

MAKANA LOCAL MUNICIPALITY ADJUSTED SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN 2017/18



EXECUTIVE SUMMARY

Our Service Delivery and Budget Implementation Plan (SDBIP) commit Makana Local Municipality to ensure that the organization actually delivers on the Integrated Development Plan (IDP), budget (both capital and operational) spending and service delivery targets during the 2017/18 financial year. It is a continued commitment on how we will on quarterly basis implement and report on (service delivery) the objectives set out in our IDP. SDBIP gives operational expression to the developmental local government and the IDP.

The IDP is a strategic development plan which represents the driving force for making the Municipality more strategic, inclusive, responsive, and performance driven in character. The IDP therefore serves a contract between the Municipality and its residents in which it guides and informs all planning, budgeting, investment, development, management and implementation in the medium-term decision-making. It is a plan for the entire municipal area and not just for specific areas.

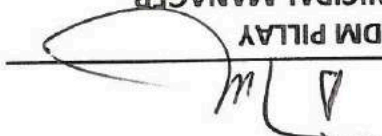
It is in this context that our IDP, budget and SDBIP would assist the Municipality to be rebuild in a way that the livelihoods of our people will improve and therefore contribute meaningfully in our open and transparent planning and implementation systems.

It is envisage that the SDBIP will be used as tool as

1. Improve oversight by political arm of the Municipality
2. Improve Expenditure on Operational and Capital
3. Improve Monitoring and Evaluation
4. Prioritization of the Activities
5. Improve allocation of funds
6. Improve Alignment between IDP and Budget

STATEMENT FROM MUNICIPAL MANAGER

I hereby present to the Executive Mayor Honourable Cnr Normhle Gaga the Final Adjusted Service Delivery Budget Implementation 2017-2018


Mr. DM PILLAY
MUNICIPAL MANAGER

Date: 28/02/2018

Approved by the Executive Mayor


HONOURABLE Cnr NORMHLE GAGA
EXECUTIVE MAYOR

Date: 28/02/2018

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1. INTRODUCTION

1.1 LEGISLATIVE FRAMEWORK IN TERMS OF MFMA

Section 1 of the Municipal Finance Management Act (MFMA) no 56 of 2003 defines the "service delivery and budget implementation plan" as the detailed plan approved by the Mayor of the municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget and which must include the following :-

- a) Projections of each month of –
- (i) Revenue to be collected by source and
- (iii) Operational and Capital expenditure by vote
- b) Service Delivery targets and performance indicators for each quarter and
- c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(i) (c) .

The MFMA requires that municipalities develop a Service Delivery and Budget Implementation Plan as strategic financial management tool to ensure that budgetary decisions that are adopted by the municipalities for the financial year are aligned with their Integrated Development Plan Strategy. In terms of section 53 (i) (c) (iii) of the MFMA the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

1.2 OVERVIEW SDBIP

The strategic direction that the Makana Municipality is undertaking is set out in its Integrated Development Plan (IDP). The plan has been reviewed for the 2017/18 financial year in conjunction with the stakeholders and community and the implementation of the Makana IDP is supported by the Medium Term Revenue and Expenditure Framework (MTRRF) budget. The services that the Municipality provides and the investment in infrastructure will make the Municipality globally safe and attractive to live, work and invest. Investment supports and drives the development path and brings the opportunities of job creation that will ultimately improve social and economic livelihoods of the residents of Makana. The development of Service Delivery and Budget Implementation Plans (SDBIPs) is a requirement under Municipal Finance Management Act (MFMA) and gives effect to the municipality's Integrated Development Plan (IDP) and annual budget.

The SDBIP is an expression of the objectives of the Municipality, in quantifiable outcomes that will be implemented by the administration for the financial period from 1 July 2017 to 30 June 2018. The SDBIP includes the service delivery targets and performance indicators for each quarter that should be linked to the performance agreements of senior management.

These are integral to the implementation and entrenchment of our performance management system. The SDBIP facilitates accountability and transparency of the municipal administration and managers to the Council and Councillors to the community. It also fosters the management, implementation and monitoring of the budget, the performance of top management and the achievement of the strategic objectives as laid out in the IDP. The SDBIP enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager and for the community to monitor the performance of the municipality as each activity contains outputs, outcomes and timeframes. The SDBIP is compiled on an annual basis and includes a 3 year capital budget programme. The SDBIP is yet another step forward to increasing the principle of democratic and accountable (local) government as enshrined in Section 152(a) of the Constitution. The Municipality agreed with five strategic priority areas from which are aligned to National Key Performance Areas will be cascaded to Directorates and Sub-directorates in a way of compilation of directorates SDBIPs (Scorecard) underpinned by various programmes and projects with necessary resource allocations.

Development objectives are will be measured through key performance indicators at every level, and continuously monitored throughout the year. The SDBIP is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the top management team, the resources to be used and the deadlines set for the relevant activities.

The SDBIP is a layered plan, with the top layer dealing with consolidated service delivery targets, and linking such targets to top management (National Treasury MFMA Circular No. 13 of the Municipal Finance Management Act No. 56 of 2003). This is high-level and strategic in nature and is required to be tabled in Council. The strategic SDBIP is intended for the use by the general public and Councillors. Only this top layer of the SDBIP is published as the institutional SDBIP.

Such high-level information should also include ward information, particularly for key expenditure items on capital projects and service delivery which will enable each Ward Councillor and Ward Committee to oversee service delivery in their ward.

The top management is then expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle-level and senior administrator. Much

of this lower layer detail will not be made public nor tabled in council – whilst the Municipal Manager has access to such lower layer detail of the SDBIP, it will largely only be the senior manager in charge who will be using such detail to hold middle-level and junior-level managers responsible for various components of the service delivery plan and targets of the Municipality. MFMA legislative requirement in terms of Section 53 (1) (c) (iii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following: (a) projections for each month of – (i) revenue to be collected, by source; and (ii) operational and capital expenditure, by vote (b) service delivery targets and performance indicators for each quarter, and (c) other matters prescribed Being a management and implementation plan (not a policy proposal) the SDBIP is not required to be approved by the council

1.3 LINKAGE WITH IDP AND BUDGET

Integrated Development Planning requires many different planning processes to be brought together and co-ordinated. In terms of linking service plans or service delivery and budget implementation plans of the individual directorate in the Municipality with the other planning processes in the IDP, the directorates should produce operational plans, capital plans, annual budgets, institutional and staffing plans, etc. to take the IDP forward. Clearly it is not feasible to include all of this detail within the IDP document.

The Makana Municipality identified six development priorities areas (SDPs) arising from the engagement between community, the elected leaders and municipal administration and interested stakeholders.

The (SDPs) are aligned within the Five Year Local Government Strategic Agenda which is a roadmap entailing developmental priorities and corresponding targets to be achieved by municipalities during this term (2012-2017); as well as the national 2010 electoral mandate

These are:

1. Basic Service Delivery and Infrastructure Development
2. Community and Social Development
3. Local Economy and Rural Development
4. Institutional Development and Financial Viability
5. Good Governance and Public Participation

6. Human Settlement management

The MTRFF budget is allocated against these strategic focus areas at a municipal level. Corporate objectives with measurable key performance indicators (KPIs) and targets are identified. The municipal planning processes undertaken at directorate and sub-directorate levels yields objectives with indicators, targets and resource allocation (includes the budgets) at these various levels. The implementation of the SDBIP is categorised in terms of votes as prescribe by MfMA. The votes indicate budget allocations for Core Administration Makana are as follows;

- Vote 1: Infrastructure and Engineering
- Vote2: Corporate Services
- Vote 3: Financial Services
- Vote 4: Community and Social Services
- Vote 5: Executive Mayor
- Vote6 : Municipal Manager
- Vote7: Local Economic Development
- Vote 8: Technical and Infrastructure Housing
- Vote 9 : Technical and Infrastructure Electricity
- Vote 10: Technical and Infrastructure Water

2. COMPONENTS: TOP LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

2.1 Monthly projections of revenue to be collected for each source and Monthly projections of expenditure (operating and capital) and

Revenue for each vote

EC104 Makana - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)										
Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Revenue by Vote	1									
Vote 1 - Technical & Infrastructure		-	35 407	38 567	53 842	42 202	42 202	188 437	35 080	24 216
Vote 2 - Corporate Services		-	403	929	915	665	665	23 480	24 819	23 036
Vote 3 - Financial Services		-	83 700	98 799	126 200	119 700	119 700	88 969	94 040	99 306
Vote 4 - Community & Social Services		-	28 469	27 319	25 437	17 778	17 778	68 757	72 676	76 746
Vote 5 - Executive Mayor		-	463	561	2 912	2 912	2 912	8 856	9 361	9 885
Vote 6 - Speakers Office		-	3 746	4 508	4 745	4 745	4 745	14 802	15 646	16 522
Vote 7 - Municipal Manager		-	743	3 428	2	2	2	20 866	22 055	23 290
Vote 8 - Local Economic Development		-	109	1 380	1 032	1 032	1 032	16 966	16 887	17 832
Vote 9 - Housing		-	-	-	-	-	-	-	-	-
Vote 10 - Electricity		-	116 556	191 063	195 461	161 961	161 961	145 159	153 433	162 025
Vote 11 - Water		-	76 715	73 101	75 645	70 213	70 213	85 159	90 015	95 055
Vote 12 - Dog Tax		-	-	1	1	1	1	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2		346 312	439 657	488 191	421 210	421 210	661 452	534 012	547 914

2.2 Monthly projections of expenditure (operating and capital) and revenue for each vote

Vote Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Expenditure by Vote to be appropriated	1									
Vote 1 - Technical & Infrastructure		-	44 396	51 054	59 362	47 897	47 897	46 289	48 881	
Vote 2 - Corporate Services		-	25 738	38 016	37 843	37 593	37 593	30 270	31 965	
Vote 3 - Financial Services		-	60 708	50 605	79 443	72 943	72 943	59 322	62 644	
Vote 4 - Community & Social Services		-	58 543	87 102	77 120	69 461	69 461	57 054	60 249	
Vote 5 - Executive Mayor		-	4 371	4 937	10 281	10 281	10 281	9 361	9 885	
Vote 6 - Speakers Office		-	6 728	11 348	13 163	13 163	13 163	11 946	12 615	
Vote 7 - Municipal Manager		-	4 158	5 806	8 418	8 418	8 418	14 266	15 086	
Vote 8 - Local Economic Development		-	4 866	16 433	13 877	13 877	13 877	23 254	24 556	
Vote 9 - Housing		-	48	26	56	56	56	-	-	
Vote 10 - Electricity		-	106 402	116 744	129 734	96 234	96 234	127 116	134 234	
Vote 11 - Water		-	48 304	55 849	56 891	52 284	52 284	73 597	77 718	
Vote 12 - Dog Tax		-	-	-	1	1	1	-	-	
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	
Total Expenditure by Vote	2	-	364 262	437 920	486 191	422 210	422 210	452 494	477 834	
Surplus/(Deficit) for the year	2	-	(17 950)	1 736	0	(1 000)	210 (1 000)	81 518	70 080	

3. MUNICIPAL SCORECARDS

Development priorities are aligned in five key performance areas, broken down into corporate objectives of the Municipality and each corporate objective is further broken down into strategies and key focus areas, the key performance indicators, programs/project and targets. There are two Municipal Scorecards the institutional scored which form part of the Top layer of the SDBIP and Directorate scorecard which will form part of the Directors Performance agreement as follows

A. Institutional scorecard (Annexure A)

4. MONITORING AND REPORTING OF SDBIP

4.1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month. Reporting must include the following:

- (i) actual revenue, per source;
- (ii) actual borrowings;
- (iii) actual expenditure, per vote;
- (iv) actual capital expenditure, per vote;
- (iv) the amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports: (a) any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote (b) any material variances from the service delivery and budget implementation plan and; (c) any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget

4.2 Quarterly Reporting

Section 52 (d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

4.3 Mid-year Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account:

- (i) the monthly statements referred to in section 71 of the first half of the year
- (ii) the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- (iii) the past year's annual report, and progress on resolving problems identified in the annual report; and
- (iv) the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Makana Municipality accountable to the community.

4.4 Annual Performance Report

Section 121(3) A annual performance report would have to Section 121 (3) (c) of the MFMA outlines the requirements for Annual performance reporting. An assessment of municipal performance together with recommendations for the council audit committee and corrective actions undertaken arising from audit report and competency compliance for inclusion in the annual report.

5. Conclusion

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.

The biggest challenge is to develop meaningful nonfinancial service delivery targets and indicators, in addition to the budget indicators however this will remain work in progress for the Municipality.

KEY PERFORMANCE INDICATORS FOR DELIVERY AND MAINTENANCE DEVELOPMENT

SERVICE DELIVERY IMPROVEMENT PLANS 2017/18

Pre-determine objective	Project	Key Performance Indicator	KPI No	Definition	Adjusted Budget	Baseline/Backlog as at beginning of 2017/18	Annual Target for 2017/18	1st Quarter Planned output	2nd Quarter Planned output	3rd Quarter Planned output	4th Quarter Planned output
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Efficient planning of the basic services infrastructure development	MIG Rollover expenditure 2016/17	Report on the % budget actually spent on MIG rollover funding 2016/17 quarterly	KPI 101	Report percentage of expenditure financial performance report on MIG funding rollover Projects 2016/17 quarterly	R 22 08 676.89	R 11 000 000	100%	25%	50%	75%	100%
	MIG expenditure 2017/18	Report on the % budget actually spent on MIG funding project for 2017/18 financial year quarterly	KPI 102	Report percentage of expenditure financial performance on MIG funding MIG Projects for 2017/18 quarterly.	R 23 525 800.00	R 11 000 000	100%	N/A	N/A	50%	50%
Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	Refurbishment Waainek Bulk Water Supply	Commence with Refurbishment Waainek Bulk Water Supply electrical and civil works by the third quarter	KPI 103	Facilitate the appointment two contractors- one to do electrical and the other to do civil works and commence with refurbishment of Waainek Bulk Water Supply by the third quarter	R 9 405 174.87	New Indicator	Commence of construction of electrical and civil works	Approval Specification	Appointed contractor.	Commence with construction of electrical works	Commence with construction of civil works

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	Alicedale Sewerage Rectification	Commence with Construction of 650M/0.65 of 3.3 KM Gravity sewer lines with two pumpstation in alicedale by June 2018	KPI 105	Appointment of service provider to construction of 3.3 KM Gravity sewer lines with installation of two pumpstation in Alicedale and site handover.	R 2 606 028.00	New Indicator	Commence 650M/0.65 km gravity sewer line	Complete procurement	Appointment of construction and site hand over	Appointment service provider	Commence with construction of civil works
	Alicedale Road and Improvement Transriver and Mandela Park Phase 2	Construction of 8 KM road paving with stormwater channel and kerbs in Alicedale by June 2018	KPI 106	Appointment the constructor to pave 8 Km alicedale road. Installation of stormwater channel and kerbs in Alicedale	R 8 267 369	New Indicator	Complete of 8KM Paving by June 2018	Appointment of contractor and site handover	Ripping of 8km existing esphalt and laying of sub-base	Ripping of 8km existing esphalt and laying of sub-base	Installation stormwater channels, kerbs and paving blocks
	Alicedale Road and Improvement Transriver and Mandela Park	Construction of 3KM road with stormwater channel and kerbs in Alicedale by June 2018	KPI 107	Appointment of constructor to construction 3KM road, through ripping old tar and install paving block with stormwater channel and kerbs in Alicedale	R 3 247 227	Appointment awarding of contractor	Construction of 3KM by June 2018	3 KM Laying of subgrade and sub-base	Construction 3km water channels and kerbing	Installation paving block	Complete project
	Multi-purpose center gymnasium	Construction of 500 square meter Multi-purpose center gymnasium by June 2018	KPI 108	Appointment of the Constructor to built 500 square meter Gymnasium in Joza. And start of construction.	R 14 589 942	New Indicator	Complete the construction of Multi-purpose center gymnasium by June 218	Appointment of constructor	Commence with construction and completion foundation	Construction of beams and walls	Completion and glazing and completion of the project

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Improve the quality & disposal of effluent within SANS standards	Blued drop	80% Compliance to SANS quality drinking water standard monthly	KPI 107	Testing sample of drinking water by an independent lab against SANS Standards- Grahastown - Ribeck East and Seven fountains water package plants.	R 250 000	95%	90% Compliance	80%	80%	80%	90%
	Green drop	80% Compliance to SANS quality drinking water standard monthly	KPI 108	Testing of waste water by an independent lab against SANS Standards- Grahastown - Ribeck East and Seven fountains water package plants.	R 250 000	87%	90% Compliance	90%	80%	90%	90%

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KEY PERFORMANCE AREA: COMMUNITY AND SOCIAL COHESION

SERVICE DELIVERY IMPROVEMENT PLAN 2017/18

Pre-determine objective	Project	Key Performance indicator	KPI No	Definition	Adjusted Budget	Baseline/Backlog as at beginning of 2017/18	Annual Target for 2017/18	1st Quarter Planned output	2nd Quarter Planned output	3rd Quarter Planned output as per SDBIP	4th Quarter Planned output
KEY PERFORMANCE AREA: COMMUNITY AND SOCIAL COHESION											
A safe, healthy and secure living environment	Acquisition Containers	Acquisition 4 x Containers	13,7	Acquisition of four containers through procuring services from external service provider using Municipia SCM policy processes	R 310 000,00	Shortage of Containers	4 Containers	N/A	Acquisition 4 x Containers	N/A	N/A
	Eradiation of illegal dumpings sites	Number of Community education and awareness programmes conducted	13,9	Community engagement on environmental challenges including illegal dumping, through community meetings and stakeholders	Opex	There about 45 dumping site across the municipality and number of illegal dumping sites	One session per quarter	One	One	One	One
	Water sampling	Conduct water sampling Monthly	15,1	Sampling testing of drinking water from tap.	Opex	Water sampling done monthly	12 Water sampling	3	3	3	3
	Environmental compliance register	Approved environmental compliance register by June 2018	15,3	Development register to monitor environmental issues across municipality	Opex	No monitoring tool in place	Approved environmental compliance register by June 2018	Benchmark	Draft compliance register	Tabling the register PortfolioCommittee	Approval of the Compliance register
	Sport Master Plan	Development of Sport Master Plan	17,1	Development of the sport recreational facilities plan through stakeholder engagement and consultation	Opex	No plan in place	Development of Sport Master Plan by the June 2018	N/A	N/A	N/A	Development of Sport Master Plan
To promote the well-being, health, safety and security of our community	Review bylaw	Develop/Review by-law on the control of stray animal	17,6	Development/Review of bylaw on the control of stray animal through stakeholder engagement and consultation.	Opex	New Indicator	Approval of by-law on control of stray animal	N/A	N/A	N/A	Approval of by-law on control of stray animal
	Fire and Disaster Awareness Programme	Number of Community safety fire and disaster awareness programmes conducted annually	18,2	Empower communities on the fire and disaster incident through awareness programmes conducted quarterly	Opex	Four awareness programmes were conducted in 2016/17	Four Programmes annually-One per quarter	One awareness programme	One awareness programme	One awareness programme	One awareness programme

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KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT AND RURAL DEVELOPMENT

SERVICE DELIVERY IMPROVEMENT PLANS 2017/18

Pre-determine objective	Project	IDP No	Key Performance Indicator	KPI No	Definition	Adjusted Budget	Baseline/Backlog as at beginning of 2017/18	Annual Target for 2017/18	1st Quarter Planned output as per SDBIP	2nd Quarter Planned output as per SDBIP	3rd Quarter Planned output as per SDBIP	4th Quarter Planned output as per SDBIP
LOCAL ECONOMIC DEVELOPMENT AND RURAL DEVELOPMENT												
To ensure adherence to town planning and building control legislation	Review Spatial Development Framework (SDF)	P126	Establish project steering committee to review SDF by June 2018	20.1	The current SDF is non compliant with the MSA 30 of 2000 and SDF guidelines due to financial constraints of the municipality to review. Establishing of an SDF steering committee will allow for a summative review for compliance and come with wayforward. The SDF steering will be established by internal and external stakeholder	OPEX	Spatial Development project was last reviewed 2013	Establish project steering committee to review SDF by June 2018	Obtain Funding Approval from MISA	Solicit support from COGTA in case funding is not available to do SDF in-house	Service Provider to initiate project in case of funding being available or meeting with COGTA to draft a plan of action to do an in-house review	Service Provider to initiate project in case of funding being available or commence with the implementation of the action plan to review SDF in-house
To ensure adherence to town planning and building control legislation	Establishment of SPLUMA compliant Planning Tribunal	P128	Recommend members to Council to be appointed as a SPLUMA compliant Municipal Planning Tribunal for land applications by 30 June 2018	20.3	Establishment of Municipal Planning Tribunal is a statutory requirement of SPLUMA (16 of 2013). The Municipality will advertise for suitably qualified members and a terms of reference for the members will be developed and tabled to Council for approval. The applicants will be assessed for eligibility by an evaluation committee and a report on recommended members will be submitted to Council for approval.	OPEX	New Requirements	Recommend members to Council for appointment of a SPLUMA compliant Municipal Planning Tribunal for land applications by 30 June 2018	Advertise for members	Assess applicant's qualifications and eligibility	Advertise for members, develop Terms of Reference for Council approval and establish an evaluation committee	Assess applicant's qualifications and report to Council on recommended MPT Members

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Establishment of SPLUMA compliant Appeals Tribunal	P128	Table a report to Council for approval on the way forward on the establishment of a SPLUMA compliant Appeals Tribunal by 30 June 2018	20.3	Establishment of Appeals Tribunal is a statutory requirement of SPLUMA (16 of 2013). A workshop will be held to capacitate Councilors with an understanding of the options available for the establishment of the Appeals Tribunal. A report on the preferred option will be tabled to Council for adoption of the way forward.	OPEX	New Requirements	Table a report to Council for approval on the way forward on the establishment of a SPLUMA compliant Appeals Tribunal by 30 June 2018	Advertise for members	Assess applicant's qualifications and eligibility	Workshop on Councilors on Options for Appeals Tribunal	Table a report to Council for approval on the way forward on the establishment of a SPLUMA compliant Appeals Tribunal
Waste to Energy (PowerX)	P131	Appointment of the PowerX for distributed energy generation by 30 June 2018	20.6	This is a project that is undertaken in conjunction with CDA. PowerX was introduced to the Municipality by the CDA as a potential partner in distributed energy generation. An unsolicited bid process will be followed to appoint PowerX.	OPEX	New Indicator	Appointment of PowerX for distributed energy generation by 30 June 2018	Appointment of PowerX for distributed energy generation by 30 June 2018	Appointment of PowerX for distributed energy generation by 30 June 2018	Completion of Supply Chain Management Processes for appointment of PowerX for distributed energy generation	Completion of Supply Chain Management Processes for appointment of PowerX for distributed energy generation

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Promote and support SMME development	Support to Local SMME Development	P135	Report Quarterly an indicating whether the Municipality is complying with the SCM regulation that 30% of value of tenders are allocated to local SMMEs.	As emanated from the 2016 State of the Nation Address and further adopted as an SCM regulation, Makana Municipality has to ensure that 30% of its tenders is allocated to local SMMEs. The LED Directorate will be part of the Committee that will look into each tender to be awarded and discuss packages that will be allocated to local SMMEs. The Directorate will then submit quarterly reports to the LED Portfolio Committee on compliance with this directive.	OPEX	New Indictar	Four quarterly reports on whether the municipality is complying with the regulation that determines that 30% of value of tenders are allocated to local SMMEs by June 2018	Quarterly Report about the value of tenders that benefitted local SMME's and reasons for not complying when necessary	Quarterly Report about the value of tenders that benefitted local SMME's and reasons for not complying when necessary	Signing of MOU between Municipality and SEDA by March 2018	Report on the services rendered by SEDA and the number of SMME's using this service by end of June 2018
Promote and support Agricultural Development	Infrastructure development emerging farmers in Thorn park	23.1	Approved EIA and progress report on the provision of services at Thorn park by June 2018	Facilitate the approval of EIA by DEDEAT for the construction of poultry houses at Thorn Park. The municipality will develop TOR for construction of water from Mayfield cemetery. RFQ will be advertised for qualified service providers to install the water. An application to ESKOM will be done to connect electricity.	OPEX	EAI not approved by DEDEAT	Approved EIA and 3 progress report by June 2018	EIA approved by September 2017	Progress report on the provision of services at Thorn park by December 2017	Progress report on the provision of services at Thorn park by March 2018	Progress report on the provision of services at Thorn park by June 2018

Rural development ward forum		Number of Rural ward forums established and one signed MOU by June 2018	23.4	The municipality has three rural wards and in order to facilitate economic development in these wards, it was suggested at the Imbizos that the municipality needs to have an MOU with the Rural Wards. The municipality will facilitate the process whereby all three wards will have some structures and from those a committee will be elected to represent the three wards. A MOU will be signed with the overarching structure. This will assist with information sharing in what is happening in the wards and coordinate development.	OPEX
	P159				

3 rural ward forums, 1 coordinating rural ward forum and 1 Signed MOU June 2018	Meetings with rural wards by end of September 2017	Establishment of 3 rural ward forums by end of December 2017	Establishment of 1 coordinating rural ward forum by end of March 2018	1 MOU signed with coordinating rural ward committee by end of June 2018

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Promote and support tourism development	Makana Tourism support		Report Quarterly on the financial support and narrative report by Makana Tourism on funding received from Makana Municipality	24.2	The Municipality financially supports Makana Tourism as required by the Municipal Structures Act and The SLA entered into between the two organisations. In order to determine whether the municipal financial support yields positive impact on tourism growth and in terms of the functioning of Makana Tourism, it is important that the following takes place: Quarterly financial and technical reports must be submitted to the municipality for consideration by the TCI Portfolio Committee. The technical reports must reflect: - Visitor statistics - Projects undertaken to increase visitor	R 862 565	4 Report were submitted to Portfolio Committee 2016/17	4 Quarterly reports by Makana Tourism on funding received from Makana Municipality by end of June 2018	Quarterly (i) financial and narrative report by Makana Tourism on funding received by Makana Municipality	Quarterly (ii) financial and narrative report by Makana Tourism on funding received by Makana Municipality	Quarterly (iii) financial and narrative report by Makana Tourism on funding received by Makana Municipality	Quarterly (iv) financial and narrative report by Makana Tourism on funding received by Makana Municipality
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Formulation of a feasibility study and business plan for Grey Dam development	Facilitate Feasibility study and business plan for Grey Dam development by June 2018	24.3	The Tourism Sector Plan of Makana Municipality identifies Grey Dam as one of the economically viable nodes. In this regard the municipality intends to develop Grey Dam into a revenue generating tourism/ recreation facility. In order to develop Grey Dam for this purpose, the municipality should appoint a service provider to undertake a feasibility study and a business plan. The feasibility study will determine appropriate development options that the municipality can pursue, while the business plan will be used for fund raising purposes.	R 150 000	No Feasibility study	Feasibility study and Business plan for Grey Dam development by June 2018	Project inception report by end of September 2017	Draft feasibility study and business plan by end of December 2017	Final feasibility study and business plan by end of March 2018	Identify funding sources by end of June 2018
Festival support programme for crafters	Number of stands allocated to crafters at the National Arts Festival by June 2018	24.4	In promoting local crafters Makana Municipality allocates exhibition spaces to local crafters every year during the National Arts Festival. Crafters are sourced	Opex	Three crafter were support in 2016/17	Three crafters exhibiting at the National Arts Festival by June 2018	Development of project plan by September 2017	Issue notice for submission of applications by December 2017	Confirm participants by March 2018	Submission of the report

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KEY PERFORMANCE AREA: INSTITUTIONAL AND FINANCIAL VIABILITY

SERVICE DELIVERY IMPROVEMENT PLAN 2017/18

Pre-determine objective	Project	Key Performance Indicator	KPI No	Definition	Adjusted Budget	Baseline/Backlog as at beginning of 2017/18	Annual Target for 2017/18	1st Quarter Planned output as per SOBP	2nd Quarter Planned output as per SOBP	3rd Quarter Planned output as per SOBP	4th Quarter Planned output as per SOBP
KEY PERFORMANCE AREA : INSTITUTIONAL DEVELOPMENT AND FINANCIAL VIABILITY											
To ensure a good relationship between management and employees through regular interactions on labour issues	Local labour forum	Number of LfF meeting hosted annually and Roadshows and staff briefing	25.1	Stakeholder internal engagement on labour issue effective labour	Opex	Three meeting held in 2017/18	4 LfF Meeting	One LfF meeting	One LfF meeting	One LfF meeting	One LfF meeting
To create an efficient, effective and accountable administration	Employment Contract	All employees sign employment contract	26.1	All employees to sign employment contract	Opex	Employment not in place	700	Stakeholder consultation	233	324 Employment signed	325 Employment signed
To create an efficient, effective and accountable administration	Moral programmes	Number of staff moral programmes implemented annually	26.2	Facilitate Moral programmes amongst employees	Opex	Low moral values amongst employees	4 Programmes	One Moral programmes implemented	One Moral programmes implemented	One Moral programmes implemented	One Moral programmes implemented
	Review Organogram	Report quarterly on the job titles evaluated per directorate	26.3	Alignment of job title with organogram through review organogram	Opex	No alignment between job title and organogram	Approval of the organogram	N/A	N/A	Finalisation of Draft Review organogram	Finalising the Alignment of job titles with Organogram and tabling to Council for adoption
	Work Skills Plan	Work Skills Plan adopted by Council and submitted to LGSETA by 30 March 2018	26.6	Review Work Skills Plan Annually	Opex	Work Skills Plan is revised annually 2016/17	Adoption by Council and submission to LGSETA	N/A	N/A	Work Skills Plan adopted by Council and submitted to LGSETA by 30 March 2018	Rollout WSP
	Recruitment and selection	Issue quarterly report on fill critical vacant post within three month	26.1.1	Fill critical vacant post within three month of registration	Opex	Filling of vacant post rate is very	Filling of critical post within three month of being vacant	One report issued	One report issued	One report issued	One report issued
	Employment Equity Plan	Employment Equity Plan revised, adopted by Council and submitted to Department of Labour	26.10	Review Employment Equity Plan(EEP) annual and submitted to Council for adoption	Opex	EEP submitted to Department labour 2016/17	Adoption EEP Council and Submission to Department of Labour	N/A	EEP is Adoption by Council	Employment Equity report will be submitted to Department of Labour on the 28 Feb 2018	Table the EE to Council for the adoption
To ensure that all Municipal buildings and staff adhere to and implement OHS	Occupation Health Safety (OHS)	Number of OHS meetings quarterly	26.1	Hosting meeting with staff to discuss OHS issued quarterly	Opex	No regular quarterly meeting held	Three Meetings	N/A	One meeting	One meeting	One meeting

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To ensure effective management of staff through internal controls such as policies	Human Resources Reports	Number of Human Resources report issued quarterly	29.1	EEP, OHS, Leave, Recruitment, Training, Industrial Relations reports were submitted to FAME	Opex	6 Report where submitted to Portfolio Committee 2016/17	24 HR Report issued quarterly	6 Report	6 Report	6 Report	6 Report
Ensure maximum use of record centre	Records Management	Number of sessions held to review or amended filing plans.	34.2	Reviewing of file plan main series for all section across municipality in order to update filing index to be aligned with current functions.	Opex	File plan was not aligned with functions of the municipality	20 Session	10	10 N/A	N/A	

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SERVICE DELIVERY IMPROVEMENT PLANS 2017/18

Pre-determine objective	Project	IDP No	Key Performance Indicator	KPI No	Definition	Adjusted Budget	Baseline/ Backlog as at beginning of 2017/18	Annual Target for 2017/18	1st Quarter Planned output as per SDBIP	2nd Quarter Planned output as per SDBIP	3rd Quarter Planned output as per SDBIP	4th Quarter Planned output as per SDBIP
KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND FINANCIAL VIABILITY												
Increase % of households with access to free basic service	Indigent Register		Update indigent register annually	KPI:14.1	Update indigent register to include new applicants	Opex	Indigent register is updated monthly	Update indigent registers monthly	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports
	Free basic Services		Issue quarterly report on the number of household received free basic	KPI:14.2	Report on the number of household receiving free Electricity, water, sewer services, refuse collection and rates	Opex	5308 indigent household received indigent provision	Increase in households provided with free basic services	First quarter Distribution list & Expenditure Report	Second quarter Distribution list & Expenditure Report	Third quarter Distribution list & Expenditure Report	Fourth quarter Distribution list & Expenditure Report
Enhance Revenue strategy	Revenue Management		100% collection of revenue quarterly	KPI:36.1	Increase revenue collection,	Opex	85%	90%	75% of billed households collected	80% of billed household collected	85%	90%
Improve budget expenditure	Budget expenditure		100% Compliance to MFMA report requirement	KPI:37.1	Compliance report MFMA report requirements	Opex	12 Report where issue in the 2016/17 financial year	12 Monthly financial reports	3 Monthly Reports	4 monthly reports	3 Monthly Reports	3 Monthly Reports
			Report on % Capital budget actually spent	KPI:40.2	Report in the Portfolio Committee Monthly on the capital expenditure	Opex	Report on 100% Expenditure of the Capital Budget	Report Monthly on the Portfolio Committee	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports
	SMME Support		Conduct one awareness SMMEs and Suppliers SCM Policy	KPI:38.1	Workshop is to organised annually to empower SMME in the Makana area	Opex	Awareness workshop was conducted in 2016/17 financial year	To be conducted in the second quarter	N/A	Conduct the awareness workshop	N/A	N/A
To ensure the efficient and effective procurement of goods and services			Percentage of tenders processes completed within 120 days	KPI:38.2	Report on the % achieved in processing of tender within 120 days	Opex	In 2016/ 17 Not Achieved the target(38% Mid Inyear 2017/18)	4 Quarterly Reports of Unauthorised, Irregular, Fruitless and Wasteful expenditure and	One Report	One Report	One Report	One Report

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To provide a credible budget	Budget		Completion of Annual budget 2017/2018	KPI40.1	Development annual budget and is approved by Council by 31 or before May every year.	Opex	Annual budget was approve 29 May 2017	Annual Target for 2018/19 to approved 30 May 2018	N/A	N/A	Draft Budget is adopted by Council	Final Budget approve by Council
	Asset Management		Fully GRAP Compliant Asset register	KPI42.1	Report on assets that has been added and disposal		4 Report Additions and Disposals were issue in the 2016/17 financial year	4 Report of Additions and Disposals	First quarter	Second quarter report	Thirids quarter report	Fourth Quarter report
			Annual stock count report to CFO.	KPI38.3	Stock counts annually		Stock was done in 2016/17	To be done in June 2018	N/A	N/A	N/A	Stock Count

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**KEY PERFORMANCE AREA: GOOD
GOVERNANCE AND PUBLIC PARTICIPATION**

SERVICE DELIVERY IMPROVEMENT PLANS 2017/18

No	Pre-determine objective	Project	Key Performance Indicator	KPI No	Definition	Adjusted Budget	Baseline/ Backlog as at beginning of 2017/18	Annual Target for 2017/18	1st Quarter Planned output as per SDGP	2nd Quarter Planned output as per SDGP	3rd Quarter Planned output as per SDGP	4th Quarter Planned output as per SDGP
KPA GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
	To ensure a continually secure, effective and efficient ICT service	VPN Solution	Installation VPN Solution	KPI 30.2	Appointment of the service provider to Installation VPN Solution	Opex	No VPN Solution, first half of year target were adjusted to third and fourth year	Installation VPN Solution	Installation Setup	Testing and Go Live	Installation Setup	Testing and Go Live
		CAT 6 standard to 5 areas	Upgrading of cabling to CAT 6 standard to 5 areas	KPI 30.3	Appointment of the service provider to Installation of new Data Cables	Opex	old data cables	Data Cabling of City Hall, Housing and Finance, Aliceedale and Riebeeck East	N/A	Data Cabling Installation at City Hall, Housing and Finance	Data Cabling at Aliceedale and Riebeeck East	N/A
		Wi-fi infrastructure	Installation of Wi-fi infrastructure in three areas of the Municipality	KPI 30.4	Installation of Wi-fi infrastructure	Opex	No Wi-fi infrastructure installation. First and Second quarter target adjusted to third and fourth quarter target	Installation VPN Solution	N/A	Installation VPN Solution	N/A	Installation VPN Solution
		Website upgraded	Upgrading of Website hosting and publishing	KPI 30.6	Appointment service provider upgrading website	Opex	Outdated	Website upgraded and Training of users is done first quarter	Website upgrade and Training of users	Publishing	N/A	Website upgraded and Training of users is done first quarter
	Proton and marketing of the Municipality	Corporate Branding	Percentage expenditure on procurement of corporate branding	KPI 33.3	Procuring municipal branding material	Opex	No branding material was bought in last financial year	100% expenditure of the budget	Development priority list for municipal branding	Commence procurement processes	N/A	Procurement and delivery

Effective management of litigations	Litigation register	Report quarterly on legal cost on litigation against, by and option by Municipality	Issue and report litigation register quarterly	Opex	Four report were issue in 2016/17 financial year	Four litigation register issue quarterly	One Litigation register reported issued	One Litigation register reported issued	One Litigation register reported issued	One Litigation register reported issued
To ensure coordination performance reporting system and individual performance management system is implemented by 2022	PMS Standard operation and procedures manual	Development of PMS Standard operation and procedures manual by June 2018	Development of PMS Standard operation and procedures manual	Opex	No PMS Standard operation and procedures manual in place	PMS Standard operation and procedures manual	N/A	N/A	N/A	Approval PMS Standard operation and procedures manual
	Annual performance review	Conduct annual performance review	Conduct annual performance review through panel review of Senior management	Opex	Annual performance review for 2016/17 was conducted	Conduct Annual performance review	N/A	Conduct Annual performance review of previous year	N/A	N/A
	Quarterly Performance report	Conduct Quarterly Performance report	SDBIP Quarterly performance report issued	Opex	Four quarterly performance report were issue in 2016/17 financial year	Four quarterly performance report issue for 2017/18 financial year	First quarterly report issued	Second quarterly report issued	Third quarterly report issued	Fourth quarterly report issued
Enhance internal audit	Quarterly performance audit	Internal Audit Quarterly performance report submitted to Audit Committee	Evaluated and verification of performance information	Opex	Four internal performance audit were issue in 2016/17	Four quarterly performance audit issue for 2017/18 financial year	First quarterly performance audit report issued	Second quarterly performance audit report issued	Third quarterly performance audit report issued	Fourth quarterly performance audit report issued
		KPI 36.2								
	Audit Management System	Purchasing of Audit Management System by 2017/18	Procure Audit Management system	Opex	No audit system in place	Procure Audit Management system by June 2017/18	N/A	N/A	Commence procurement processes	System produce and delivered
Enhance stakeholder enhance	Stakeholder engagement	Hosting of stakeholder engagement	Hosting two stakeholder engagement	Opex	Two stakeholder engagement were hosted in 2016/17	Two stakeholder engagement to be hosted in 2017/18	N/A	IGR meeting	N/A	IGR and IDP Stakeholder meeting
		KPI 49.1								

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Support vulnerable groups	Support vulnerable groups	Special programmes	Report on the number of the special programs implemented per quarter	KPI 5.1.1	Report on the Youth, HIV/Aids STI and TB,	Opex	Fourth report were issued in 2016/17	Fourth report to be issued in 2017/18	First quarterly report issued	Second quarterly report issued	Third quarterly report issued
To communicate effectively and be responsive to the needs of the community	Public Participation	Number of Masiphathisane meetings	KPI 5.2.1	Report on the number of Masiphathisane meeting hosted quarterly	Opex	War rooms were launched in 12 wards	12 Ward war room meeting	3 Ward meetings	3 Ward meetings	3 Ward meetings	3 Ward meetings
	Ward committee function	Report on functioning and activities of ward quarterly	5.2.3	Report on the functions of war committee quarterly	Opex	Four report were issue in 2016/17 financial year					

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