 000	R 1 000 000	R 1 000 000
RELIGIOUS FORUMS	R50 000	R55 000	R60 000
TOTAL	R 9 260 000	R 10 083 590	R 10 096 200

Annexure

**2017/2018 DEPARTMENTAL SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN
(SDBIP)**

CORPORATE SERVICES SDBIP

CORPORATE SERVICES DEPARTMENT																								
KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																								
IDP REF. NO. Q2 TRANS 2022																								
IDP GOAL: TO PROVIDE ADMINISTRATIVE SUPPORT TO COUNCIL AND ITS STRUCTURES AND TO HAVE A WELL DEVELOPED HUMAN CAPITAL TO DELIVER BASIC SERVICES TO THE COMMUNITIES																								
IDP Ref. No.	B2B Ref. No.	Objective	Strategy	Measurable output	KPI	Project Name	Activities/ Items	Locality / Regional indicator	Source of funding	Budget Estimate	DEMAND	BACKLOG	Responsible Department	Baseline 2016-17	Q 1	Q1 Evidence	Q2	Q2 Evidence	Q3	Q3 Evidence	Q4	Q4 Evidence	Annual Target	
SKILLS DEVELOPMENT		The percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan to ensure a competent workforce to achieve organisational objectives	By developing a Workplace Skills Plan	Budget spent	1.1.1. Number of WSP developed and submitted to LGSETA by 30 April 2018	Workplace Skills Plan (WSP)	1.1.1. Analysing IDP strategy 1.1.2. conduct Skills Audit 1.1.3. Compile skills profile 1.1.4. Availability of funds for training 1.1.5. Prioritization of training intervention 1.1.6. Data capturing 1.1.7. Stakeholder consultation 1.1.8. Authorization and submission	HGDM	Equitable share	2.2. R1 800 000 2.2.1. R0.00 2.2.2. R0.00 2.2.3. R0.00 2.2.4. R1 800 000 2.2.5. R0.00 2.2.6. R0.00 2.2.7. R0.00 2.2.8. R0.00 2.2.9. R0.00 2.2.10. R0.00	1	0	Corporate Services	1 WSP developed and submitted to LGSETA			Issue skills audit forms with Memo	Signed Memo and skills audit form	None	N/A	1 WSP submitted to LGSETA	Signed WSP	1.1.5.1. 1 WSP submitted to LGSETA	
		The percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan to ensure a competent workforce to achieve organisational objectives	By developing a Workplace Skills Plan		1.1.2. Percentage of budget spent on Workplace Skills plan	Implementation of workplace skills plan	1.1.2.1. 1.1.2.2. 1.1.2.3. 1.1.2.4. 1.1.2.5.	HGDM	Equitable share					Corporate Services	1									
		The percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan to ensure a competent workforce to achieve organisational objectives	By developing a Workplace Skills Plan			1.1.3. Number of people trained by 30 June 2018.	Implementation of workplace skills plan	1.1.3.1. 1.1.3.1. Prepare specification 1.1.3.2. Advertising and Adjudication 1.1.3.4. Costing of training intervention 1.1.3.5. Appointment of training providers	HGDM	Equitable share		150	0	Corporate Services	200 people trained	50 people trained	Attendance register	50 people trained	Attendance register	50 people trained	Attendance register	50 people trained	Attendance register	1.1.3.5.3. 200 people trained
Training		To capacitate Supply Chain Management officials and Bid Committee members	By developing a Workplace Skills Plan	Training conducted	1.2. Number of officials trained on SCM by June 2018	Capacity Building	1.2. 1.2.1. Prepare specification 1.2.2. Advertising 1.2.3. Evaluation and Adjudication 1.2.4. Costing of training intervention 1.2.5. Appointment of training providers 1.2.6. Training logistics 1.2.7. Training Venue 1.2.8. Accommodation 1.2.9. Transportation 1.2.10. Food/ Breakfast, lunch and dinner)	HGDM	Equitable share	2.3. R300 000 2.3.1. R0.00 2.3.2. R0.00 2.3.3. R0.00 2.3.4. R0.00 2.3.5. R150 000.00 2.3.6. R0.00 2.3.7.1. R50 000.00 2.3.7.2. R30 000.00 2.3.7.3. R0.00 2.3.7.4. R50 000.00	30	3	Corporate Services	27 officials trained on SCM									1.2.5. 27 officials to be trained on SCM by June 2018	
PERSONNEL MANAGEMENT		To produce accurate leave information	By reconciling all leave	All leave reconciled	1.3. Number of leave reconciliation reports submitted to the MANCO by 30 June 2018	Monthly leave reconciliation	1.3.1. Check leave days per employee 1.3.2. Processing of a leave form 1.3.3. Approval of leave 1.3.4. Capturing of leave on Payday system 1.3.6. Producing monthly leave reconciliation report	HGDM	Equitable share/Internal fund	Nil		10	0	Corporate Services	No leave reconciliation reports									1.3.5. 10 leave reconciliation reports submitted to the MANCO by June 2018
WORKPLACE HEALTH AND SAFETY		To ensure a healthy, motivated and dedicated workforce	By appointing the service provider to train the SHE reps and First Aiders	SHE reps and First Aiders trained	1.4. Number of SHE reps, First Aiders and supervisors trained by 30 June 2018	Workplace Health and Safety Training	1.4. 1.4.1. Prepare specification 1.4.2. Advertising 1.4.3. Evaluation and Adjudication 1.4.4. Costing of training intervention 1.4.5. Appointment of training providers 1.4.6. Training logistics 1.4.7. Training Venue 1.4.8. Accommodation 1.4.9. Transportation 1.4.10. Food/ Breakfast, lunch and dinner)	HGDM	Equitable share	2.5. R 100 000 00 2.5.1. R0.00 2.5.2. R0.00 2.5.3. R0.00 2.5.4. R0.00 2.5.5. R 100 000 00 2.5.6. R0.00 2.5.7.1. R0.00 2.5.7.2. R0.00 2.5.7.3. R0.00 2.5.7.4. R0.00			Corporate Services	15 SHE reps, 15 First Aiders and 10 supervisors trained	5 SHE reps and 5 First Aiders trained	Attendance register	5 SHE reps and 5 First Aiders trained	Attendance register	5 SHE reps and 5 First Aiders trained	Attendance register	5 SHE reps and 5 First Aiders trained	Attendance register	1.4.5. 20 SHE reps and 20 First Aiders trained	

EMPLOYMENT EQU		To ensure that the number of people from employment equity target groups are employed in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan	By employing people from employment equity target groups in the three highest levels of management	Equity target groups in the three highest levels of management employed	1.5. Number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2018	Employment Equity	1.5.1. monitor recruitment process 1.5.2. Compile draft report 1.5.3. Consult stakeholders 1.5.4. Authorise and submit	HGDM	Equitable share	salaries	2	1	Corporate Services	1 person from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2017	None	N/A	1 person from the EE target group	Letter of appointment	1 person from the EE target group	Letter of appointment	None
			By compiling and submitting the Employment Equity Report	Employment Equity Report compiled and submitted	1.6. Number of Employment Equity Reports submitted to the Department of Labour by 15 January 2018	Employment Equity Report	1.6.1. monitor recruitment process 1.6.2. Compile draft report 1.6.3. Consult stakeholders 1.6.4. Authorise and submit	HGDM	Equitable share	salaries	1	0	Corporate Services	1 Employment Equity Report submitted to the Department of Labour by 15 January 2017	None	N/A	None	N/A	1 report submitted to DoL	Acknowledgement from DoL	
					Employment Equity Plan reviewed	1.7. Number of Employment Equity Plans submitted to the Department of Labour by 30 June 2018	Employment Equity Plan	1.7.1. Analysing IDP strategy 1.7.2. Analysis of provincial demographics 1.7.3. Compile draft of Employment Equity Plan 1.7.4. Stakeholder consultation 1.7.5. Authorization and submission 1.7.6. Monitor appointments in line with targets	HGDM	Equitable share	Nil	1	0	Corporate Services	1 Employment Equity Plan submitted to the Department of Labour						
Verification of qualifications		To verify qualifications of employees (that are in the service of the municipality) to ensure that they are not fraudulent.	By verifying qualifications of all senior managers and middle management who are already employed.	Qualifications of all senior managers and middle management employed verified	1.8. Number of qualifications verified by 30 June 2018	Verifications of qualifications	1.8.1. Distribution and signing of Managed Internship Evaluation (MIE) forms 1.8.2. requisition for number of employees to be verified 1.8.3. Issuing of Order by SCM 1.8.4. Capturing qualifications to the MIE system 1.8.5. Capture the results of employees	HGDM	Equitable share	40000 2.7.1. R 0 00 2.7.2. R 0 00 2.7.3. R 40 000 2.7.4. R 0 000 2.7.5. R 0 00	362	313	Corporate Services	24 Verifications of qualifications performed	15 employees verified	MIE reports	15 employees verified	MIE reports	None	N/A	None
Organizational Design		To develop or review the municipal organizational design		Organizational structure developed and reviewed	1.9. Date in which the organisational structure was reviewed and adopted by council	Organizational Structure	1.9.1. Analysing IDP strategy 1.9.2. Conduct huma capital needs audit 1.9.3. Compile a draft organisational structure 1.9.4. Consult all stakeholders 1.9.5. Accept comments from management 1.9.6. Prepare final draft 1.9.7. Submission of final draft to council for approval 1.9.8. Placement and implementation	HGDM	Equitable share	Salaries	1	0	Corporate Services	Organizational structure developed or reviewed and adopted by Council							
Policies		To develop or review the policies		Administration and human resource policies developed and reviewed	1.10. Number of developed or reviewed administrative and human resource policies	Reviewal of policies	1.10.1. Identify policy gaps 1.10.2. Get the views of management and employees 1.10.3. Draft policy amendments 1.10.4. Consult stakeholders 1.10.5. Send draft policy for legal opinion 1.10.6. Finalise draft policy for council adoption	HGDM	Equitable share	Salaries			Corporate Services	No policies have been developed or reviewed							

		To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	By ensuring that all annual subscriptions are paid for	Complete data centre	1.19. Installation of off-site backup by 30 June 2018	Off-site data Centre	1.19.1. Prepare Specification 1.19.2. Quotation 1.19.3. Appointment of Service Provider 1.19.4. Supply and Installation of off-site backup	HGDM	Equitable share/Internal fund	2.15. R5 000 000 2.15.1 R 0 00 2.15.2 R 0 00 2.15.3 R 5 000 000 2.15.4.	1	1	Corporate Services (Administration and Support)	New enabler													1.19.5.
Information and Communication Technology (ICT)		To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	By ensuring that all annual subscriptions are paid for	Quarterly progress reports to ICT Steering Committee submitted	1.20. Number of quarterly progress reports submitted to ICT Steering Committee by 30 June 2018	ICT Compliance	1.20.1. Prepare quarterly reports on ICT action plan 1.20.2. Present to ICT steering committee 1.20.3. Implement approved activities	HGDM	Equitable share/Internal fund	R 949 500 2.13. 2.13.1. 2.13.2. 2.13.3. R 949 500	4	0	Corporate Services (Administration and Support)	4 quarterly progress reports submitted to Exco	1 ICT Steering Committee	Minutes of the ICT Steering Committee	1 ICT Steering Committee	Minutes of the ICT Steering Committee	1 ICT Steering Committee	Minutes of the ICT Steering Committee	1 ICT Steering Committee	Minutes of the ICT Steering Committee	1 ICT Steering Committee	Minutes of the ICT Steering Committee	1 ICT Steering Committee	Minutes of the ICT Steering Committee	1.30.5. 4 ICT quarterly progress reports submitted to Steering Committee
		To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	By ensuring that all annual subscriptions are paid for	Upgraded network	1.21. Number of networks upgraded by 30 June 2018	Network upgrade	1.21.1. Prepare Specification 1.21.2. Quotation 1.21.3. Appointment of Service Provider 1.21.4. Upgrading of network	HGDM	Equitable share	2.15.1 2.15.2 2.15.3 2.15.4.			Corporate Services (Administration and Support)	new enabler												1.21.5. Networks upgraded by 30 June 2018	
		To provide secure ICT infrastructure which delivers appropriate levels of data confidentiality and integrity	By ensuring that all annual subscriptions are paid for	License	1.22. Number of licenses renewed by 30 June 2018	Licensing	1.22.1. Prepare Specification 1.22.2. Quotation 1.22.3. Appointment of Service Provider 1.22.4. Supply and Installation of upgraded software with a user license 1.22.5. Training on upgraded system	HGDM	Equitable share/Internal fund	2.14.R 2.14.1 R 2.14.2 R 2.14.3 R 2.14.4 R 2.14.5. R	5	5	Corporate Services (Administration and Support)	New enabler												1.22.5. 1 Microsoft volume license, 1 Anti-virus software license, 1 Orbit software license, 1 Printer software license, and 1 Backup software license annual subscriptions by 30 June 2018	
Fleet Management			By upgrading vehicle tracking system to monitor misuse or abuse of vehicles	Vehicle tracking system upgraded	1.23. Number of vehicles fitted with upgraded tracker by 30 June 2018	Vehicle tracking system	1.23.1. Prepare Specification 1.23.2. Quotation 1.23.3. Appointment of Service Provider 1.23.4. Upgrading of vehicle tracker	HGDM	Equitable share	2.15.1 R 2.15.2 R 2.15.3 R 2.15.4. R	30	30	Corporate Services (Administration and Support)	New enabler												1.23.5. 30 Vehicles fitted with upgraded tracking system	
		To ensure proper management of municipal fleet		Monthly fleet management reports produced	1.24. Number of monthly reports submitted to Exco by 30 June 2018	Fuel and maintenance reports	1.24.1. Monitor fuel and maintenance costs 1.24.2. Complete monthly reports and submit to EXCO.	HGDM	Equitable share	salaries	10	0	Corporate Services (Administration and Support)	10 Fleet management reports submitted to Exco	3 Fleet Management reports (June, July, August) submitted to EXCO	Signed extract of EXCO resolution	2 Fleet Management reports (September, October) submitted to EXCO	Signed extract of EXCO resolution	4 Fleet Management reports (November, December, January, February) submitted to EXCO	Signed extract of EXCO resolution	3 Fleet Management reports (March, April, May) submitted to EXCO	Signed extract of EXCO resolution	12 reports submitted to EXCO by 30 June 2018 subject to the sitting of the Portfolio Committee.	1.24.5.			
			Awareness campaigns on fleet management conducted	Awareness Campaigns	1.25. Number of awareness campaigns conducted on fleet management by 30 June 2018	Awareness Campaigns	1.25.1.	HGDM	Equitable share	Nil	2	0	Corporate Services (Administration and Support)	New enabler	None	N/A	1 Awareness campaign conducted on fleet management	Attendance register	None	N/A	1 Awareness campaign conducted on fleet management	Attendance register	2 awareness campaigns conducted on fleet management	1.25.5.			
Communications		To ensure effective communication internally and externally	By developing a Newsletter on a quarterly basis	Newsletter compiled and produced on a quarterly basis	1.26. Number of Newsletters developed and published by 30 June 2018	Newsletter (External)	1.26.1. SCM processes 1.26.2. Source information from internal stakeholders 1.26.3. Take pictures 1.26.4. Write stories 1.26.5. Prepare specification 1.26.6. Advertisement 1.26.7. SCM processes (Evaluation and Adjudication) 1.26.8. Appointment of service provider 1.26.9. Consolidation, Printing and distribution	HGDM	Equitable share	2.3. R 1 100 000 2.3.1. R 0 00 2.3.2. R 2.3.3. R 2.3.4. R 1 100 000 2.3.5. R 2.3.6. R	4	4	Corporate Services (Strategic Support)	4 Newsletters were published	1 newsletter (for the previous quarter) developed and published	Newsletter	1 newsletter (for the previous quarter) developed and published	Newsletter	1 newsletter (for the previous quarter) developed and published	Newsletter	1 newsletter (for the previous quarter) developed and published	Newsletter	1 newsletter (for the previous quarter) developed and published	1.26.5. Four (4) external Newsletters developed and published			
		To ensure compliance with relevant legislation and promote high standards of professionalism and efficiently utilise resources and be accountable	By upgrading the current telephone system	Upgraded telephone system	1.27. Number of telephone systems upgraded by 30 June 2018	Telephone System	1.27.1. 1.27.2. 1.27.3. 1.27.4. 1.27.5. 1.27.6. 1.27.7. 1.27.8.	HGDM	Equitable share	R 2.3.1. R 0 00 2.3.2. R 0 00 2.3.3. R 0 00 2.3.4. R 0 00 2.3.5. R 0 000 2.3.6. R 0 000	1	1	Corporate Services (Administration and Support)	New enabler									1.27.5. Upgraded telephone system				
			Communications Strategy workshop conducted	Communications Workshop	1.28. Number of Communications workshop to be conducted	Communications Workshop	1.28.1. Dissemination of invitations to relevant people 1.28.2. Booking of Venue 1.28.3. Printing of training manual 1.28.4. Workshop facilitation	HGDM	Equitable share	salaries	3	3	Corporate Services (Administration and Support)	New enabler									1.28.5. 3 communications workshops held				
			Stakeholder engagements conducted	Stakeholder engagements	1.29. Number of stakeholders engagement meeting held	Stakeholder engagements	1.29.1. Issuing of invitations to relevant stakeholders 1.29.2. Book venue for 250 people 1.29.3. Catering for 250 people 1.29.4. Media slot 1.29.5. Programme Director 1.29.6. Entertainment	HGDM	Equitable share	500 000 3.1. R 0 00 3.2. R 100 000 3.3. R 100 000 3.4. R 370 000 3.5. R 100 000 3.6. R 30 000	2	2	Corporate Services (Strategic Support)	New enabler										1.29.5. 2 stakeholders engagements meetings held			

B2B INDICATORS																					
				Section 54/56 positions filled	1.30. Number of Section 54/56 posts filled	Section 54/56 positions															1.30.5.
				Council meeting held	1.31. Number of Council meetings held	Council															1.31.5.
				EXCO meeting convened	1.32. Number of EXCO meetings held	EXCO															1.32.5.
				Portfolio Committees Portfolio convened	1.33. % Of functional Portfolio Committees	Portfolio Committees															1.33.5.
				MPAC meeting convened	1.34. Number of MPAC meetings held	MPAC															1.34.5.
				IGR structures convened	1.35. % of functional IGR structures	IGR															1.35.5.
				portfolio Committees meetings convened	1.36. % Of functional Portfolio Committees	Portfolio Committees															1.36.5.

BUDGET AND TREASURY 2017-2018 SERVICES DELIVERY AND BUDGET IMPLEMENTATION PLAN

BUDGET AND TREASURY OFFICE

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

IDP Ref. No. 04 FIN 2022

IDP GOAL: TO IMPROVE THE FINANCIAL AFFAIRS AND VIABILITY OF THE MUNICIPALITY IN ORDER TO HAVE A SELF-SUSTAINABLE MUNICIPALITY

IDP Ref No.	B2B Ref No.	Objective	Output	Performance Measures(KPIs)	Project	Activity/Items	Locality	Source of Funding	Budget Estimate	Demand	Backlog	RESPONSIBLE DEPARTMENT	BASELINE 2016-17	2017/2018 Mid-year Performance				2017/2018 Annual Performance				
														Q 1	Q1 Evidence	Q2	Q2 Evidence	Q3	Q3 Evidence	Q4	Q4 Evidence	Annual Target
Ref. No. 04 FIN/ 2018-1.1.		To improve income control.	1.1.1. customers on database billed 1.1.2. Cash collected 1.1.3. debt collection rate improved 1.1.4. Reconciled suspense account 1.1.5. Reconciled consumer deposit 1.1.6. Daily banking report reviewed.	1.1.1.% of customers billed / total number of customers on database 1.1.2. Number of days outstanding 1.1.3. % of collection (amount collected / sales) 1.1.4. % Monthly reconciled suspense accounts with analysis of balance. 1.1.5. Monthly reconciliation / new customers and terminations 1.1.6. Number of daily reviews	Debt Collection	1.1.1. Billing of all customers by creating accounts and link all customers to meters 1.1.2. Measure the numbers of days it takes the Municipality to convert water sales into cash by implementing credit control and debt collection policy. 1.1.3. Issuing of final demand letters 1.1.4. Monthly reconciliation of suspense account 1.1.5. Monthly reconciliation of consumer deposit 1.1.6. Preparation of daily banking	All Lms	Equitable share	1.1. R0.00 1.1.1. R0.00 1.1.2. R 0.00 1.1.3. R 0.00 1.1.4. R0.00 1.1.5. R0.00	100%	15%	BTO	118% (receipts/ net billing)	70%	Monthly billing and collection Report, Debtors Age Analysis, monthly reconciled suspense account and monthly debtors reconciliation.	75%	Monthly billing and collection Report, Debtors Age Analysis, monthly reconciled suspense account and monthly debtors reconciliation.	80%	Monthly billing and collection Report, Debtors Age Analysis, monthly reconciled suspense account and monthly debtors reconciliation.	85%	Monthly billing and collection Report, Debtors Age Analysis, monthly reconciled suspense account and monthly debtors reconciliation.	1.1.5. 80% (receipts/ net billing)
Ref. No. 04 FIN/ 2018-1.2.			Updated indigent register	1.2 Number of meetings held to update indigent register	Indigent register	1.2. Advertisement 1.2.1. Conducting public meetings 1.2.2. Validation of applications form 1.2.3. Capturing of applications form 1.2.4. Conduct trainings 1.2.5.	All Lms	Equitable share	R 1 500 000 1.2. R 0.00 1.2.1. R 0.00 1.2.2. R R 1 000 000 1.2.3. R 0.00 1.2.4. R. 500 000	100%	50%	BTO	Indigent register	2 Meetings	Attendance Register and Munites	2 Meetings	Attendance Register and Munites	2 Meetings	Attendance Register and Munites	2 Meetings	Attendance Register and Munites	1.2.5. 8 Meetings held
Ref. No. 04 FIN/ 2018-1.2.		To improve income control.	Updated data	1.3. Number of monthly reports on updated data	Data cleansing	1.3.1 Obtain and analyse data from system 1.3.2. Obtain data from external sources for comparative purposes 1.3.3. Performing field audit 1.3.4. Upload the correct data to the system	HGDM	Equitable share	1.3. R3 000 000 1.3.1. R0.00 1.3.2. R1 500 000 1.3.3. R1 000 000 1.3.4. R500 000	100%	80%	BTO	New enabler	3 Monthly Reports	Monthly Reports on updated data	3 Monthly Reports	Monthly Reports on updated data	3 Monthly Reports	Monthly Reports on updated data	3 Monthly Reports	Monthly Reports on updated data	1.3.5. 11 225 consumer accounts updated
Ref. No. 04 FIN/ 2018-1.2.			Debt coverage ratio	1.4. Total operating revenue received - operating grants received / debts payments due including interest and capital.	Debt coverage	1.4. Determine the municipal ability to generate income to cover operating expenses.	All Lms		R 0.00 1.4. R 0.00	1	0		New enabler	25%	Grants Register and Payments Schedule	25%	Grants Register and Payments Schedule	25%	Grants Register and Payments Schedule	25%	Grants Register and Payments Schedule	1.4.5. 100%
Ref. No. 04 FIN/ 2018-1.2.			Outstanding Service debtors to revenue	1.5. Number of days of debtors are outstanding (Total outstanding debtors / actual revenue received x 365)	Outstanding debtors payment period	1.5. Collect outstanding debt from customer during financial period	All Lms		R 0.00 1.5. R 0.00	60	1200	BTO	New enabler	300 +Days	Age Analysis	300 +Days	Age Analysis	300 +Days	Age Analysis	300 +Days	Age Analysis	1.5.5. 300+ Days
Ref. No. 04 FIN/ 2018-1.2.			Cost coverage ratio	1.6. Coverage ratio (All available cash plus investments minus conditional grants / monthly fixed operating expenditure)	Cost coverage	1.6. Measuring all cash available in order to cover operating expenditure.	HGDM	Equitable share	Salaries			BTO	New enabler	3 Monthly Reports	Monthly Investment Register	3 Monthly Reports	Monthly Investment Register	3 Monthly Reports	Monthly Investment Register	3 Monthly Reports	Monthly Investment Register	1.6.5. 12 Monthly Investment Registers
Ref. No. 04 FIN/ 2018-1.2.			Budget process plan	1.7. Date in which the 2017/18 budget process plan was approved by council.	Budget preparation	1.7.1. Meetings with relevant departments 1.7.2. Preparation of budget process plan 1.7.3. Submit draft budget process plan to Council and Treasury 1.7.4. Advertisement for public comments 1.7.5. Submit final to Council 1.7.6. Upload to Municipal website		Equitable share	1.7.5. R 1500000	1	0	BTO	Approval of 2017/18 Budget process plan by Council by August 2017.	Aug-17	council resolution	N/A	None	N/A	None	N/A	None	1.7.6. 2018/2019 Budget process plan approved by Council August 2017.
Ref. No. 04 FIN/ 2018-1.2.		To ensure compliance with the MFMA and improve budgeting reporting processes.	Budget approved in compliance with MFMA	1.8. Date in which 2017/2018 final budget was approved by council.	Budget	1.8.1. Preparation of draft budget 1.8.2. Submission of draft budget to Exco and Council for approval 1.8.3. Submission of budget to relevant stakeholders 1.8.4. Upload draft budget to municipal website 1.8.5. Public consultation 1.8.6. Printing of the final budget		Equitable share	R 150 000 1.8. 1.8.1. 1.8.2 1.8.3. 1.8.4. R 150 000	1	0	BTO	Approval of 2016/2017 final budget by May 2016					Mar-18	APPROVED 2017/2018 FINAL BUDGET	May-18	1.1. Council resolution 1.2. 2018/2019 Budget	1.8.5. Approval of 2017/2018 final budget by May 2017
Ref. No. 04 FIN/ 2018-1.2.			Annual Financial Statements (AFS) submitted	1.9. Date in which AFS were submitted to Auditor General	Annual Financial Statements	1.9.1. Preparation of quarterly AFS 1.9.2. Preparation of Interim AFS 1.9.3. Submission of AFS to Audit Committee and Auditor General 1.9.4. Preparation of AFS		Equitable share	3000000 1.9.1. R 1 000 000 1.9.2. R1 000 000 1.9.3. R 0.00 1.9.4. R 1 000 000	1	0	BTO	Preparation of AFS and submission to Auditor General completed by 31 August	August	AFS submitted to Auditor General by 31 August 2017.							1.9.5. Preparation of AFS and submission to Auditor General completed by 31 August

Ref. No. 04 FIN/ 2018-1.2.		Section 71 report submitted	1.10. Number of section 71 report submitted	Section 71 report	1.10.1. Preparation of section 71 report 1.10.2. Submission of sec 71 report to Portfolio committee, Exco and Provincial Treasury 1.10.3. Uploading of sec. 71 report on website.	Equitable share	1.10.1. R0.00 1.10.2. R0.00 1.10.3. R 0.00	1	0	BTO	New enabler	3	S71 Reports	3	S71 Reports	3	S71 Reports	3	S71 Reports	3	1.10.5. 12 Section 71 report submitted to Portfolio committee, Exco and Provincial Treasury	
Ref. No. 04 FIN/ 2018-1.2.		Monthly returns submitted	1.11. Number of monthly returns submitted to Treasury	Monthly returns	1.11.1. Preparation of monthly returns 1.11.2. Submission of monthly returns to Treasury		1.11.1. R 0.00 1.11.2. R 0.00	12	0	BTO	New enabler	17	Monthly Returns	17	Monthly Returns	17	Monthly Returns	17	Monthly Returns	17	1.11.5. 12 monthly returns submitted to Provincial Treasury	
Ref. No. 04 FIN/ 2018-1.2.		Section 52 (d) report submitted	1.12. Number of section 52 (d) report submitted to Council and Treasury	Section 52 (d) report	1.12.1. Preparation of section 52 (d) report 1.12.2. Submission of section 52 (d) report to Portfolio committee, Exco, Council and Provincial Treasury 1.12.3. Uploading of section 52 (d) report on website.		1.12.1. R0.00 1.12.2. R0.00 1.12.3. R 0.00	4	0	BTO	4	1	Section 52 (d) report submitted	1	Section 52 (d) report submitted	1	Section 52 (d) report submitted	1	Section 52 (d) report submitted	1	1.12.5. 12 Section 52 (d) report submitted to Portfolio committee, Exco, Council and Provincial Treasury	
Ref. No. 04 FIN/ 2018-1.2.		Section 72 report submitted	1.13. Number of section 72 report submitted to Council and Treasury	Section 72 report	1.13.1. Preparation of section 72 report 1.13.2. Submission of section 72 report to Portfolio committee, Exco, Council and Provincial and National Treasury 1.13.3. Uploading of section 72 report on website.		1.13.1. R0.00 1.13.2. R0.00 1.13.3. R 0.00	1	0	BTO	1		1	Section 72 report		Section 72 report	1	Section 72 report	1	Section 72 report	1	1.13.5. 2 Section 72 report were submitted to Counciland Treasury
Ref. No. 04 FIN/ 2018-1.2.	Review financial management policies in terms of the MFMA	Financial Policies reviewed	1.14. Date in which policies were adopted by council.	Reviewal of finance policies	1.14.1. Reviewal of municipal policies 1.14.2. Conducting of workshops 1.14.3. Approval by Council 1.14.4.Submission of policies to Provincial and National Treasury 1.14.5. Uploading polices to Municipal Website.	Equitable share	1.14.1. R 300000			BTO	Policies reviewed and adopted by council by May 2017					18/03/01	Council Resolution	17/06/01	Council Resolution		1.14.5. Policies were reviewed and adopted by council by May 2018	

Ref. No. 04 FIN/ 2018-1.2.		To improve internal control environment	Bank balances reconciled monthly	1.15. Number of monthly reconciled bank reports	Bank reconciliation	1.15.1. Obtain bank statement from the bank 1.15.2. Capture Bank statement transactions 1.15.3. Identification of reconciling transactions	Equitable	Salaries	12	0	BTO	New enabler	3	Bank reconciliation Reports	3	Bank reconciliation Reports	3	Bank reconciliation Reports	3	Bank reconciliation Reports	3	Bank reconciliation Reports	1.15.5. 12 monthly reconciliations reports
Ref. No. 04 FIN/ 2018-1.2.		Improve expenditure control	Creditors reconciled monthly	1.16. Number of monthly Creditors Age analysis reconciled	Creditors reconciliation	1.16.1. Preparation of 12 monthly creditors reconciliation 1.16.2. Reviewal of creditors reconciliation 1.16.3. Submit Creditors Age analysis to Portfolio committee.		Salaries	12	0		New enabler	3	Creditors age analysis report	3	Creditors age analysis report	3	Creditors age analysis report	3	Creditors age analysis report	3	Creditors age analysis report	1.16.5. 12 monthly Age analysis reconciled
Ref. No. 04 FIN/ 2018-1.2.			Prescribe dates for quarterly statistics SA returns	1.17. Number of quarterly Statistic SA returns submitted	Statistic SA Report	1.17. Preparation of quarterly returns	HGDM	Salaries	4	0		New enabler											1.17.5. 4 quarterly returns submitted
Ref. No. 04 FIN/ 2018-1.2.			Reconciled salaries accounts	1.18. Number of monthly salaries reconciled	Salaries reconciliation	1.18.1. Preparation of monthly salaries reconciliation 1.18.2. Reviewal of salaries reconciliation. 1.18.3. Submit report to Portfolio committee	equitable share	Salaries	12	0	BTO	New enabler	3	Salaries reconciliation report	3	Salaries reconciliation report	3	Salaries reconciliation report	3	Salaries reconciliation report	3	Salaries reconciliation report	1.18.5. 12 monthly salaries reconciled
Ref. No. 04 FIN/ 2018-1.2.			Creditors paid on time	1.19. Number of days payment period	Payment of Creditors	1.19.1. Receiving of invoice 1.19.2. Capturing of invoices 1.19.3. Verification and authorisation 1.19.4. Process payments	Equitable share	Salaries	Within 30 days	3 months		New enabler											1.19.5. 30 days payment period

Ref. No. 04 FINV 2018-1.2.			Percentage of the capital budget actually spent on the projects	1.20. Percentage of capital budget spent (total spending on capital projects/total capital budget x 100)	Expenditure on capital projects	1.20.1. Receiving of invoice 1.20.2. Capturing of invoices 1.20.3. Verification and authorisation 1.20.4. Process payments		1. Water Services Infrastructure Grant(WSIG) 2. Municipal Infrastructure Grant(MIG) 3.Regional Bulk Infrastructure					%	Expenditure report	%	Expenditure report	%	Expenditure report	%	Expenditure report	1.20.5.	
Ref. No. 04 FINV 2018-1.2.	To improve expenditure control and compliance with MFMA	Monthly salaries returns submitted (Income Tax, UIF, SDL and Pension funds)	1.21. Number of monthly salaries returns submitted	Monthly salaries returns	1.21.1. Capturing of salaries expenditure 1.21.2. Verification and authorization 1.21.3. Processing of payment 1.21.4. Preparation of returns		Equitable share and Internal funding	Salaries	12	0			12 salaries monthly returns submitted	3	Salaries returns reports	3	Salaries returns reports	3	Salaries returns reports	3	Salaries returns reports	1.21.5. 12 salaries monthly returns submitted
Ref. No. 04 FINV 2018-1.2.	To Perform verification, conditional assessment and assessment of useful lives of assets.	Performing Asset Verification	1.22. Date in which fixed asset register was updated	Asset Verification	1.22.1. Physical verification of assets 1.22.2. Conditional assessment 1.22.3. Update the asset register		Equitable share and Internal funding	R 3 000 000 1.22.1. R 1 000 000 1.22.2. R 1 500 000 1.22.3. R 500 000	1	0	BTO	Updated fixed asset register by June 2017	N/A	None	N/A	None	N/A	None	18/06/01	Asset Register	1.22.5. Updated fixed asset register by June 2016	
Ref. No. 04 FINV 2018-1.2.	To improve procurement system	1. Specification of bid/tenders 2. Evaluation of bid/tenders 3. Adjudication of bid/tenders	1.23.1.Number of days taken to finalise the specification of bid/tenders 1.23.2.Number of days taken to finalise the evaluation of bid/tenders 1.23.3. Number of days taken to finalise the adjudication of bid/tenders	bid committees	1.23.1.1. Approve specification for advert 1.23.1.2. Approval of advert by the Municipal Mager 1.23.1.3. Tender briefing 1.23.1.4. Tender closing and opening of bid documents 1.23.2.1. Evaluate tenders 1.23.2.2. Recommend to bid adjudication 1.23.3.1. Assess the report from evaluation committee 1.23.1.2. Recommend to the Municipal manger 1.23.1.3. Appointment of the service provider		Equitable share and Internal funding	1.23. R0.00	2	1		1. 2 days taken to finalise the specification of bid/tenders 2. 2 days taken to finalise the evaluation of bid/tenders 3. 1 day taken to finalise the adjudication of bid/tenders	90	Advert, Attendance registers and appointment letter	90	Advert, Attendance registers and appointment letter	90	Advert, Attendance registers and appointment letter	90	Advert, Attendance registers and appointment letter	1.23.5.1. 2 days taken to finalise the specification of bid/tenders 1.23.5.2. 2 days taken to finalise the evaluation of bid/tenders 1.23.5.3. 1 day taken to finalise the adjudication of bid/tenders	

B2B INDICATORS																				
Ref. No. 04 FIN/ 2018-1.2.			Resolved Audit findings	1.29. Percentage of Audit report resolved	Audit Quiries		HGDM	Equitable share and Internal funding												1.29.5.
Ref. No. 04 FIN/ 2018-1.2.			Actual MIG expenditure	1.30. Total Percentage of MIG Expenditure incurred	MIG Expenditure		HGDM	Equitable share and Internal funding												1.30.5.
Ref. No. 04 FIN/ 2018-1.2.			Annual free basic service spent	1.31. Percentage of Allocation to Free Basic Service spent (Annually)	Free Basic Services		HGDM	Equitable share and Internal funding												1.31.5.
Ref. No. 04 FIN/ 2018-1.2.				1.32. Percentage of operating budget spent	Operating budget		HGDM	Equitable share and Internal funding												1.32.5.
Ref. No. 04 FIN/ 2018-1.2.				1.33. Percentage of repairs and maintenance spent	Repairs and Maintenance		HGDM	Equitable share and Internal funding												1.33.5.
Ref. No. 04 FIN/ 2018-1.2.				1.34. Percentage of debtors collection rate	Debtors		HGDM	Equitable share and Internal funding												1.34.5.
Ref. No. 04 FIN/ 2018-1.2.				1.35.Total Amount of Cash backing of conditional grants	Cash backing		HGDM	Equitable share and Internal funding												1.35.5.
Ref. No. 04 FIN/ 2018-1.2.				1.36. Percentage of irregular, Fruitless and Wasteful expenditure incurred	Irregular, Fruitless and Wasteful expenditure		HGDM	Equitable share and Internal funding												1.36.5.
Ref. No. 04 FIN/ 2018-1.2.				1.37. Percentage of irregular and Fruitless expenditure resolved	Irregular and Fruitless expenditure		HGDM	Equitable share and Internal funding												1.37.5.
Ref. No. 04 FIN/ 2018-1.2.				1.38. Percentage of Capital budget spent	Capital Budget		HGDM	Equitable share and Internal funding												1.38.5.
				1.39. percentage of registered indigent household receiving free basic water	Registered indigents household															1.39.5.

SOCIAL SERVICES AND DEVELOPMENT PLANNING 2017-2018 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

DIP Ref.No.	B2B REF NO.	Objective	Strategy	Project	Output	KPI	Activities /Items	Locality /Regional Indicator	Source of funding	Budget	Demand	Backlog	Responsible department	Baseline 2016/2017	Quarter 1 Planned Target	Quarter 1 Evidence	Quarter 2 Planned Target	Quarter 2 Evidence	Quarter 3 Planned Target	Quarter 3 Evidence	Quarter 4 Planned Target	Quarter 4 Evidence	Annual Target 2017/2018	
H4LESD007 2018-3.1.		To improve the social well-being through awareness on health issues and developing mitigation strategies to cope with changing environmental patterns that results to disaster.	By developing the specification and submitting to SCM unit to facilitate the procurement of fire and rescue equipment.	Procurement of Fire and rescue equipment.	Fully equipped Fire Unit	3.1.1. Number of fire beaters procured procure distributed to relevant stakeholders 3.1.2. Number of knapsack procure distributed to relevant stakeholders	3.1.1. SCM processes 3.1.2. Appointment of Service provider for procurement of the fire and rescue vehicle 3.1.3. Procurement of 10 fire beaters 3.1.4. Procurement of 2 knapsack	Areas Prone to Runaway Fires	Internal funding	R 89 548 3.1.1. R 0,00 3.1.2. R 0,00 3.1.3. R.	3.1. 2 Vehicles and 1 fire engine 3.2. 1000 fire beaters 3.3. 500 knapsack	3.1. 2 Vehicles and 1 fire engine 3.2. 1000 fire beaters 3.3. 500 knapsack	Social Services and Development Planning Services	75	None	N/A	3.1.2.1. Procurement of 10 firebeaters 3.1.2.2. Procurement of 2 knapsack	3.1.2.1. Delivery note	3.1.3. Distribution of 10 Firebeaters to relevant stakeholders 3.1.3. Distribution of 2 knapsack to relevant stakeholders	3.1.3.1. Attendance registers 3.1.3.2. Delivery note signed by Chief or Councillor	None	N/A	3.1.5.1. 10 fire beaters procure 3.1.5.2. 2 knapsack procure	
		To prevent disaster incidents and ensure quick response to affected communities	By installing cluster lightning conductors and respond to disaster incidents	Installation of cluster Lightning Conductors and provision of disaster relief Material	Minimised disaster incidents impact	3.2.1. Number of cluster lightning conductors installed 3.2.2. Turnaround time in responding to Disaster incidents and providing relief material to the affected communities.	3.2.1. SCM Process 3.2.1.1. Prepare Specification 3.2.2. Advert 3.2.3. Appointment of service provider to procure and install 5 cluster lightning conductors. 3.2.4. Appointment of Serviceprovider to procure disaster relief material. 3.2.5. Turnaround time in responding to Disaster incidents and providing relief material to the affected communities. 3.2.6. Procurement of disaster relief material to the affected communities.	All Affected Local Municipalities	Equitable share	R2 200 000 3.3. R 0,00 3.3.1.R 0,00 3.3.2.R 0,00 3.3.3.R 200 000 3.3.4.R 2 000 000000	800	800	Social Services and Development Planning	Delivery of relief material within 5 hours to the affected communities										5 cluster Lightning Conductors Installed. Respond to Disaster incidents within 4 hours to the affected communities and provide relief material
H4LESD007 2018-3.1.		To amend and gazette municipal health by-laws	By engaging government printers for gazetting the Municipal Health By-laws	Municipal Health By-laws gazetted	Gazetted municipal health by-laws	3.2. Date in which the Municipal Health By-laws were gazetted	3.2.1. Request quotation from Government printers 3.2.2. Amendment of Municipal Health By-laws 3.2.3. Submit bylaws to government gazette for gazetting 3.2.4. Enforcement of By-Laws	HSDM Main Office	Internal funding		0	1	Social Services and Development Planning Services	0	None	N/A	3.2.1. Amendment of Municipal Health By-laws	3.2.2.1. Council resolution	3.2.3. Submit bylaws to government gazette for gazetting	3.2.3.1. Invoice	None	N/A	3.2.5. Amended Municipal Health By-laws	
H4LESD007 2018-3.4.		To coordinate vector and food handling programme, desludging, ehumations and reburials	By coordinate vector control and food handling programme, desludging, ehumations and reburials	Municipal Health Services	Safe and healthy environment	3.3.1. Number of inspections conducted 3.3.2. Number of street traders training conducted and food handlers 3.3.3. % of Communicable diseases cases received. 3.3.4. % of ehumations and desludging reburial attended to.	Vector control 3.3.1.1. Conduct investigation 3.3.1.2. Conduct inspections 3.3.1.3. Issuing compliance notices 3.3.1.4. Fumigation services 3.3.1.5. Baiting equipment Food handling 3.3.2. Conducting of training 3.3.2.1. Conduct inspection 3.3.2.2. Issuing of compliance certificate Desludging 3.3.3. Receive applications 3.3.3.1. Conduct needs assessment 3.3.3.2. Processing the Bural of desludging Ehumations and reburial 3.3.4. Receive application 3.3.4.1. Conduct assessment and submit report. 3.3.4.2. Monitor ehumation process	All Local Municipalities	Internal funding	R 3.1. Vector control 3.1.1. R 0,00 3.1.2. Inspections R 0,00 3.1.3. Fumigation services R 0,00 3.1.4. Baiting equipment R 5 597,00 3.1.5. Street traders training R 59 214,00 3.1.6. R 0,00 3.1.7. Based on Tariff 3.1.8. Communicable Diseases 3.1.9. Sampling R	0	0	Social Services and Development Planning Services	3.4.1. New enabler 3.4.2. 4 3.4.3. 100% of cases received. 3.4.4. 100 % of ehumations and desludging reburial attended to.	None	N/A	3.3.2.1. To conduct 1 vector control survey and inspection 3.3.2.2. To conduct 1 street trader and food handler training 3.3.2.3. % of cases received. 3.3.2.4. % of ehumations and desludging reburial attended to.	3.3.2.1. Inspection report register 3.3.2.2. Correspondence on reported case 3.3.2.3. Investigation report. 3.3.2.4. Application for ehumation, desludging and reburial received.	3.3.3.1. % of cases received. 3.3.3.2. % of ehumations and desludging reburial attended to. 3.3.3.3. Investigation report. 3.3.3.4. Application for ehumation, desludging and reburial received.	3.3.4.1. To conduct 1 vector control survey and inspection 3.3.4.2. To conduct 1 street trader and food handler training 3.3.4.3. % of cases received. 3.3.4.4. % of ehumations and desludging reburial attended to.	3.3.4.1.1. Inspection report register 3.3.4.1.2. Correspondence on reported case 3.3.4.1.3. Investigation report. 3.3.4.1.4. Application for ehumation, desludging and reburial received.	3.3.4.1.1. Inspection report register 3.3.4.1.2. Correspondence on reported case 3.3.4.1.3. Investigation report. 3.3.4.1.4. Application for ehumation, desludging and reburial received.	3.4.5. 4 Programmes coordinated	
H4LESD007 2018-3.5.		To Monitor water quality to ensure safety for human consumption and communicate the results to water services	By taking water samples to laboratory for analysis and communicate the results to water services	Water Quality monitoring	Potable water	3.4. Number of water samples taken for analysis and communicate the results to water services	3.4.1. Taking of water samples from random source 3.4.2. Submit 200 water samples to Laboratory for analysis 3.4.3. Interpret results 3.4.4. Issue report	All Local municipalities	Internal funding	R 167 903 3.4. R 0,00 3.4.2. R 167 903 3.4.3. R 0,00 3.4.4. R 0,00	0	0	Social Services and Development Planning Services	200	3.4.1. 50 water samples taken for analysis and communicate the results to water services	3.4.1.1. Copies of water samples results	3.4.2. 50 water samples taken for analysis and communicate the results to water services	3.4.2.1. Copies of water samples results	3.4.3. 50 water samples taken for analysis and communicate the results to water services	3.4.3.1. Copies of water samples results	3.4.4. 50 water samples taken for analysis and communicate the results to water services	3.4.4.1. Copies of water samples results	3.4.5. 200 water samples taken for analysis	

IDP Ref.No.	BIB REF NO.	Objective	Strategies	Projects	Output	KPI	Activities /Items	Locality	Source of funding	Budget	Demand	Backlog	Responsible department	Baseline 2016-17	Quarter 1 Planned Target	Quarter 1 Evidence	Quarter 2 Planned Target	Quarter 2 Evidence	Quarter 3 Planned Target	Quarter 3 Evidence	Quarter 4 Planned Target	Quarter 4 Evidence	Annual Target 2017/2018
		To advise the stakeholders on issues relevant to the services of Disaster and Municipal Health	By convening Social Services quarterly forum meeting	Disaster Management and Municipal Health Advisory forum	Meeting convened	3.5.1. Number of Disaster Management Municipal Health Advisory forum 3.5.2. Number of Disaster Management Practitioners Forum meeting	3.5.1. Invitation 3.5.2. Catering for 20 people (Hot platter, Sandwich platter Drinks Water) 3.5.3.	All local municipalities	Internal funding	R 5 305.00 3.5.1.R 10.00 3.5.2. R 5 305.00		4	Social Services and Development Planning Services	4	3.5.1. 1 Disaster Management Municipal Health Advisory forum 3.5.2. 1 Disaster Management	3.5.1.1. Minutes register 3.5.1.2. Attendance register	3.5.2.1. 1 Disaster Management Municipal Health Advisory forum 3.5.2.2. 1 Disaster Management Practitioners Forum meeting	3.5.1.1. Minutes register 3.5.1.2. Attendance register	3.5.3.1. 1 Disaster Management Municipal Health Advisory forum 3.5.3.2. 1 Disaster Management Practitioners Forum meeting	3.5.3.1.1. Minutes register 3.5.3.1.2. Attendance register	3.5.4.1. 1 Disaster Management Municipal Health Advisory forum 3.5.4.2. 1 Disaster Management	3.5.4.1.1. Minutes register 3.5.4.1.2. Attendance register	3.5.5.1. 4 Disaster Management Municipal Health Advisory forum held 3.5.5.2. 4 Disaster Management Practitioners Forum meeting held
M LEISOCJ 2016-16		To promote the culture of learning and award good performance	By providing learning aids and financial support to deserving schools and learners	Financial Assistance and school campaigns	Increased school enrollment	3.6.1. Number of learners supported with learning aids 3.6.2. Number of schools awarded	3.6.1.1. SCM Processes 3.6.1.2. Procurement of learning aid 3.6.2.1. Awarding of top 10 best performing schools 3.6.2.2. Awarding of top 3 best performing learners 3.6.2.3. Awarding of bursaries/ Registration fee to deserving learners.	All local municipalities	Internal funding	R 160 000 3.6.1. R0 3.6.2. R 70 000 3.6.3. R 30 000 3.6.4. R 30 000 3.6.5. R 30 000			Social Services and Development Planning Services	3.6.1. 33 3.6.2. 96	None	N/A	None	N/A	3.6.3.1. 15 learners supported with learning aids 3.6.3.2. 23 of schools awarded 3.6.3.3. 50 learners awarded	3.6.3.1.1. Attendance register and photos	None	N/A	3.6.5. 65 learners supported with learning aids and 23 schools awarded
M LEISOCJ 2016-18		To empower and promote healthy living, awareness and moral regeneration amongst the vulnerable and communities	By engaging different social groupings to participate on special programmes	Special Programmes		3.7. Number of Special programmes conducted	3.7.1. Disability Day 3.7.1.1. SCM processes 3.7.1.2. Transport (district event) 3.7.1.3. Catering 3.7.1.4. Venue 3.7.1.5. Accommodation 3.7.1.6. Transport (Provincial event) 3.7.1.7. Apparel 3.7.2. Mens Summit 3.7.2.1. SCM processes 3.7.2.2. Transport 3.7.2.3. Catering 3.7.2.4. Venue 3.7.2.5. Accommodation 3.7.2.6. Transport 3.7.2.7. Apparel 3.7.3. Women Empowerment Programme 3.7.3.1. SCM processes 3.7.3.2. Transport 3.7.3.3. Catering 3.7.3.4. Venue 3.7.3.5. Accommodation 3.7.3.6. Transport 3.7.4. Golden Games 3.7.4.1. SCM processes 3.7.4.2. Transport 3.7.4.3. Catering 3.7.4.4. Venue 3.7.4.5. Accommodation 3.7.4.6. Transport 3.7.4.7. Apparel	Identified host LM	Internal funding	3.7.1.1. Disability day R 100 000.00 3.7.1.2. Men's dialogue R 100 000.00 3.7.1.3. Womens day R 200 000.00 3.7.1.4. Golden games R 100 000.00	0	0	Social, Economic and Development Planning Services	20	3.7.1. Womens day celebration 3.7.2. Men's dialogue 3.7.3. Golden games	3.7.1.1. Attendance register 3.7.1.2. Photos 3.7.1.3. Invoice	3.7.2. Disability day	3.7.2.1. Attendance Register 3.7.2.2. Photos 3.7.2.3. Invoice	None	N/A	None	N/A	3.7.5. 4 special programmes conducted

H4LEDSOC/2018-33.		To expose new talent focusing on cultural music.	By hosting cultural festival		<p>3.8.1. Date in which HGCM participated in Umhosi womhlanga</p> <p>3.8.2. Date in which the Cultural Festival was hosted by HGCM.</p> <p>3.8.1. Umhosi womhlanga 3.8.1.1. SCM process 3.8.1.2. Hiring of staff 3.8.1.3. Catering 3.8.1.4. Venue 3.8.1.5. Accommodation 3.8.1.6. Apparel</p> <p>3.8.2. Cultural festival 3.8.2.1. Catering for 150 VPs 3.8.2.2. Hiring of staff 3.8.2.3. Hiring of 40 taxis 3.8.2.4. Hiring of 5 mobile toilets 3.8.2.5. Accommodation 3.8.2.6. Hiring of programme</p>	All UMs	Internal funding	<p>3.8.1. Umhosi womhlanga R50 000</p> <p>3.8.2. Cultural Festival R 150 000.00</p>	<p>3.8.1.1. 0</p> <p>3.8.1.2. 0</p> <p>3.8.1.3. 0</p> <p>3.8.1.4. 0</p> <p>3.8.1.5. 0</p>	<p>3.8.1.1. 0</p> <p>3.8.1.2. 0</p> <p>3.8.1.3. 0</p>	Social Services and Development Planning Services	2	<p>3.8.1. Preparatory meeting for cultural festival</p> <p>3.8.2. Participation in Umhosi womhlanga</p>	<p>3.8.1.1. Attendance register</p> <p>3.8.1.2. Photos</p> <p>3.8.1.3. Invoice</p>	<p>3.8.2. Cultural festival held</p>	<p>3.8.2.1. Attendance register</p> <p>3.8.2.2. Photos</p> <p>3.8.2.3. Invoice</p>	None	N/A	None	N/A	<p>3.8.5.1. Umhosi womhlanga held in August 2017</p> <p>3.8.5.2. Cultural festival held December 2018</p>	
H4LEDSOC/2018-34.		To ensure that special programmes forums are convened to deliberate on issues facing them	By convening quarterly meeting with the special programmes forum	Religious forum meetings	Meeting convened	<p>3.9. Religious forum</p> <p>3.9.1. Catering for 20 people attending meetings 4 times a year</p> <p>3.9.2. 20 food packs (quarterly)</p> <p>3.9.3. Dinner</p> <p>3.9.4. Catering for 500 people attending prayer day</p> <p>3.9.5. 500 food packs</p> <p>3.9.6. Drinks</p> <p>3.9.7. Transportation for 500 people attending prayer day</p>	Identified host UM	Internal funding	R50 000.00	0	0	Social Services and Development Planning Services	20	<p>3.9.1. Minutes</p> <p>3.9.2. Special programmes forum meetings</p>	<p>3.9.1.1. Minutes</p> <p>3.9.1.2. Attendance register</p>	<p>3.9.2. Special programmes forum meetings</p>	<p>3.9.2.1. Minutes</p> <p>3.9.2.2. Attendance register</p>	<p>3.9.3. Special programmes forum meetings</p>	<p>3.9.3.1. Minutes</p> <p>3.9.3.2. Attendance register</p>	<p>3.9.4. Special programmes forum meetings</p> <p>3.9.4.1. Minutes</p> <p>3.9.4.2. Attendance register</p>	<p>3.9.5. Special programmes forum</p> <p>3.9.5.1. Special programmes forum</p>	
H4LEDSOC/2018-31.						<p>3.10.1. Date in which HGCM hosted the Rural horse riding</p> <p>3.10.2. Date in which HGCM participated in the Dundee July</p> <p>3.10.3. Date in which HGCM hosted the marathon</p> <p>3.10.4. Date in which HGCM participated in the Provincial SALGA games by December 2017</p>	Identified host UM	Internal funding	<p>3.10.1. Dundee R100 000</p> <p>3.10.2. Rural horse riding R500 000</p> <p>3.10.3. Sport development R4 000 000</p> <p>3.10.4. Marathon R3 000 000</p>	1	0	Social Services and Development Planning Services		<p>3.10.1.1.1. Preparatory meeting for rural horse riding</p> <p>3.10.1.1.2. District selection</p> <p>3.10.1.1.3. Participate in the Provincial IG tournament.</p> <p>3.10.1.1.4. HGCM participate in the Dundee July in July 2017</p> <p>3.10.1.1.5. District selection for SALGA games through hosting provincial cup by August 2017</p> <p>3.10.1.1.6. Expenditure report, photos and attendance register</p> <p>3.10.1.2. Hosting of rural horse riding by November 2017</p> <p>3.10.1.2.1. Participating in the SALGA games by December 2017</p> <p>3.10.1.2.2. Expenditure report, photos and attendance register</p> <p>3.10.1.2.3. Hosting marathon in March 2018</p> <p>3.10.1.2.4. District selection in preparation for Dundee July 2018</p> <p>3.10.1.2.5. Expenditure report</p>	<p>3.10.1.1.1. Attendance register</p> <p>3.10.1.1.2. Expenditure report</p> <p>3.10.1.1.3. Expenditure report</p> <p>3.10.1.1.4. Expenditure report, photos and attendance register</p> <p>3.10.1.1.5. Expenditure report</p> <p>3.10.1.1.6. Expenditure report</p>	<p>3.10.2.1. Hosting of rural horse riding by November 2017</p> <p>3.10.2.1.1. Photos</p> <p>3.10.2.1.2. Expenditure report</p>	<p>3.10.3.1. Hosting marathon in March 2018</p>	<p>3.10.3.1.1. Photos</p> <p>3.10.3.1.2. Expenditure report</p>	<p>3.10.4. District selection in preparation for Dundee July 2018</p> <p>3.10.4.1. Photos</p> <p>3.10.4.2. Attendance register</p>	<p>3.10.5.1. HGCM participated in the Dundee July by 2017</p> <p>3.10.5.2. HGCM hosted the Rural horse riding by December 2017</p> <p>3.10.5.3. HGCM participated in the Provincial SALGA games by December 2017</p> <p>3.10.5.4. HGCM hosted the marathon by March 2017</p>		
H4LEDSOC/2018-31.		To identify suitable candidates through hosting build up sporting activities so as to participate in Provincial tournaments	By hosting different sporting activities and participating in Provincial tournaments	Sporting Activities	Professional players	<p>3.10.5. Mayoral cup 3.10.5.1. Quotation 3.10.5.2. Mass Catering for 1200 athletes 3.10.5.3. Lunch packs 3.10.5.4. Drinks 3.10.5.5. Fruit 3.10.5.6. VIP Catering for 100 people 3.10.5.7. Food 3.10.5.8. Drinks 3.10.5.9. Bottled water 1200 3.10.5.10. Energy Drinks for 1200 3.10.5.11. Medical Services 3.10.5.12. First Aid 3.10.5.13. Referee and Judges 3.10.5.14. Tent, Tables, and Chairs for 1300 3.10.5.15. Sound System 3.10.5.16. Generator 3.10.5.17. Flood lights 3.10.5.18. Photos 3.10.5.19. Trophies 3.10.5.20. Medals 3.10.5.21. Mobile Toilets x 6 3.10.5.22. Camps</p> <p>3.10.6. 10 tournament 3.10.6.1. Specification for Apparel for 150 athletes 3.10.6.2. Advert 3.10.6.3. Appointment of Service Provider for Supply and Deliver apparel. 3.10.6.4. Specification for transportation for 150 athletes 3.10.6.5. Advert 3.10.6.6. Appointment for Service provider to transport 150 athletes 3.10.6.7. Catering for 150 athletes 3.10.6.8. Lunch packs 3.10.6.9. Drinks 3.10.6.10. Fruits 3.10.6.11. Accommodation for 150 athletes</p>	Identified host UM	Internal funding				Social Services and Development Planning Services		<p>3.10.1.1.1.1. Expenditure register</p> <p>3.10.1.1.2. Expenditure report, photos and attendance register</p> <p>3.10.1.2.1. Expenditure report</p> <p>3.10.1.2.2. Expenditure report</p> <p>3.10.1.2.3. Expenditure report</p>	<p>3.10.2.1.1. Expenditure register</p> <p>3.10.2.1.2. Expenditure report</p>	<p>3.10.3.1. Expenditure report</p>	<p>3.10.4.1. Expenditure register</p>	<p>3.10.5.1. Expenditure report</p> <p>3.10.5.2. Expenditure report</p> <p>3.10.5.3. Expenditure report</p> <p>3.10.5.4. Expenditure report</p> <p>3.10.5.5. Expenditure report</p> <p>3.10.5.6. Expenditure report</p> <p>3.10.5.7. Expenditure report</p> <p>3.10.5.8. Expenditure report</p> <p>3.10.5.9. Expenditure report</p> <p>3.10.5.10. Expenditure report</p> <p>3.10.5.11. Expenditure report</p> <p>3.10.5.12. Expenditure report</p> <p>3.10.5.13. Expenditure report</p> <p>3.10.5.14. Expenditure report</p> <p>3.10.5.15. Expenditure report</p> <p>3.10.5.16. Expenditure report</p> <p>3.10.5.17. Expenditure report</p> <p>3.10.5.18. Expenditure report</p> <p>3.10.5.19. Expenditure report</p> <p>3.10.5.20. Expenditure report</p> <p>3.10.5.21. Expenditure report</p> <p>3.10.5.22. Expenditure report</p>				
DP Ref.No.	B2B REF	Objective	Strategies	Project	KPI	Activities /Items	Locality	Source of funding	Budget	Demand	Backlog	Responsible Department	Baseline 2016/2017	Quarter 1 Planned Target	Quarter 1 Evidence	Quarter 2 Target	Quarter 2 Evidence	Quarter 3 Planned Target	Quarter 3 Evidence	Quarter 4 Planned Target	Quarter 4 Evidence	Annual Target 2016/2017

44. LESSOCI 2018-3.12.	To perform strategic planning that is performance orientated for the economic growth of the District whilst ensuring sustainable environment management	By continuous upgrade of the GIS data and renewal of operating license	Renewal of operating licenses and Geographical Information System (GIS) data update	Renewed Geographical Information System (GIS) operating license	3.11.1. Date in which the operating licenses and Geographical Information System (GIS) data was renewed	3.11.1. Prepare Specification 3.11.2. Quotation 3.11.3. Appointment of Service Provider 3.11.4. Supply and installation of upgraded software with a user license 3.11.5. Training on upgraded system	HGDM	Internal funding	R 200 000 3.11.1. R 0.00 3.11.2. R 0.00 3.11.3. R 0.00 3.11.4. R 150.00 3.11.5. R 90.00				Social Services and Development Planning Services	0	None	N/A	None	N/A	3.11.3. Renew operating license 3.11.3.1. Invoice	None	N/A	3.11.5. Operating Licenses and Geographical Information System (GIS) data renewed by June 2018
44. LESSOCI 2018-3.13.		By developing a credible Integrated Development Plan and Spatial Development Framework in consultation with relevant stakeholders	Strategic planning documents	Adopted IDP and SDF documents	3.12.1. Number of strategic planning documents developed 3.12.2. Number of IDP/SDF roadshows conducted	3.12.1.1. Analyzing MEC comments of the previous fiscal year. 3.12.1.2. Develop an action plan 3.12.1.3. Develop IDP/SDF process plan 3.12.1.4. IDP/SDF budget submission 3.12.1.5. Status quo analysis report 3.12.1.6. Revised strategies and objectives 3.12.1.7. Prioritisation of projects 3.12.1.8. Draft SDF	HGDM	Internal funding	R1 600 000.00 3.12.1. R 0.00 3.12.2. R 0.00 3.12.3. R 0.00 3.12.4. R 1 000 000 3.12.5. R 0.00 3.12.6. R 0.00 3.12.7. R 0.00 3.12.8. R 500 000			Social Services and Development Planning Services	2	3.12.1. Framework and Process plan 3.12.1.1. Council resolution for 3.12.1.2. Frameworks conducted and Process plan	3.12.2. 8 IDP/SDF roadshows conducted	3.12.2.1. Attendance registers	3.12.3.1. Council resolution	3.12.4.1. IDP and SDF 3.12.4.2. 8 IDP roadshows	3.12.4.1. Council Resolution 3.12.4.1.2. Attendance register	3.12.5.1. Strategic planning documents reviewed, IDP and SDF) 3.12.5.2. 16 IDP/SDF Roadshows held		
44. LESSOCI 2018-3.15.		By hosting the Greenest Municipal awards ceremony	Greenest Municipal Competition (GMC)	Minimised global warming	3.13. Engaging in Municipal greening activities and hosting the greenest Municipal competition	3.13.1. Analyse the gaps from the previous assessment 3.13.2. Prioritisation of areas that require intervention 3.13.3. Respond on gap analysis findings 3.13.4. Sending of participation forms to the Municipalities to participate in the GMC. 3.13.5. Formation of assessment panel and criteria. 3.13.6. Conduct assessments 3.13.7. Preparation of GMC event 3.13.8. Venue 3.13.9. Decor 3.13.10. Sound system and DJ 3.13.11. Tables and chairs 3.13.12. Chairs covers and table clothes 3.13.13. Programme director 3.13.14. Catering for 500 people 3.13.15. Food	All UMs	Internal funding	R 391 774			Social Services and Development Planning Services	1	3.13.1. Drafting of entry forms for GMC and the competition criteria. 3.13.1.1. Entry form 3.13.1.3. Competition criteria	3.13.2. Assessment of all Local Municipalities that have entered the GMC.	3.13.2.1. Assessment document	3.13.3. Conduct GMC	3.13.3.1. Attendance register and photos	3.13.4. Submission of expenditure proposals by winning UMs	3.13.4.1. Submitted proposals	3.13.5. Hosting Municipal greening competition by February 2018	
44. LESSOCI 2018-3.16.		By ensuring that the first draft is submitted by the 31 August and the final draft by the 31 January of each financial year.	Adopted Annual Report	Adopted Annual Report	3.14. Submission of the Annual report to Council, AG, National Treasury and to COGTA by March 2017	3.14.1. Develop Specification 3.14.2. Advert 3.14.3. Appointment of Service Provider 3.14.4. Printing	All UMs	Internal funding	3.14.1. R 0.00 3.14.2. R 0.00 3.14.3. R 200 000.00 3.14.4. R 100 000.00	1		Social Services and Development Planning Services	2016/08/31	3.14.1. Submit draft annual report to Council, AG and Treasury 3.14.1.1. Council resolution	3.14.2. Final submission of the Annual report to Council, Treasury, AG and COGTA	3.14.2.1. Council resolution	None	N/A	None	N/A	3.14.5. Annual report to Council, AG, National Treasury and to COGTA submitted by March 2018	
			Quarterly performance reports	Submitted quarterly performance reports	3.15. Number of quarterly performance reports submitted to the internal audit unit for review and provide recommendations on corrective measures.		HGDM	Internal funding		4		Social Services and Development Planning Services	4	3.15.1. 1 Quarterly performance report submitted to the internal audit unit 3.15.1.1. Internal audit report	3.15.2. 1 Quarterly performance report submitted to the internal audit unit.	3.15.2.1. Internal audit report	3.15.3. 1 Quarterly performance report submitted to the internal audit unit.	3.15.3.1. Internal audit report	3.15.4. 1 Quarterly performance report submitted to the internal audit unit	3.15.4.1. Internal audit report	3.15.5. 4 Quarterly performance reports submitted to the internal audit unit.	
	To monitor the district economic initiatives by June 2018	By holding quarterly LED Forum meetings	LED Forum Meeting	LED Forum meeting	3.17. Number of LED Forum meetings held	1. Invitations 2. Venue Hire (quarterly) 3. Catering	All UMs	Internal funding	850 000.00 1. NI 2.4500.00 (quarterly) 3.88000.00 (Quarterly)			Social Services and Development Planning Services		1 LED forum meeting 1. Attendance register and 2 signed minutes	1 LED forum meeting 1. Attendance register and 2 signed minutes	1 LED forum meeting 1. Attendance register and 2 signed minutes	1 LED forum meeting 1. Attendance register and 2 signed minutes	1 LED forum meeting 1. Attendance register and 2 signed minutes	1 LED forum meeting 1. Attendance register and 2 signed minutes	1 LED forum meeting 1. Attendance register and 2 signed minutes	4 LED tourism forum meetings	

		To promote growth and development of SMEs and cooperatives	By hosting Seminars as platform for information sharing	SME Seminars	SME Seminars held	Number of SMEs and Cooperatives Seminars held.	1. Invitations 2. Venue Hire 3. Catering 4. PA System 5. Transport	All LMFs	Internal funding	R200 000.00 1. Nil 2. R30 000 (quarterly) 3. R5000 (quarterly) 4. R15 000 (quarterly)					1 SME Seminar	1.1 Reports 1.2 Attendance register 1.3 Photos	1 SME Seminar	1.1 Reports 1.2 Attendance register 1.3 Photos	1 SME Seminar	1.1 Reports 1.2 Attendance register 1.3 Photos	1.4 SME Seminar				
		To enhance the skills of emerging contractors	By providing skills training and development programmes (education, training and development) initiatives to emerging contractors	Emerging contractor skills training and development project	Emerging contractors trained	Number of Emerging Contractors trained	1. Development of Terms of Reference 2. Advert 3. Appointment of Service provider 4. Invitations 5. Venue Hire 6. Catering 7. Training of Emerging Contractors		Internal funding	R200 000.00 1. Nil 2. Nil 3. Nil 4. Nil 5. Nil 6. R20 000 (twice a year) 7. R80 000 (twice a year)															
		To enhance the skills of cooperatives and SMEs	By providing skills training	SME and Cooperatives Training	Trained SMEs and Cooperatives	Number of SMEs and Cooperatives trained	1. Development of Terms of Reference 2. Advert 3. Appointment of Service provider 4. Invitations 5. Venue Hire 6. Catering 7. Training of SMEs and Cooperatives	All LMFs	Internal funding	R200 000.00 1. Nil 2. Nil 3. Nil 4. Nil 5. Nil 6. R20 000 (twice a year) 7. R80 000 (twice a year)					Submission of terms of reference for SCM processes	1. Terms of Reference 2. Advert	1. Appointment of Service Provider 2. Training of 25 SMEs and Cooperatives	Appointment letter 2. Attendance register 3. Invoice	None	N/A	None	N/A	25 SMEs and Cooperatives trained		
		To promote growth and development of Enterprises (SMEs and cooperatives)	By supporting SMEs and Cooperatives with agricultural inputs and support materials	SME and Cooperatives support project	Supported SMEs and Cooperatives	Number of SMEs and Cooperatives supported	1. Consultation with relevant stakeholders 2. Develop Needs Analysis Report 3. Submission of Specificatio to SCM 4. Appointment of Service Provider 5. Supply and Delivery of supporting material to beneficiaries	All LMFs	Internal funding	1. Nil 2. Nil 3. Nil 4. Nil 5. R250 000 (distributed as per needs assessment)					11 SMEs and Cooperatives supported	SCM processes	1. Advert	1. Appointment of Service Provider 2. Supporting of 8 SMEs and Cooperatives	Appointment letter 2. Invoice 3. Happy letter	None	N/A	None	N/A	8 SMEs and Cooperatives supported	
		To contribute towards improving food security by June 2017	By providing inputs for vegetable production	Poverty Alievation	Household supported with inputs	Number of households supported with inputs at a small scale	1. Consultation with relevant stakeholders 2. Develop Concept Document 3. Develop Needs Analysis Report 4. Submission of Specificatio to SCM 5. Appointment of Service Provider 6. Supply and Delivery of supporting material to beneficiaries	All LMFs	Internal funding	1. Nil 2. Nil 3. Nil 4. Nil 5. Nil 6. R250 000.00 (distributed as per needs assessment)		Soc			New Enabler	Consultation with all relevant stakeholders	1. Attendance Register 2. Concept Document	Conduct a needs analysis and Submit specification to SCM	1. Needs Analysis Report 2. Advert	1. Appoinmet of service provider 2. Supply and delivery of supporting material to beneficiaries	1. Appointment Letter 2. Photos 3. Expenditure Report	None	N/A	N/A	200 Households Supported
		To promote growth and development of Bee Keeping farmers	By providing skills training and supporting material to bee keeping farmers	Bee Keeping	Trained and Supported Bee Keeping Farmers	Number of Bee keeping farmers trained and supported	1. Develop needs analysis report 2. Subition of Specification to SCM 3. Appointment of Service Provider 4. Delivery of supporting material to Beneficiaries 5. Submission of Terms of Reference to SCM 6. Advert 7. Appoinmet of Service provider to conduct training 8. Invitation 9. Venue 10. Catering of Bee Keeping Farmers 11. Training of 15 Beekeeping Farmers	Ubuhlebezwe LM	Internal funding	R250 000.00 1. Nil 2. Nil 3. Nil 4. R 100 000.00 5. Nil 6. Nil 7. Nil 8. Nil 9. R7000.00 10. 18000.00 11. R100 000.00					15	Submission of terms of reference for SCM processes	1. Terms of Reference 2. Advert	1. Appointment of services provider 2. Training of 15 Bee keeping farmers	Appointment letter 2. Attendance register 3. Invoice	None	N/A	None	N/A	15 Bee keeping farmers trained and supported	

		To ensure Tourists have readily available information by June 2018	By developing a District events Calendar brochure	District Events Calendar Brochure	Developed District Events Calendar Brochure	Date in which the District Events Calendar brochure was developed	1. Development of Terms of Reference and Submit to SCM 2. Advert 3. Appointment of Service Provider to Develop Events Brochure 4. Consultation with Stakeholders 5. Development of Draft Events Brochure 6. Development of Final Events Brochure	All LMs	Internal funding	R250 000.00 1. NI 2. NI 3. NI 4. R20 000.00 5. R90 000.00 6. 140 000.00					New Enabler	Submission of Terms of Reference for SCM processes	1. Terms of Reference 2. Advert	1. Appointment of service provider 2. Development of draft events calendar brochure	1. Appointment Letter 2. Draft events calendar brochure	1. Final events calendar brochure developed	1. Final events calendar brochure	None		N/A	1 District events calendar brochure developed	
		To refurbish Marutswa forest Boardwalks infrastructure by June 2018 as part of promoting nature based tourism	By engaging a service provider to develop a Business Plan for Marutswa Forest Boardwalk	Marutswa Forest Boardwalk	Developed Business Plan for Marutswa Forest Boardwalk	Date in which the Marutswa Forest Boardwalk Business Plan is developed	1. Development of Terms of Reference and Submit to SCM 2. Advert 3. Appointment of Service Provider to Develop Business Plan 4. Consultation with Stakeholders 5. Development of Draft Business Plan 6. Development of Final Business Plan	NDZ LM	Internal funding	R350 000.00 R200 000.00 1. NI 2. NI 3. NI 4. R20 000.00 5. R 60 000.00 6. 120 000.00					New Enabler	Submission of Terms of Reference for SCM processes	1. Terms of Reference 2. Advert	1. Appointment of service provider 2. Development of draft Business Plan	1. Appointment Letter 2. Draft Business Plan	1. Final Business Plan developed	1. Final Business Plan	None		N/A	Business Plan Developed	
		To ensure an inclusive tourism platform for tourism development by June 2018	By conducting District Tourism Forums	District Tourism Forum	District Tourism Forum Held	Number of District tourism Forums held	1. Invitations (Quarterly) 2. Venue Hire 3. Catering		Internal funding	R50 000.00 1. NI 2. 4500.00 (quarterly) 3. R8000.00 (Quarterly)					2 District Tourism Forum Held	1. District tourism forum held	1. Attendance Register 2. Minutes	1. District Tourism forum held	1. Attendance Register 2. Minutes	1. District Tourism forum held	1. Attendance Register 2. Minutes	1. District Tourism forum held	1. Attendance Register 2. Minutes	1. District Tourism forum held	1. Attendance Register 2. Minutes	4 District Tourism Forums held
		To promote growth and development of tourism enterprises by June 2018	By providing rural tourism enterprises with material support	Rural tourism enterprise support	Rural tourism enterprise supported	Number of rural tourism enterprises supported	1. Consultation with relevant stakeholders 2. Develop Needs Analysis Report 3. Submission of Specificalo to SCM 4. Appointment of Service Provider 5. Supply and Delivery of Rural Tourism Enterprise material	All LMs	Internal funding	R1000 000.00 1. NI 2. NI 3. NI 4. NI 5. R1000 000 (distributed as per needs assessment)					Rural Tourism Enterprises supported by June 2017	1. Rural tourism enterprise supported	1. Photos 2. Expenditure Report	1. Rural tourism enterprise supported	1. Photos 2. Expenditure Report	1. Rural tourism enterprise supported	1. Photos 2. Expenditure Report 3. Project Progress Report	1. Rural tourism enterprise supported	1. Photos 2. Expenditure Report 3. Project Progress Report		4 Rural Tourism Enterprises supported by June 2018	
		To promote railway bike tourism by June 2022	By implementing the railway bike tourism development project	Railway Bikes Project	Railway Bikes Developed	1. Number of railway bikes Developed	1. Development of Terms of Reference and Submit to SCM 2. Advert 3. Appointment of Service Provider to Develop Railway Bikes 4. Consultation with Stakeholders 5. Development of Railway Bikes	NDZ LM	Internal funding	R400 000.00 1. NI 2. NI 3. NI 4. R120 000.00 5. R280 000.00					Tourism Strategy	Submission of Terms of Reference for SCM processes	1. Terms of Reference	Appointment of Service provider to develop four railway bikes	Appointment Letter	4 railway bikes procured and developed	1. Photos 2. Expenditure Report	None		N/A	4 railway bikes developed by June 2018	
		To profile and create awareness on local tourism by June 2018	By supporting local tourism marketing events	Local Tourism Events Support	Local Tourism Events Supported	Number of Local Tourism events supported	1. Invitations 2. Venue Hire 3. Catering 4. PA System 5. Transport 6. Marquee 7. Entertainment 8. Tables and Chairs 9. Flyers	All LMs	Internal funding	R200 000.00 1. NI 2. NI 3. NI 4. 150 000.00 5. 10 000.00 6. 10 000.00 7. 7500 000 8. R15 000.00 9. 10 000.00					4 Local Tourism Events Supported	1. Local Tourism Event supported	1. Attendance Register 2. Photos	1. Local Tourism Event supported	1. Attendance Register 2. Photos	1. Local Tourism Event supported	1. Attendance Register 2. Photos	1. Tourism Event	1. Attendance Register 2. Photos		4 Local Tourism Events supported	
		To profile market and to package the district as a destination of choice	By hosting a Tourism Month Event Celebration	Tourism Month Event Celebration	Tourism month event Celebration held	Tourism Month Event held in September 2017	1. Invitations 2. Venue Hire 3. Catering 4. PA System 5. Transport 6. Marquee 7. Entertainment 8. Tables and Chairs 9. Flyers 10. Guest Packs		Internal funding	R300 000.00 1. NI 2. 10 000 00 3. 80 000.00 4. 20 000.00 5. 30 000.00 6. R20 000.00 7. 7500 000.00 8. R10 000.00 9. 10 000.00 10. 40 000.00					New Enabler	Tourism Month held	1. Attendance Register 2. Photos	None	N/A	None	N/A	None	N/A		1 Tourism Month Event Celebration held	

		To create tourism awareness and capacity mechanism for the community and tourism entrepreneurs	By conducting tourism awareness campaigns	Tourism Awareness Campaigns	Tourism Awareness Campaigns held	Number of Tourism Awareness Campaigns held	1. Invitations 2. Marquee 3. Catering 4. PA System 5. Transport 6. Entertainment 7. Tables and Chairs	ALL LMS	Internal funding	R200 000.00 1. NI 2. R60 000.00 3. R60 000.00 4. R15 000.00 5. R20 000.00 6. R20 000.00 7. R15 000.00				New Enabler	1. Tourism Awareness	1. Attendance Register 2. Photos	1. Tourism Awareness	1. Attendance Register 2. Photos	1. Tourism Awareness	1. Attendance Register 2. Photos	1. Tourism Awareness	1. Attendance Register 2. Photos	4. Tourism Awareness Campaigns conducted
		To create an attractive image for potential markets and contribute to increased profits and growth in the tourism sector	By developing destination branding and marketing material that will target and attract a large audience to the district.	Destination Brand Marketing	Destination Brand Marketing Developed		1. Development of Terms of Reference and Submit to SCM 2. Advert 3. Appointment of Service Provider to Develop Marketing Material 4. Supply of Destination Marketing Material		Internal funding	R300 000.00 1. NI 2. NI 3. NI 4. R150 000.00 (twice a year)				New Enabler	Submission of Terms of Reference for SCM processes	1. Terms of Reference	Appointment of Service provider to develop Destination Marketing Material	1. Appointment Letter 2. Expenditure Report	None	N/A	Appointment of Service provider to develop Destination Marketing Material	1. Appointment Letter 2. Expenditure Report	Destination Marketing Material Developed
		To promote the district as tourism destination by June 2018	By attending the tourism exhibition shows and marketing the district tourism opportunities and attractions	Tourism Exhibition Shows attended	Number of Tourism Exhibition Shows attended		1. Submit Stand Exhibitor Space Contract to SCM 2. Appoint service provider for exhibition space, Stand and Furniture 2.1. Essence 2.2. Royal Show 2.3. Tourism Indaba 2.4. WTM 2.5. Cape Gateway Show 2.6. KZN Adventure 3. Accommodations 4. Flights 5. Car Rental		Internal funding	R700 000.00 1. NI 2.1. R80 000.00 2.2. R210 000.00 2.3. R200 000.00 2.4. R10 000.00 2.5. R30 000.00 2.6. R20 000.00 3. R80 000.00 4. R80 000.00 5. R15 000.00				4 Tourism Shows attended	Attending 1. Tourism Exhibition Show Durban Essence	1. Attendance register 2. Photos	1. Procuring stand exhibition space for Royal Show, Tourism Indaba and World Trade Market	1. Expenditure Report	Participating at Cape Gateway Show	1. Photos 2. Expenditure report 3. Attendance register	Participating at Tourism Indaba and Royal Show	1. Attendance Register 2. Photos	4. Tourism Shows attended

OFFICE OF THE MUNICIPAL MANAGER 2017-2018 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Outcome 9													ICE OF THE MUNICIPAL MANAGER 2017-2018 SERVICE DELIVERY AND BUDGET IMPLEMENTATION P												
NKPA													Good Governance and Public Participation												
IDP Objective													To improve the financial affairs and viability of the municipality in order to have a self sustainable institution												
IDP Ref. No.	B2B Pillar	Objective	Strategy	Projects	Output	KPI	Activities/Items	Locality / Regional Indicator	Source of funding	Budget	Responsible department	Demand	Backlog	Baseline		2017/2018 Mid-Year Performance					2017/2018 Annual Performance				
														2016-2017	Quarter 1 Planned Target	Quarter 1 Evidence	Quarter 2 Planned Target	Quarter 2 Evidence	Quarter 3 Planned Target	Quarter 3 Evidence	Quarter 4 Planned Target	Quarter 4 Evidence	Annual Target		
Ref. No. 05 FIN /2018- 5.1		To have an updated municipal Video system to showcase municipal service and programmes	By updating of the municipal Videography system	Videography	Updated video	5.1. Number of recorded Videos	5.1.1. Identification of an event 5.1.2. Prepare specification 5.1.3. Supply chain processes 5.1.4. Obtain a video from service provider	HGDM	Equitable share/ internal funding		Office of the Municipal Manager			4	5.1.1. Updating 1 video	5.1.1.1. Recorded video 5.1.1.2. Expenditure Report	5.1.2. Updating video	5.1.2.1. Recorded video 5.1.2.2. Expenditure Report	5.1.3. Updating 1 video	5.1.3.1. Recorded video 5.1.3.2. Expenditure Report	5.1.4. Updating 1 video	5.1.4.1. Recorded video 5.1.4.2. Expenditure Report	5.1.5. 4 videos recorded		
Ref. No. 05 FIN /2018- 5.2		To show case Harry Swala Infrastructure, LED and tourism projects	By conducting Media tour with the local and mainstream media	Media Tour	Media tour conducted	5.2. Number of media tours conducted	5.2.1. Identification of projects to be visited 5.2.2. Prepare specification for the appointment of the service provider to coordinate media tour 5.2.3. Advert 5.2.4. Appointment of service provider	HGDM	Equitable share/ internal funding		Office of the Municipal Manager			2	5.2.1. Conduct Media Tour	5.2.1.1. Media Tour Report 5.2.1.2. Attendance Register 5.2.1.3. Pictures 5.2.1.4. Expenditure Report	None	N/A	5.2.3. Conduct Media Tour	5.2.3.1. Media Tour Report 5.2.3.2. Attendance Register 5.2.3.3. Pictures 5.2.3.4. Expenditure Report	None	N/A	5.2.5. 2 Media tours conducted		
Ref. No. 05 FIN /2018- 5.2		To improve the image of the municipality and enhance social cohesion		Marketing and Branding	Banners	5.3.1. Number of banners procured	5.3.1.1. Specification 5.3.1.2. Quotations 5.3.1.3. Appointment of Service Provider to procure 20 banners	HGDM	Equitable share/ internal funding		Office of the Municipal Manager			20	5.3.1.1. Procuring 10 Banners	5.3.1.1.1. Expenditure Report 5.3.1.1.2. Photos of banners	None	N/A	5.3.1.3. Procuring 10 Banners	5.3.1.3.1. Expenditure Report 5.3.1.3.2. Photos of banners	None	N/A	5.3.5.1. 20 banners procured		
Ref. No. 05 FIN /2018- 5.2					Flags	5.3.2. Number of municipal flags procured	5.3.2.1. Specification 5.3.2.2. Quotations 5.3.2.3. Appointment of Service Provider to procure 24 flags	HGDM	Equitable share/ internal funding		Office of the Municipal Manager				0	5.3.2.1. Procuring 9 Flags	5.3.2.1.1. Expenditure Report 5.3.2.1.2. Photos of flags	None	N/A	None	N/A	None	N/A	5.3.5.2. 9 flags procured	
Ref. No. 05 FIN /2018- 5.2					Folders	5.3.3. Number folders procured	5.3.3.1. Specification 5.3.3.2. Quotations 5.3.3.3. Appointment of Service Provider to procure 2000 Folders	HGDM	Equitable share/ internal funding		Office of the Municipal Manager					4000	5.3.3.1. Procuring 500 folders	5.3.3.1.1. Expenditure Report 5.3.3.1.2. Photos of Folders	5.3.3.2. Procuring 500 folders	5.3.3.2.1. Expenditure Report 5.3.3.2.2. Photos of Folders	5.3.3.3. Procuring 500 folders	5.3.3.3.1. Expenditure Report 5.3.3.3.2. Photos of Folders	5.3.3.4. Procuring 500 folders	5.3.3.4.1. Expenditure Report 5.3.3.4.2. Photos of Folders	5.3.5.3. 2000 folders procured
Ref. No. 05 FIN /2018- 5.2					Mayoral Slots	5.4. Number of Mayoral slots in SABC Radio stations booked	5.4.1. Identify radio station 5.4.2. SCM Processes 5.4.3. Receive schedule dates	HGDM	Equitable share/ internal funding		Office of the Municipal Manager					12	5.4.1. 3 Mayoral Slot in SABC Radio	5.4.1.1. Sound Clips 5.4.1.2. Expenditure Report	5.4.2. 3 Mayoral Slot in SABC Radio	5.4.2.1. Sound Clips 5.4.2.2. Expenditure Report	5.4.3. 3 Mayoral Slot in SABC Radio	5.4.3.1. Sound Clips 5.4.3.2. Expenditure Report	5.4.4. 3 Mayoral Slot in SABC Radio	5.4.4.1. Sound Clips 5.4.4.2. Expenditure Report	5.4.5. 12 mayoral slots booked at SABC radio station
Ref. No. 05 FIN /2018- 5.2					Nyusi Volume	5.5. Number of Nyusi volume event held by December 2016	5.5.1. Identification of the date and venue with Ukhoza FM 5.5.2. Receiving proposed date and venue from Ukhoza 5.5.3. SCM processes to sign MOU.	HGDM	Equitable share/ internal funding		Office of the Municipal Manager			1	None	N/A	5.5.2. Nyusi Volume event held in December	5.5.2.1. Expenditure Report 5.5.2.2. Pictures	None	N/A	None	N/A	5.5.5. 1 Nyusi volume event held on December 2017		
Ref. No. 05 FIN /2018- 5.2					Media Briefings	5.6. Number of Press Conference and Media Briefing held	5.6.1. Identification of the date and venue 5.6.2. Specification 5.6.3. SCM Processes 5.6.4. Appointment of Service Provider for coordinating Press Conference and Media Briefing. 5.6.5. Catering of 40 people 5.6.6. Food 5.6.7. Drinks	HGDM	Equitable share/ internal funding		Office of the Municipal Manager			4	5.6.1. Press conference and Media briefing	5.6.1.1. Media Report/ article 5.6.1.2. Attendance Register 5.6.1.3. Pictures	None	N/A	5.6.3.1. Press conference 5.6.3.2. Media briefing	5.6.3.1.1. Media Report/ article 5.6.3.1.2. Attendance Register 5.6.3.1.3. Pictures	5.6.4.1. Press conference 5.6.4.2. Media briefing	5.6.4.1.1. Media Report article 5.6.4.1.2. Attendance Register 5.6.4.1.3. Pictures	5.6.5. 3 Media briefings held		

Ref. No. 05 FIN /2018- 5.2		By ensuring that all HIV & AIDS programmes and projects are implemented	HIV/AIDS Awareness	HIV/AIDS awareness campaign	5.7.1. Number of HIV/AIDS awareness programmes held 5.7.2. Number of District. World Aids day event held	5.7.1.1. Identification of the date and venue 5.7.1.2. Specification 5.7.1.3. SCM Processes 5.7.1.4. Appointment of Service Provider for coordinating Press Conference and Media Briefing. 5.7.1.5. Catering of 40 people 5.7.1.6. Food 5.7.1.7. Drinks	HGDM	Equitable share/ internal funding		Office of the Municipal Manager		4 1	5.7.1.1. Awareness Campaign	5.7.1.1.1.Attendance register 5.7.1.1.2.Photos	5.7.1.2.District World Aids Day Commemoration	5.7.1.2.1.Attendance register 5.7.1.2.2.Photos 5.7.1.2.3. Expenditure Report	5.7.1.3. Awareness Campaign	5.7.1.3.1.Attendance register 5.7.1.3.2.Photos	5.7.1.4. Awareness Campaign	5.7.1.4.1.Attendance register 5.7.1.4.2.Photos	5.7.5.1. HIV/AIDS awareness programmes held 5.7.5.2. 1 District World Aids day event held
Ref. No. 05 FIN /2018- 5.2		To facilitate and monitor the functionality of OSS structures in the fight against social ills, HIV/AIDS related diseases and other sexually transmitted diseases.	By ensuring that all Sukuma Sakhe programs are implemented	Operation Sukuma Sakhe	Operation Sukuma Sakhe	5.8.1. Identification of venue 5.8.2. Prepare Specification 5.8.3. SCM Processes 5.8.4. Catering for 1500 5.8.5. Lunch packs 5.8.6. Drinks 5.8.7. Sound system 5.8.8. VIP catering for 150 people 5.8.9. Ablution facilities (1 vip Toilets for male and female, 5 Public toilets) OPERATION MBO (PUBLIC SERVICE WEEK) 5.8.10. Transportation of 1000 people 5.8.11. Ablution facilities (1 vip Toilets for male and female, 5 Public toilets) 5.8.12. VIP catering for 100 people	HGDM	Equitable share/ internal funding		Office of the Municipal Manager		3 1	5.8.1. District Operation Mbo	5.8.1.1. Expenditure Report, 5.8.1.2. Photos 5.8.1.3. Attendance Reister	5.8.2. District Operation Mbo	5.8.2.1. Expenditure Report, 5.8.2.2. Photos 5.8.2.3. Attendance Reister	5.8.3. District Operation Mbo	5.8.3.1. Expenditure Report, 5.8.3.2. Photos 5.8.3.3. Attendance Reister	5.8.4. District Operation Mbo	5.8.4.1. Expenditure Report, 5.8.4.2. Photos 5.8.4.3. Attendance Reister	5.18.5. 3 Local and 1 Operation Sukuma Sakhe held
Ref. No. 05 FIN /2018- 5.2		To enhance democracy through public participation	By conducting Mayoral imbizo	Mayoral Imbizo	By conducting Mayoral imbizo	5.9.1 Identification of venue 5.9.2 Prepare Specification 5.9.3. SCM Processes 5.9.4 Catering for 2500 5.9.5. Lunch packs 5.9.6. Drinks 5.9.7. Marquee to accommodate 4000 people (Chairs, tables,decor) 5.9.8. Sound system 5.9.9. VIP catering for 400 people 5.9.10. Ablution facilities (1 vip Toilets for male and female) 5.9.11. Transportation of 4000 people	HGDM	Equitable share/ internal funding		Office of the Municipal Manager		18	None	N/A	None	N/A	None	N/A	None	N/A	5.9.5. Mayoral Imbizo held

IDP Ref. No.	B2B REF NO.	Strategic Objective	Strategy	Projects	Output	KPI	Activities/Items	Locality / Regional indicator	Source of funding	Budget	Responsible department	Demand	Backlog	Baseline								Outcome/Annual
														2016-2017	Quarter 1 Planned Target	Quarter 1 Evidence	Quarter 2 Planned Target	Quarter 2 Evidence	Quarter 3 Planned Target	Quarter 3 Evidence	Quarter 4 Planned Target	
Ref. No. 05 FIN /2018- 5.2		To ensure effective management of fraud, corruption and unethical behaviour within the municipality.	By providing a framework for fraud and corruption risk management	Review the fraud prevention policy and strategy		5.10. Date in which the fraud prevention policy and strategy was approved by Council	5.10.1. Gather Management Inputs. 5.10.2. Consolidated and update policy and strategy 5.10.3. Present to relevant committee structures. 5.10.4. Present to Council & recommend for approval	HGDM	Equitable share/ internal funding		Office of the Municipal Manager	1	0	1	N/A	N/A	N/A	N/A	N/A	N/A	5.10.4.1. Approved Fraud prevention policy 5.10.4.2. Approved Fraud prevention strategy 5.10.4.3. Council resolution approving the fraud prevention policy and strategy.	5.10.5. 1 Approved fraud prevention policy by Council by June 2018
Ref. No. 05 FIN /2018- 5.2			Review and approval of Risk Management Policy		5.11. Date on which risk management policy is reviewed by Council	5.11.1. Gather Management Inputs. 5.11.2. Consolidated and update policy 5.11.3. Present to relevant committee structures. 5.11.4. Present to Council & recommend for approval	HGDM	Equitable share/ internal funding		Office of the Municipal Manager	1	0	June 2017	N/A	N/A	N/A	N/A	N/A	5.11.4.1. Approved risk management policy by Council by June 2018. 5.11.4.2. Council resolution approving the risk management policy.	5.11.5. 1 Approved risk management policy by Council by June 2018		
Ref. No. 05 FIN /2018- 5.2			By providing a methodology for managing institution-wide risks in a comprehensive and integrated manner.	Review and approval of Risk Management strategy		5.12. Date on which risk management strategy is reviewed by Council	5.12.1. Gather Management Inputs. 5.12.2. Consolidated and update policy and strategy 5.12.3. Present to relevant committee structures. 5.12.4. Present to Council & recommend for approval Management plan	HGDM	Equitable share/ internal funding		Office of the Municipal Manager			June 2017	N/A	N/A	N/A	N/A	5.12.4.1. Approved risk management strategy by Council by June 2018. 5.12.4.2. Council resolution approving the risk management strategy.	5.12.5. 1 Approved risk management strategy by Council by June 2018		
Ref. No. 05 FIN /2018- 5.2			Implementation of a Risk Management Framework and Strategy and Plan		5.13. Number of reports submitted to the RISK/MANCO and Audit Committee	5.13.1. Present to the Risk MANCO and Audit/Risk Committee for approval 5.13.2. Perform monitoring over the implementation of risk mitigation plan. 5.13.3. Profile any incidences/emerging risks. 5.13.4. Consolidate	HGDM	Equitable share/ internal funding		Office of the Municipal Manager	8	0	8 4	5.13.1. Monitor implementation of risk mitigation plans & advise management on emerging risk and assist in the development of new mitigation strategies 5.13.1.1. 2 risk management reports. 5.13.1.2. Minutes for 2 Risk MANCO reports	5.13.2. Monitor implementation of risk mitigation plans & advise management on emerging risk and assist in the development of new mitigation strategies 5.13.2.1. 2 risk management reports. 5.13.2.2. Minutes for 2 Risk MANCO reports	5.13.3. Monitor implementation of risk mitigation plans & advise management on emerging risk and assist in the development of new mitigation strategies 5.13.3.1. 2 risk management reports. 5.13.3.2. Minutes for 2 Risk MANCO reports	5.13.4. Monitor implementation of risk mitigation plans & advise management on emerging risk and assist in the development of new mitigation strategies 5.13.4.1. 2 risk management reports. 5.13.4.2. Minutes for 2 Risk MANCO reports	5.13.4.1. 2 risk management reports. 5.13.4.2. Minutes for 2 Risk MANCO reports	5.13.5. 8- Reports submitted to RISK/MANCO 4- Reports submitted to Audit Committee			

Ref. No. 05 FIN /2018- 5.2	To monitor compliance related risks and provide assurance over compliance	By performing ongoing monitoring over all statutory compliance requirements	Develop a municipal statutory compliance framework			5.14. Date on which the municipal statutory compliance framework was approved	5.14.1. Prepare Term of reference for SIA and for the advert for appointment of service provider. 5.14.2. Present to the Bid Specification Committee 5.14.3. Appointment of Service Provider	HQDM	Equitable share/ internal funding			Office of the Municipal Manager	1	0	0	5.14.1. To advertise for service provider to develop the Municipal compliance framework 5.14.1.1. Terms of reference for the appointment of the service provider. 5.14.1.2. Copy of the advert 5.14.2. Present draft municipal compliance framework to the Municipal compliance framework committee & Council. 5.14.2.1. Approved municipal compliance framework. 5.14.2.2. Minutes of the Risk MANCO, Audit Committee & Council approving the Framework.	N/A	N/A	N/A	N/A	5.14.5. 1 Reviewed and approved municipal statutory compliance framework by 2018		
IDP Ref. No.	B2B REF NO.	Objective	Strategy	Projects	Output	KPI	Activities/Items	Locality / Regional Indicator	Source of funding	Budget	Responsible department			Baseline 2016-2017	Quarter 1 Planned Target	Quarter 1 Evidence	Quarter 2 Planned Target	Quarter 2 Evidence	Quarter 3 Planned Target	Quarter 3 Evidence	Quarter 4 Planned Target	Quarter 4 Evidence	Outcome/ Annual Target 2017-2018
Ref. No. 05 FIN /2018- 5.12		To ensure effective management of fraud, corruption and unethical behaviour within the municipality.	By regular assessment and monitoring of relevant risks	1. Conduct risk and control self assessment workshop		5.15.1. Date on which the Operational risk assessment report is approved by Audit committee June 2017	5.15.1.1. Consult Risk MANCO on the scheduling of Operational risk assessment workshops. 5.15.1.2. Send out invitations to departments. 5.15.1.3. Identify venue 5.15.1.4. Prepare specification for catering for SCM 5.15.1.5. Prepare workshop materials	HQDM	Equitable share/ internal funding		Office of the Municipal Manager			June 2016.	N/A	N/A	N/A	N/A	N/A	N/A	5.15.1.4. Produce report on the facilitation of risk assessments and present to Risk Manco & Audit Committee for approval. 5.15.1.4.4. Minutes of the Audit Committee approving the risk assessment reports.	5.15.1.4.1. Draft Strategic risk assessment report 5.15.1.4.2. 1 Draft operational risk assessment report 5.15.1.4.3. Minutes of the Risk MANCO approving the risk assessment reports. 5.15.1.4.4. Minutes of the Audit Committee approving the risk assessment reports.	5.15.5. 1 Operational risk assessment report submitted to Audit Committee
				1. Conduct risk and control self assessment workshop		5.15.2. Date on which the process risk assessment report is approved by Audit committee April 2018	MANCO on the scheduling of 5.15.2.1. Operational risk assessment workshops. 5.15.2.2. Send out invitations to departments. 5.15.2.3. Identify venue 5.15.2.4. Prepare specification for catering for SCM 5.15.2.5. Prepare workshop materials	HQDM	Equitable share/ internal funding		Office of the Municipal Manager			June 2016.	N/A	N/A	N/A	N/A	5.15.2.3. Conduct Strategic risk assessment in line with the IDP/Planning process by 31 April 2018	5.15.2.3.1. Draft strategic risk assessment report for 2018/2019 5.15.2.3.2. Minutes of the Council meeting approving the strategic risk assessment report for 2018/2019	5.15.2.4. Conduct operational risk assessment report in line with the municipal operational planning (SOBP) by 30 May 2018	5.15.2.4.1. Draft operational risk assessment report for 2018/2019	5.15.5. 1 process risk assessment report submitted to Audit Committee for approval
IDP Ref. No.	B2B REF NO.	Objective	Strategy	Projects	Output	KPI	Activities/Items	Locality / Regional Indicator	Source of funding	Budget	Responsible department			Baseline 2016-2017	Quarter 1 Planned Target	Quarter 1 Evidence	Quarter 2 Planned Target	Quarter 2 Evidence	Quarter 3 Planned Target	Quarter 3 Evidence	Quarter 4 Planned Target	Quarter 4 Evidence	2017-2018
Ref. No. 05 FIN /2018- 5.13		To provide reasonable assurance that the municipality adheres to applicable laws and regulations.	By convening audit committee meetings and reporting to Council	Audit Committee	Audit Committee meetings convened	5.16. Number of audit committee meetings held	5.16.1. Appointment of audit committee members 5.16.2. Scheduling dates for the meetings 5.16.3. Schedule of performance assessments	HQDM	Equitable share/ internal funding	R540000	Office of the Municipal Manager	4	0	4	5.16.1. 1 Audit Committee meeting held	5.16.1.1. Minutes of the Audit Committee meeting 5.16.1.2. Attendance Register	5.16.2. 1 Audit Committee meeting held	5.16.2.1. Minutes of the Audit Committee meeting 5.16.2.2. Attendance Register	5.16.3. 1 Audit Committee meeting held	5.16.3.1. Minutes of the Audit Committee meeting 5.16.3.2. Attendance Register	5.16.4. 1 Audit Committee meeting held	5.16.4.1. Minutes of the Audit Committee meeting 5.16.4.2. Attendance Register	5.16.5. 4 Audit Committee meetings held
				Audit committee reports submitted to Council		5.17. Number of Audit committee reports submitted to Council	5.17.1. Report to council	HQDM	Equitable share/ internal funding	R540000 5.16.1. R0.00 5.16.2. R400 000 5.16.3. R60 000 5.17.1. R80 000	Office of the Municipal Manager	4	0	4	5.17.1. 1 Audit committee report submitted to Council	5.17.1.1. Audit committee report to Council 5.17.1.2. Minutes of Council meeting 5.17.1.3. Attendance Register	5.17.2. 1 Audit committee report submitted to Council	5.17.2.1. Audit committee report to Council 5.17.2.2. Minutes of Council meeting 5.17.2.3. Attendance Register	5.17.3. 1 Audit committee report submitted to Council	5.17.3.1. Audit committee report to Council 5.17.3.2. Minutes of Council meeting 5.17.3.3. Attendance Register	5.17.4. 1 Audit committee report submitted to Council	5.17.4.1. Audit committee report to Council 5.17.4.2. Minutes of Council meeting 5.17.4.3. Attendance Register	5.17.5. 4 Audit committee reports submitted to Council
Ref. No. 05 FIN /2018- 5.14		To provide reasonable assurance that the municipality adheres to applicable laws and regulations.	By bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance process	Development and approval of a risk-based internal audit plan	Approved risk based Internal Audit plan	5.18. Approval of the Risk based Internal Audit plan by the Audit committee in August 2017	5.18.1. Development of risk based internal audit plan	HQDM	Equitable share/ internal funding	R400000	Office of the Municipal Manager	1	0	August 2016	5.18.1. 1 Approved risk based internal audit plan by the Audit committee	5.18.1.1. Approved risk based internal audit plan. 5.18.1.2. Minutes of the Audit Committee meeting 5.18.1.3. Attendance Register		N/A	N/A	N/A	N/A	N/A	5.18.5. 1 Approved risk based Internal Audit plan by August 2017
Ref. No. 05 FIN /2018- 5.15				Implementation of the risk-based internal audit plan 3) Report to the audit committee regularly	Internal Audit reports	5.19. Number of quarterly Internal Audit reports completed as per the approved audit plan submitted to Audit Committee	5.19.1 Specification 5.19.2 Quotations 5.19.3 Appointment of service provider	HQDM	Equitable share/ internal funding	R400000 5.18.1. R0.00 5.18.2. R0.00 5.18.3. R400000	Office of the Municipal Manager	4	0	4	5.19.1. 1 Quarterly Internal Audit report completed as per the approved audit plan submitted to Audit Committee	5.19.1.1. Internal Audit report to Audit committee 5.19.1.2. Minutes of the Audit Committee meeting 5.19.1.3. Attendance Register	5.19.2. 1 Quarterly Internal Audit report completed as per the approved audit plan submitted to Audit Committee	5.19.2.1. Internal Audit report to Audit committee 5.19.2.2. Minutes of the Audit Committee meeting 5.19.2.3. Attendance Register	5.19.3. 1 Quarterly Internal Audit report completed as per the approved audit plan submitted to Audit Committee	5.19.3.1. Internal Audit report to Audit committee 5.19.3.2. Minutes of the Audit Committee meeting 5.19.3.3. Attendance Register	5.19.4. 1 Quarterly Internal Audit report completed as per the approved audit plan submitted to Audit Committee	5.19.4.1. Internal Audit report to Audit committee 5.19.4.2. Minutes of the Audit Committee meeting 5.19.4.3. Attendance Register	5.19.5. 4 quarterly Internal audit reports completed submitted to Audit committee as per approved internal audit plan

IDP Ref. No.	B2B REF NO.	Strategic Objective	Strategy	Projects	Output	KPI	Activities/Items	Locality / Regional indicator	Source of funding	Budget	Responsible department			Baseline	Quarter 1	Quarter	Quarter 2	Quarter	Quarter 3	Quarter	Quarter 4	Quarter 4 Eviden		
														2016-2017	Planned Target	1 Evidence	Planned Target	2 Evidence	Planned Target	3 Evidence	Planned Target	2017-2018		
Ref. No. 05 FIN /2018- 5.17		To ensure compliance and provision of legal support to the municipality.	By receiving policy /information for drafting a new by/laws/ receive draft by/laws from relevant department	Draft vet agreements, policies and managing By-laws		5.20. Completion and submission of the draft by/laws vet agreements and policies to the Council by January 2017	5.20.1. Identify policy gaps 5.20.2. Get the views of management and employees 5.20.3. Draft policy amendments 5.20.4. Consult stakeholders 5.20.5. Finalise draft policy for council adoption	HGDM	Equitable share/ Internal funding		Office of the Municipal Manager			January 2016										5.20.5. Vet agreements and policies completed and submitted to Council by January 2017
Ref. No. 05 FIN /2018- 5.19			By update Management and Executive Committee on Policy issues and the reviewal of all policies derived from legislation, repeals / amendments	Municipal policies		5.21. The approval of municipal policies by Council in May/June 2017	5.21.1. Identify policy gaps 5.21.2. Scutise policies 5.21.3. 5.21.4. Consult stakeholders 5.21.5. Receive policies for legal opinion 5.21.6. Make recommendations 5.21.7. Finalise draft policy for council adoption	HGDM	Equitable share/ Internal funding		Office of the Municipal Manager			June 2016										5.21.5. Municipal policies approved by Council in June 2017

WATER SERVICES 2017-2018 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

IDP REF No. 01 BSD 2022:																						
KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY																						
IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS																						
IDP Ref No.	B2B Ref No.	OBJECTIVE	STRATEGY	PROJECTS	Output	KPI	Activities/ Items	Locality /Regional Indicator	Source of funding	BUDGET		DEMAND	BACKLOG	RESPONSIBLE DEPARTMENT	BASELINE 2016-2017	2017/2018 Mid-Year Performance				2017/2018		
										2017/2018						Q 1	Q1 EVIDENCE	Q 2	Q 2 EVIDENCE	Q 3	Q 3 EVIDENCE	Q 4
		To improve customer relations management, Water conservation Health and Hygiene promotion and revenue enhancement	By conducting community health and hygiene outreach programmes	Water conservation, Health and Hygiene educational programs	Improved Water conservation and minimised waterborne diseases	4.1. Number of awareness campaigns conducted in Water conservation, Health and Hygiene educational programs	4.1. 4.1.1. Identification of areas working closely with satellites heads 4.1.2. Securing of Venue for 100 people 4.1.3. Catering for 100 people 4.1.4. Lunch packs 4.1.5. Drinks 4.1.6. Fruit 4.1.7. Sound System 4.1.8. Transportation 4.1.9. Development of training manuals 4.1.10. Educational material (pamphlets)		Equitable share	4.1 R117 771 4.1.1. R 0 00 4.1.2. R 2 000 4.1.3. R 5 000 4.1.4. R 6 000 4.1.5. R 30 000 4.1.6. R 10 000 4.1.7. R 20 000	20	0	Water Services (Customer Care)	23 awareness campaigns conducted in Health and Hygiene educational programs	4.1.1. 5 4.1.1.1. Attendance register 4.1.2. 5 4.1.2.1. Attendance register 4.1.3. 5 4.1.3.1. Attendance register 4.1.4. 5 4.1.4.1. Attendance register							4.1.5. 20
		To improve consultation with stakeholders that have been established in the Water Services Forums	Stakeholders meetings conducting	Stakeholder Consultation Meetings		4.2. Number of Stakeholder Meetings conducted	4.2. 4.2.1. Venue 4.2.2. Catering for 30 people 4.2.3. Food 4.2.4. Drinks 4.2.5. Educational material		Equitable share	4.2. R11 194 4.2.1. R 0 00 4.2.2. R 14 400,00 4.2.3. R 20 000	4	0	Water Services (Customer Care)	Stakeholder Meetings Conducted	4.2.1. 1 4.2.1.1. Attendance register 4.2.2. 1 4.2.2.1. Attendance register 4.2.3. 4.2.3.1. Attendance register 4.2.4. 1 4.2.4.1. Attendance register							4.2.5. 4 Stakeholder Meetings Conducted

IDP Ref No.	B2B Ref No.	Objective	Strategy	PROJECTS	Output	Measurable Output/KPI	Activities/ Items	Locality /Regional Indicator	Source of funding	BUDGET ESTIMATE	DEMAND	BACKLOG	RESPONSIBLE DEPARTMENT	BASELINE 2016-2017	2017/2018 Mid-Year Performance					2017/2018			
															Q 1	Q1 EVIDENCE	Q 2	Q 2 EVIDENCE	Q 3	Q 3 EVIDENCE	Q 4	Q 4 EVIDENCE	Annual Target
		To ensure that WSA is fully complying to its mandate as set by the Department of water and sanitation	By reviewing Water policies and By-laws	Development and review of Water policies, By-laws	Reviewed water policies and By-laws	4.3. Date in which water policies and By-laws were reviewed	4.3 4.3.1. Development of terms of reference 4.3.2. Advertise 4.3.3. Appointment of Service Provider for review of policies 4.3.4. Appointment of Service Provider for review of by-laws 4.3.5. Gazetting of by-laws 4.3.6. Printing of by-laws		Equitable share/ internal funding	4.3. R250 000,00 4.3.1	6	6	Water services	Water policies and By-laws adopted	4.3.1.1. Advertisement and Appointment of Service Provider for the bylaws 4.3.1.2. Quarterly meeting with internal stakeholders towards policy review	4.3.1.1.1. Advert and Appointment Letter 4.3.1.2.2. Minutes of Quarterly meetings	4.3.2.1. Analysis, Interpretation, Consultation and presentation to Council 4.3.2.2. Reviewal of Water Services Related Policies based on stakeholder inputs.	4.3.2.1.1. Council Resolution 4.3.2.1.2. Quarterly Progress Report to Portfolio Committee	4.3.3.1.1. Submission of the application for gazetting of bylaws to DWS and Cogta 4.3.3.1.2. Workshopping of reviewed policies to Council	4.3.3.1.1.1. Gazetted By-Laws 4.3.3.1.2.2. Attendance Register	4.3.4. Adoption of Reviewed Policies by Council	4.3.4.1. Council Resolution	4.3.5. Water policies and by-laws reviewed by June 2018
		To ensure that water and waste water systems meet the relevant standard set by the Department of Water and Sanitation.	By identifying gaps on the Blue drop and green drop previous assessment.	Blue drop and Green drop	Blue drop and Green drop improvement plans	4.4. Date in which the improvements plan on the gaps identified on the previous BDS and GDS assessments were dopted.	Blue Drop and Green drop 4.4.1. Review of the previous score 4.4.2. Identifying gaps and informing relevant departments 4.4.3. 4.4.4. Attending training and symposiums 4.4.5. Uploading compliance information Green Drop 4.4.6. Monitor compliance with waste water quality standards.		Equitable share/ internal funding	R1 500 000 00 4.4.1. R 4.4.2. R	Green : 90% Blue: 95%	Green : 22.9% Blue: 32.14%	Water services	Meet Blue and green drop requirements	4.4.1. Analysis of previous BDS and GDS document in order to identify gaps that exist.	4.4.1.1. Portfolio Committee Agenda	4.4.2.1. Identification of gaps, 4.4.2.2. Conduct Process Audits. 4.4.2.3. Evaluate staff complement.	4.4.2.1.1. Portfolio Committee Agenda	4.4.3. Presentation of improvement plans to council committees .	4.4.3.1. Portfolio Committee Agenda	4.4.4. Adoption of BDS and GDS improvement plan by Council.	4.4.4.1. Council resolution	4.4.5. Improvements plan on the gaps identified on the previous BDS and GDS assessments were dopted by June 2018.

	To have an updated water and sanitation strategic plan	By developing Water Services Development Plan (WSDP)	Development of WSDP	Developed WSDP	4.5. Date in which WSDP was developed.	4.5.1. Compilation of demographic settlement 4.5.2. Compilation of water and sanitation service level profile 4.5.3. Compilation of socio-economic sectors and statistics 4.5.4. Compilation of asset register 4.5.5. Compilation of water quality plan 4.5.6. Compilation of operational manuals 4.5.7. Compilation of as built records 4.5.8. Compilation of water resource management plan 4.5.9. Registering and licensing of water resources 4.5.10. Registering water and sanitation servitude 4.5.11. Compiling water master plan 4.5.12. Compilation of sanitation master plan 4.5.13. Compilation of Business plans	Equitable share/Internal funding	4.5. R2 000 000 00 4.5.1. R 500 000 4.5.2. R 900 000 4.5.3. R 300 000 4.5.4. R 2 500 000 4.5.5. R 500 000 4.5.6. R 1 000 000 4.5.7. R 2 000 000 4.5.8. R 2 000 000 4.5.9. R 800 000 4.5.10. R 3 000 000 4.5.11. R 1 500 000 4.5.12. R 1 000 000 4.5.13. R 3 000 000	1	1	Water services	2011 Water Services Development Plan (WSDP) and water and sanitation master plan	4.5.1. Desktop and field work review and completion of demographic settlements of Ubulhebeve LM area	4.5.1.1. Quarterly Progress Report presented to the portfolio committee.	4.5.2. Desktop and field work review and completion of demographic settlements of uMaimkhulu LM area	4.5.2.1. Quarterly Progress report tabled to Portfolio Committee	4.5.3. Desktop and field work review and completion of demographic settlements of Greater Kokstad LM area	4.5.3.1. Quarterly Progress report tabled to Portfolio Committee	4.5.4. Desktop and field work review and completion of demographic settlements of Dr Nkomozi Dlamini Zuma LM area	4.5.4.1. Quarterly Progress report tabled to Portfolio Committee	4.5.5. Water Services Development Plan (WSDP) developed by 2018
	To maintain full functionality of water and sanitation schemes as per maintenance plan	By adhering to Maintenance plan	Maintenance of water and sanitation infrastructure	Fully functional water and sanitation schemes	4.6. Turnaround time to respond to reported complaints.	4.6.1. Source Quotations for the supply of material 4.6.2. Purchasing of material for reactive maintenance. 4.6.3. Purchasing of chemicals 4.6.4. Purchasing of fuel. 4.6.5. Electrical and mechanical works 4.6.6. Purchasing of tools 4.6.7. Hiring of plant 4.6.8. Payment of electricity for pump stations	Equitable share/Internal funding	R 14 000 000 4.6.1. R 0.00 4.6.2. R 20 000 000 4.6.3. R 6 000 000 4.6.4. R 5 000 000 4.6.5. R 10 000 000 4.6.6. R 1 500 000 4.6.7. R 1 000 000 4.6.8. R 6 500 000	144	0	Water services	Respond to reported complaints within 24 hours	4.6.1. To respond to the reported complaints within 24 hr	4.6.1.1. Customer Care report submitted to portfolio committee	4.6.2. To respond to the reported complaints within 24 hr	4.6.2.1. Customer Care report submitted to portfolio committee	4.6.3. To respond to the reported complaints within 24 hr	4.6.3.1. Customer Care report submitted to portfolio committee	4.6.4. To respond to the reported complaints within 24 hr	4.6.4.1. Customer Care report submitted to portfolio committee	4.6.5. Respond to reported complaints within 24 hours
	To improve the existing water and sanitation infrastructure	By restoring infrastructure to its original functionality	Refurbishment of water and sanitation infrastructure	Refurbished water and sanitation schemes in all LMs	4.7. Number of water and sanitation schemes refurbished reports submitted Portfolio committee	4.7.1. Identifications of scheme to be refurbished. 4.7.2. Source Quotations for material and labour 4.7.3. Purchasing of material 4.7.4. Issue instructions for implementation 4.7.5. Payment of Service Providers	Equitable share/Internal funding	R 63 000 000 4.7.1. R 0.00 4.7.2. R 0.00 4.7.3. R 10 000 000 4.7.4. R 0.00 4.7.5. R 10 000 000		10	Water services	0	4.7.1	4.7.1.1. Portfolio committee report	4.7.2. 1	4.7.2.1. Portfolio committee report	4.7.3. 1	4.7.3.1. Portfolio committee report	4.7.4. 1	4.7.4.1. Portfolio committee report	4.7.5. 4

INFRASTRUCTURE SERVICES 2017-2018 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2017/2018 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
IDP REF No. 01 BSD 2022:															
KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY															
IDP GOAL: TO IMPROVE THE COVERAGE, QUALITY, EFFICIENCY AND SUSTAINABILITY OF WATER AND SANITATION SERVICES IN ALL RURAL AND URBAN AREAS															
IDP Ref No.	B2B Ref No.	Objective	Strategy	Projects	Output	Measurable Output/KPI	2017/2018 Mid-Year Performance					2017/2018 Annual Performance			
							Q 1	Q1 EVIDENCE	Q 2	Q 2 EVIDENCE	Q 3	Q 3 EVIDENCE	Q 4	Q 4 EVIDENCE	Annual Target
		To implement and upgrade water infrastructure projects	By ensuring that the community have access to potable water	Rectification & Upgrade of Fairview & Ixopo Town Sewer System	households with access to potable water	6.1. Number of households accessing potable water for the first time in Ubuhlebezwe Local municipality	None	N/A	None	N/A	6.1.3. 495	6.1.3.1. Engineer's Report 6.1.3.2. Project plan	None	N/A	6.1.5. 495
		To implement and upgrade water infrastructure projects	By ensuring that the community have access to potable water	Dr Nkosazana Dlamini-Zuma water supply	households with access to potable water	6.2. Number of households accessing potable water for the first time in Dr Nkosazana Dlamini-Zuma Local municipality	None	N/A	6.2.2. 201	6.2.2.1. Engineers report 6.2.2.2. Project plan	6.2.3. 200	6.2.3.1. Engineers report 6.2.3.2. Project plan	None	N/A	6.2.5. 401
		To implement and upgrade water infrastructure projects	By ensuring that the community have access to potable water	uMzimkhulu water supply	households with access to potable water	6.3. Number of households accessing potable water for the first time in uMzimkhulu Local municipality	None	N/A	6.3.2. 588	6.3.2.1. Engineer's Report 6.3.2.2. Project plan	6.3.3.	6.3.3.1.	6.3.4.	6.3.4.1.	6.3.5. 588

		To implement all the VIP sanitation project identified by the business plan by 2018	By constant monitoring the implementation of water and sanitation project	Sanitation	completed VIP units	6.4. Number of VIP units completed	6.4.1. 1200	6.4.1.1. Happy Letters	6.4.2. 1323	6.4.2.1. Happy Letters	6.4.3. 420	6.4.3.1. Happy Letters	None	N/A	6.4.5. 2943
		To implement water borne sewer by 2018	By providing improved waterborne sewer system	water borne sanitation	Households water borne structures completed	6.5.1.Total number of water borne top structures constructed	6.5.1.1. Finalise SCM processes and contractual obligations	6.5.1.1.1. Engagement letter and signed contract	6.5.1.2. 150	6.5.1.2.1. Engineers report 6.5.1.2.2. Project plan	6.5.1.3. 100	6.5.1.3.1. Engineers report 6.5.1.3.2. Project plan	6.5.1.4. 58	6.5.1.4.1. Engineers report 6.5.1.4.2. Project plan	6.5.5.1. 328
					Households with water borne structures connected	6.5.2.Total number of water borne connection	6.5.2.1. Finalise SCM processes and contractual obligations	6.5.2.1.1. Engagement letter and signed contract	6.5.2.2. 58	6.5.2.1. Engineers report	6.5.2.3. 150	6.5.2.3.1. Engineers report	6.5.2.4. 100	6.5.2.4.1. Engineers report	6.5.5.2. 308
		To implement Sewer System by 2018	By providing improved sewer system at Ixopo and UMzimkhulu town	Rectification & Upgrade of Fairview & Ixopo Town Sewer System	upgraded and improved sewer system	6.6.1. Km sewer pipe line collector for Thubalethu housing project	6.6.1.1. Submission of tender document SCM processes	6.6.1.1.1. Tender Document 6.6.1.1.2. Advert	6.6.1.2. Appointment of Service Provider and site establishment	6.6.1.2.1. Appointment Letter 6.6.1.2.2. Engineers report	6.6.1.3.	6.6.1.3.1.	6.6.1.4.1. completion of Pump house building. 6.6.1.4.2. Installation of 2 x new Pumps	6.6.1.4.1.1. Engineers report	6.6.5. 2x new pumps installed
				UMzimkhulu Sewer upgrade	6.7.1. Number of pump house constructed. 6.7.2. Number of new pumps installed	6.7.1.1. Submission of tender document SCM processes	6.7.1.1.1. Tender Document 6.7.1.1.2. Advert	6.7.1.2. Appointment of Service Provider and site establishment	6.7.1.2.1. Appointment Letter 6.7.1.2.2. Engineers report	6.7.1.3. Foundation of Pump house building. 6.7.1.3. 20 % Pump house walls completed.	6.7.1.3.1. Engineers report	6.7.1.4.1. completion of Pump house building. 6.7.1.4.2. Installation of 2 x new Pumps	6.7.1.4.1. Engineers report	6.7.5.1. 1 x pump house constructed. 6.7.5.2. 2x new pumps installed	

		To improve water supply in Ixopo town areas	By constructing bulk water Infrastructure linked to the proposed Bulwer/ Stephen Dlamini Dam	Greater Bulwer Donnybrook Regional Bulk Water Supply Scheme	Completed bulk pipeline	6.8.1. Number of bulk km water pipeline constructed 6.8.2. Percentage of 10ML reservoir foundation completed (steel fixing, shuttering and casting concrete)	6.8.1.1. 0.8km of 315mm diameter steel pipe completed	6.8.1.1.1. Engineer's Report	6.8.1.2. 1km of 355mm diameter steel pipe completed	6.8.1.2.1. Engineer's Report	6.8.1.3. 2.2km of 315mm diameter steel pipe completed	6.8.1.3.1. Engineer's Report	6.8.1.4. 1.4km of 355mm diameter steel pipe completed 1.2. 10ML Reservoir foundation completed	6.8.1.4.1. Engineer's Report	6.8.5.1. 3km of 315mm diameter Steel pipe completed 6.8.5.2. 2,5km of 355mm diameter steel pipe completed by June 2018 6.8.5.2. 100% of 10ML reservoir foundation completed
		To improve water supply in Nomandlovu-KwaSpheni village by June 2018	By providing sustainable bulk water resources	Nomandlovu - KwaSpheni Water Supply	Water Resource Infrastructure Development	6.9.1. Number of backup Generators supplied and installed 6.9.2. Construction of Administration building 6.9.3. Number km reticulation pipeline 6.9.4. Number off standpipes 6.9.5. Number of Galvanised reservoir installed.	6.9.1.1. Submission of tender document SCM processes	6.9.1.1.1. Tender Document 6.9.1.1.2. Advert	6.9.1.2. Appointment of Service Provider and site establishment	6.9.1.2.1. Appointment Letter 6.9.1.2.2. Engineers report	6.9.1.3.1. Earthworks and foundation of admin building 6.9.1.3.2. 1.5km of reticulation pipeline	6.9.1.3.1.1. Engineers report	6.9.1.4.1. Completion of admin building 6.9.1.4.2. Construction of 5.5km of reticulation pipeline 6.9.1.4.3. Construction of 25 standpipes 6.9.1.4.4. Installation of Galvanised reservoir	6.9.1.4.1.1. Engineers report	6.9.5.1. 2x backup Generators 6.9.5.2. Administration building 6.9.5.3. 7,5 km reticulation pipeline 6.9.5.4. 25 standpipes 6.9.5.5. 1 x Galvanised reservoir
		To improve water supply in Gala Donnybrook areas .	By providing of sustainable bulk water resources	Gala Donnybrook Water Supply	Water Resource Infrastructure Development	6.10.1. Completion of Concrete works for the foundation of the reservoir	6.10.1.1. Submission of tender document SCM processes	6.10.1.1.1. Tender Document 6.10.1.1.2. Advert	6.10.1.2. Appointment of Service Provider and site establishment	6.10.1.2.1. Appointment Letter 6.10.1.2.2. Engineers report	6.10.1.3. Earthworks and Foundation of Reservoir	6.10.1.3.1. Engineers report	6.10.1.4. Concrete works for foundation of the reservoir	6.10.1.4.1. Engineers report	6.10.5. Concrete works for the foundation of the reservoir Completed.

		To improve water supply in Mqatsheni Step-more areas.	By providing of sustainable bulk water resources	Mqatsheni Step-more Water Supply		6.11.1. Number of km reticulation pipeline completed 6.11.2. Number of borehole Equipped.	None	N/A	6.11.1.2. Submission of tender document SCM processes	6.11.1.2.1. Tender Document 6.11.1.2.2. Advert	6.11.1.3. Appointment of Service Provide	6.11.1.3.1. Appointment Letter	6.11.1.4.1. Construction of 6km reticulation pipeline. 6.11.1.4.2. Equipping of borehole.	6.11.1.4.1.1. Engineers report	6.11.5.1. 6 km reticulation pipeline completed . 6.11.5.2. 1 x borehole Equipped.
		To improve water supply in Underberg areas	By providing of sustainable bulk water resources	Underberg bulk water supply	Bulk water infrastructure	6.12.1. Completion of pump station 6.12.2. Number of KM rising main completed 6.12.3. Number of new pumps installed	6.12.1.1. Submission of tender document SCM processes	6.12.1.1.1. Tender Document 6.12.1.1.2. Advert	6.12.1.2. Appointment of Service Provider and site establishment	6.12.1.2.1. Appointment Letter 6.12.1.2.2. Engineers report	6.12.1.3.1. Pump station Foundation completed 6.12.1.3.2. 20 % Pump station walls completed. 6.12.1.3.3. 0.6 km rising main laid.	6.12.1.3.1.1. Engineers report	6.12.1.4.1. Pump station completed 6.12.1.4.2. Installation of 2 x new pumps completed. 6.12.1.4.3. 1 km rising main laid.	6.12.1.4.1.1. Engineers report	6.12.5.1. Pump station completed. 6.12.5.2. 1.6 KM rising main completed 6.12.5.3. 2 x new pumps installed
		To improve water supply in Nkelabantwana - Nkumba areas	By providing of sustainable bulk water resources	Bulwer-Nkelabantwana - Nkumba Water Supply		6.13.1. Completion of concrete reservoir (Xosheyakhe). 6.13.2. Number km bulk pipeline completed 6.13.3. Completion of construction of foundation for 2 ML concrete reservoir (Kwa-Shaya)	6.13.1.1. Submission of tender document SCM processes 6.13.1.2. Completion of concrete reservoir (2ML- Xosheyakhe)	6.13.1.1.1. Tender Document 6.13.1.1.2. Advert 6.13.1.1.3. Engineers report	6.13.1.2.1. appointment of Service Provider and site establishment 6.13.1.2.2. Testing of concrete reservoir	6.13.1.2.1.1. Appointment Letter 6.13.1.2.2.2. Engineers report(site establishment) 6.13.1.2.3.3. Engineers report(Reservoir)	6.13.1.3.1. Construction of 1.5 km bulk pipeline. 6.13.1.3.2. Completion of earthworks of 2ML concrete reservoir at Kwa-Shaya.	6.13.1.3.1.1. Engineers report	6.13.1.4.1. Construction of 2.5 km bulk pipeline. 6.13.1.4.2. Completion of foundation base of 2ML concrete reservoir at Kwa-Shaya.	6.13.1.4.1.1. Engineers report	6.13.5.1. Concrete reservoir Xosheyakhe Completed. 6.13.5.2. 4 km bulk pipeline completed 6.13.5.3. foundation base for 2 ML concrete reservoir (Kwa-Shaya) completed
		To improve water supply in Underberg areas	By providing of sustainable bulk water resources	Mbhuleweni Water Supply Scheme	Reticulation	6.14.1. Number of km reticulation pipeline completed 6.14.2. Number of standpipes completed 6.14.3. Project handover	6.14.1.1. Submission of tender document SCM processes 6.14.1.2. Project handover to water Services department (Mbhuleweni Bulk Water Supply)	6.14.1.1.1. Tender Document 6.14.1.1.2. Advert 6.14.1.1.3. Close-out report.	6.14.1.2. appointment of Service Provider and site establishment	6.14.1.2.1. Appointment Letter 6.14.1.2.2. Engineers report.	6.14.1.3. Construction of 3.5 km reticulation pipeline	6.14.1.3.1. Engineers report.	6.14.1.4.1. Construction of 5 km reticulation pipeline 6.14.1.4.2. construction of 15 standpipes	6.14.1.4.1.1. Engineers report.	6.14.5.1. 8.5- km reticulation pipeline completed 6.14.5.2. 15 standpipes completed 6.14.5.3. Project handover

		To improve water supply in Khukhulela areas	By providing of sustainable bulk water resources	Khukhulela Water Supply	Rudimentary	6.15.1. Number of km reticulation pipeline completed 6.15.2. Number of standpipes completed	6.15.1.1. Submission of tender document SCM processes	6.15.1.1.1. Tender Document 6.15.1.1.2. Advert	6.15.1.2. Appointment of Service Provider and site establishment	6.15.1.2.1. Appointment Letter 6.15.1.2.2. Engineers report	6.15.1.3. Construction of 8 km reticulation pipeline	6.15.1.3.1. Engineers report.	6.15.1.4.1. Construction of 10 km reticulation pipeline 6.15.1.4.2. construction of 20 standpipes	6.15.1.4.1.1. Engineers report.	6.15.5.1. 18 km reticulation pipeline completed 6.15.5.2. 20 of standpipes completed
		To improve water supply in Ncakubana areas	By providing of sustainable bulk water resources	Ncakubana Water Supply	Bulk water infrastructure	6.16.1. Number of km reticulation pipeline completed 6.16.2. Number of standpipes completed.	6.16.1.1. Submission of tender document SCM processes	6.16.1.1.1. Tender Document 2. Advert	6.16.1.2. Appointment of Service Provider and site establishment	6.16.1.2.1. Appointment Letter 6.16.1.2.2. Engineers report	6.16.1.3. Construction of 4 km reticulation pipeline	6.16.1.3.1. Engineers report	6.16.1.4.1. Construction of 8 km reticulation pipeline 6.16.1.4.2. Construction of 35 standpipes	6.16.1.4.1.1. Engineers report	6.16.5.1. 12 km reticulation pipeline completed 6.16.5.2. 35 of standpipes completed.
		To improve water supply in Umkhunya areas	By providing of sustainable bulk water resources	Umkhunya Water Supply Scheme		6.17.1. Completion of pump station building walls 6.17.2. Completion of raw water storage tank	6.17.1.1. Submission of tender document SCM processes	6.17.1.1.1. Tender Document 6.17.1.1.2. Advert	6.17.1.2. Appointment of Service Provider and site establishment	6.17.1.2.1. Appointment Letter 6.17.1.2.2. Engineers report	6.17.1.3.1. Earthworks and Foundation of pump station. 6.17.1.3.2. Earthworks and Foundation of raw water storage tank	6.17.1.3.1.1. Engineers report	6.17.1.4.1. construction of pump station building walls 6.17.1.4.2. construction of raw water storage tank	6.17.1.4.1.1. Engineers report	6.17.5.1. pump station building walls completed. 6.17.5.2. raw water storage tank completed
		To improve water supply in Ixopo-Hopewell areas	By providing of sustainable bulk water resources	Ixopo-Hopewell Water Supply	Bulk water infrastructure	6.18.1. Number km bulk pipeline constructed 6.18.2. Completion of pump station walls	6.18.1.1. Submission of tender document SCM processes	6.18.1.1.1. Tender Document 6.18.1.1.2. Advert	6.18.1.2. Appointment of Service Provider and site establishment	6.18.1.2.1. Appointment Letter 6.18.1.2.2. Engineers report	6.18.1.3.1. Construction of 1.5 km bulk pipeline 6.18.1.3.2. completion of earthworks and foundation of pump station	6.18.1.3.1.1. Engineers report	6.18.1.4.1. Construction of 2.5 km bulk pipeline 6.18.1.4.2. completion of pump station walls.	6.18.1.4.1.1. Engineers report	6.18.5.1. 4 km bulk pipeline constructed 6.18.5.2. Pump station walls completed
		To improve water supply in Mnqumeni areas	By providing of sustainable bulk water resources	Mnqumeni Water Supply	Bulk water infrastructure	6.19.1. Number of km reticulation pipeline completed 6.19.2. Reservoir concrete base foundation completed 6.19.3. Number of standpipes completed	6.19.1.1. Submission of tender document SCM processes	6.19.1.1.1. Tender Document 6.19.1.1.2. Advert	6.19.1.2. Appointment of Service Provider and site establishment	6.19.1.2.1. Appointment Letter 6.19.1.2.2. Engineers report	6.19.1.3.1. Construction of 2.5 km reticulation pipeline 6.19.1.3.2. completion of earthworks and foundation of the reservoirs	6.19.1.3.1.1. Engineers report	3.19.1.4.1. Construction of 2.5 km reticulation pipeline 6.19.1.4.2. completion of concrete base foundation of the reservoir. 6.19.1.4.3. Completion of 20 stand	6.19.1.4.1.1. Engineers report	6.19.5.1. completion of 5 km reticulation pipeline 6.19.5.2. Completion of Reservoir concrete base foundation 6.19.5.3. Completion of 20 standpipes

		To improve water supply in Greater Summerfield areas	By providing of sustainable bulk water resources	Greater Summerfield Water Supply	Bulk water infrastructure	6.20.1. Completion of Refurbishment of raw water storage 6.20.2. Number of km rising main completed	6.20.1.1. Submission of tender document SCM processes 6.20.1.1.1. Draft Tender Document 6.20.1.1.2. Draft Advert	6.20.1.2. Appointment of Service Provider and site establishment	6.20.1.2.1. Appointment Letter 6.20.1.2.2. Engineers report	6.20.1.3.1. Construction of 1.6 km rising main 6.20.1.3.2. Excavation of earthworks for raw water storage	6.20.1.3.1.1. Engineers report	6.20.1.4.1. Construction of 1km rising main 6.20.1.4.2. Refurbishment of raw water storage	6.20.1.4.1.1. Engineers report	6.20.5.1. Refurbishment of Raw water storage completed. 6.20.5.2. 2.6 km rising main completed
		To improve water supply in Kwa-Meyi areas	By providing of sustainable bulk water resources	Kwa-Meyi Water Supply	Bulk water infrastructure	6.21.1. Date in which the Reservoir, Package plants and Pump station are connected 6.21.2. Number of Break pressure Tanks installed 6.21.3. Number of communal standpipes completed. 6.21.4. Number of km pipeline completed	6.21.1.1. Construction of 1.5 km pipeline. 6.21.1.1.1. Engineers report	6.21.1.2. Construction of 2.5 km pipeline.	6.21.1.2.1. Engineers report	6.21.1.3.1. Connection to reservoir, pump station and to the package plant 6.21.1.3.2. Installation of 4x Break pressure tanks 6.21.1.3.3. Construction of 2.5 km pipeline.	6.21.1.3.1.1. Engineers report	6.21.1.4.1. Construction of 200 communal standpipes 6.21.1.4.2. Installation of 6 Break pressure tanks 6.21.1.4.3. Construction of 1.5 km pipeline.	6.21.1.4.1.1. Engineers report	6.21.5.1. Connection of Reservoir, Package plants and Pump station completed. 6.21.5.2. 10x Break pressure Tanks installed 6.21.5.3. 200 x communal standpipes completed. 6.21.5.4. 8 km pipeline completed
		Developed Integrated Waste Management Plan (IWMP)	Developed Integrated Waste Management Plan (IWMP)	Integrated Waste Management Plan	Developed IWMP	6.22.1. Date in which the IWMP was developed and finalised	6.22.1.1. Finalization of IWMP 6.22.1.1.1. IWMP Document	6.22.1.2. Approval /Adoption of IWMP Policy by Council	6.22.1.2.1. Council resolution	None	N/A	None	N/A	6.22.5. Integrated Waste Management Plan developed by 30 September 2017

