

PERFORMANCE MANAGEMENT SYSTEM AND SERVICE DELIVERY & BUDGET IMPLEMENTATION PLANS (SDBIP)- 2018/19 (MM 2/1/2/1) : MAY 2018

EXECUTIVE SUMMARY

The development, implementation and monitoring of the PMS is a requirement of the Municipal Systems Act (MSA) (Act 32 of 2000); and the Municipal Finance Management Act, (MFMA)(Act No. 56 of 2003).

The Service Delivery Budget Implementation Plan (SDBIP) is a detailed one year plan of the municipality that gives effect to the IDP and the budget of the municipality. The SDBIP is a management plan for implementing the IDP through the approved budget. It is an expression of the objectives of the municipality, in quantifiable outcomes that will be implemented for the financial year. It includes the service delivery targets for each quarter and facilitates oversight over financial and non- financial performance of the municipality.

The development of the PMS is re-affirmed in the approved IDP/Budget/PMS process plan approved by Council in August 2017, with the Draft PMS being submitted to Council with the tabling of the Budget in March 2018

The Draft PMS as included in the Draft IDP Review 2018/19 was published for comment during April 2018. No submissions were made in this regard.

Accordingly, the PMS 2018/19 which comprises of the following is submitted for approval :

- ✓ Organisational Score-card aligned to the approved IDP Review 2018/19
- ✓ Service Delivery Budget Implementation Plan (SDBIP) by Vote - Quarterly projections of Service Delivery Targets and Performance Indicators for each Vote aligned to the approved Budget 2018/19
- ✓ Monthly Projections of Revenue to be Collected for each Source based on 1/12 principle
- ✓ Monthly Projections of Expenditure and Revenue for each Vote based on 1/12 principle
- ✓ Monthly projections of capital expenditure as per the approved Capital budget 2018/19 as per proposed Project Implementation Plans
- ✓ High level project implementation plans aligned to the Capital budget
- ✓ *Framework for Performance Management 2018/19*
- ✓ Monitoring Framework For Newcastle Municipality Entities and SDBIP for Uthukela Water (Pty) Ltd 2018/19

RECOMMENDED

- a. That in terms of section 53 of the Municipal Finance Management Act read with Chapter 6 Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) as amended - the Performance Management System (Revised PMS Framework, Monitoring Framework for Municipal Entities, Organisational Score-card, Service Delivery Budget Implementation Plans, Cash flow projections (Opex and Capex), Project Implementation Plans (Capex) - for the 2018/19 Financial year be approved for inclusion in the IDP Review 2018/19;
- b. That where practical, the general KPI's as per the Municipal Planning and Performance Management Regulations, 2001 be customized to cater for its measurability as per the resources of the municipality in line recommendations by National Cogta and the Auditor-General's office;
- c. That standardized KPI's be incorporated into the SDBIP to cater for the following:-
 - i. Execution of Resolutions progress report submitted as per resolution register (Exco, Council, MPAC);
 - ii. Review by SED to implement departmental operational plans aligned to SDBIP's and Capital programme ;
 - iii. Progress reports on the implementation of Revenue Enhancement Strategies submitted to relevant Portfolio Committee and Exco ;
 - iv. Progress report on implementation of Risk Management Strategies submitted to CRO ;
 - v. Progress report on implementation of Oversight Report recommendations submitted to MPAC ;
 - vi. Progress reports on implementation of Management Action Plan to AG findings to CRO ;
 - vii. Implementation of Individual Performance Management System
- d. That the final PMS 2018/19 be aligned to the approved budget and be incorporated into the final IDP Review 2018/19 accordingly prior to submission to Cogta and publishing to the website ;
- e. That the Community Survey 2016 results by STATS SA be used as baseline information as aligned to the IDP where applicable on relevant KPI's,
- f. That for the purpose of Individual PMS to be rolled out from 01 July 2018, all functional KPI's aligned to Task Gr17-16 officials be aligned to the SDBIP's accordingly;

- g. that the Pro- forma Performance Agreement for the Municipal Manager and Managers directly accountable to the Municipal Manager be noted for finalization before the 31 July 2018 ;
- h. That the approved PMS 2018/19 be submitted to National and Provincial Treasury, Cogta and be published for public perusal.



B E MSWANE (MR)
MUNICIPAL MANAGER

2018/19

NEWCASTLE MUNICIPALITY POLICY FRAMEWORK FOR PERFORMANCE MANAGEMENT



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List of Acronyms

AC	Audit Committee
AFS	Annual Financial Statements
AG	Auditor General
BAC	Bid Adjudication Committee
BEC	Bid Evaluation Committee
BRE	Business Retention and Expansion
BSC	Bid Specification Committee
BTO	Budget and Treasury Office
CIV	Civil
COGTA	Cooperative Governance and Traditional Affairs
CORP	Corporate
CRO	Chief Risk Officer
CRU	Community Residential Unit
DPHS	Development Planning and Human Settlement
DWS	Department of Water and Sanitation
EAP	Employee Assistance Programme
EDTEA	Economic Development Tourism and Environmental Affairs
EEDBS	Enhanced Extended Discount Benefit Scheme
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
ER	Employee Relations
ESDP	Electricity Supply Development Plan
EXCO	Executive Committee
FPC	Finance Portfolio Committee
HR	Human Resource
ICF	Integrated Communicators Forum
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IDP	Integrated Development Plan
IGR	Inter Governmental Relations
IMQS	Infrastructure Management Query System
IPMS	Individual Performance Management System
IT	Information Technology
KPI	Key Performance Indicators
LED	Local Economic Development
LGSETA	Local Government Sector Education Training Authority
LLF	Local Labour Forum
MANCO	Management Committee
MFMA	Municipal Finance Management Act
MM	Municipal Manager
MPAC	Municipal Public Account Committee
MSCOA	Municipal Standard Chart Of Accounts
N/A	Not Applicable
NERSA	National Energy Regulator South Africa

NHNR	National Housing Needs Register
OHS	Occupational Health and Safety
OSC	Organisational Score Card
OSS	Operation Sukuma Sakhe
PFSC	Portfolio Standing Committee
PIP	Project Implementation Plan
PMS	Performance Management System
S&T	Subsistence and Travelling
SANS	South African National Standards
SCM	Supply Chain Management
SDF	Spatial Development Framework
SED	Strategic Executive Director
SMME	Small Micro and Medium Enterprises
SMS	Short Message Service
SPLUMA	Spatial Planning and Land Use Management Act
STAT SA	Statistics South Africa
TBD	To be Determined
TP	Town Planning
UTW	Uthukela Water
WCDM	Water Conservation and Demand Management
WSDP	Water Services Development Plan
WSP	Workplace Skills Plan
WWTP	Waste Water Treatment Plant

DEFINITIONS

Annual Report	In relation to a Municipality means an annual report contemplated in section 121 of the Municipal Finance Management Act.
Balance Scorecard	Is a conceptual framework enabling an organization in clarifying its vision and strategy, thus effectively translating them into action. This performance management approach provides feedback around both the internal processes and external outcomes, essentially focusing on four indicators: Customer Perspective, Internal-Business Processes, Learning and Growth and Financials.
Current Year	Means the financial year which has already commenced, but not yet ended.
Section 57/ 56 Employee	Means a person employed by a Municipality as a Municipal Manager or as a Manager directly accountable to a Municipal Manager and for which there is a Performance Agreement.
Evaluation	Evaluation is a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision-making by staff/ managers and policy-makers. Evaluation may assess relevance, effectiveness, efficiency, impact and sustainability of the institution and officials.
Indicators	Indicators are pieces of objective evidence that tell us whether progress is, or is not being made in achieving goals.
Input indicator	Means an indicator that measures the costs, resources and time used to produce an output.
Inputs	The resources, physical, financial or otherwise that contribute to the delivery of outputs. In other words, "what we use to do the work."
Key Performance Area (KPA)	This is the area in which the Municipality plays a role towards delivering services. These may include Infrastructure and Engineering, Community Planning and Safety, Strategic and Corporate Services, Social and Economic Development, Institutional Transformation, Governance and Financial Management, amongst others.

Key Performance	Key Performance Indicators will be determined in respect of each development priority and objective. These indicators are subject to public
Indicators (KPI)	Participation and will be used by each Department as well as each municipal entity where applicable. These are quantifiable measures which show where performance currently is in relation to the baseline and the target. This describes the measure in a clear, simple and precise manner.
Local Community or Community	In relation to a Municipality, means that body or persons comprising – the residents of the Municipality a) the ratepayers of the Municipality b) Any civic organisations and non-governmental, private sector or labour organisations or bodies which are involved in local affairs within the Municipality.
MEC for Local Government	Means the MEC responsible for Local Government in a province.
Monitoring	Monitoring involves collecting, analysing and reporting on inputs, activities, outputs and outcomes in a way that supports effective management. Monitoring, aims to provide managers, decision-makers and other stakeholders with regular feedback on progress in implementation, results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected.
Municipality	When referred to as – a) an entity, means a Municipality as described in section 2; and b) a geographical area, means a municipal area determined in terms of the Local Government: Municipal Demarcation Act. 1998 (Act No. 27 of 1998).
Municipal Council or Council	Means a municipal Council referred to in section 157(1) of the Constitution.
Municipal Finance Management Act	Means the Local Government: Municipal Finance Management Act, 2003, and any regulations made under that Act.
Municipal Structures Act	Means the Local Government: Municipal Structures Act. 1998 (Act 117 of 1998).

Municipal Systems Act	Means the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000).
Objective	An objective is a projected goal that a person, system, or organisation plans or intends to achieve
Outcomes	Refer to the ultimate effects of government activities on society in the medium to long term. These are the results of specific outputs for strategic goals identified in the IDP.
Outcome indicator	Means an indicator that measures the quality and or impact of an output on achieving a particular objective.
Output indicator	Means an indicator that measures the results of activities, processes and strategies of a program of a Municipality.
Outputs	Goods and services produced by the Municipality which are identified by the Performance measures. Outputs may be defined as "what we produce Or deliver".
Performance Audit Committee	An independent committee appointed as per Reg 14 (2) (a) of the Municipal Planning and Performance Management Regulations
Performance Agreement	Means an agreement as contemplated in Section 57 of the Municipal Systems Act.
Performance Plan	Means a part of the performance agreement which details with the Measurable objectives (Outputs), Performance Measures (KPI's), targets and activities that are aligned to the Scorecards.
Political office bearer	Means the Speaker, , Mayor, Deputy Mayor or Member of the Executive Committee as referred to in the Municipal Structures Act.
Quarters	Means any of the following periods in a financial year: (1) 1 July to 30 September; (2) 1 October to 31 December;

	(3) 1 January to 31 March; or (4) 1 April to 30 June.
Scorecard	<p>Is an evaluation device that specifies the criteria that stakeholders will use to rate performance in satisfying their requirements.</p> <p>Municipal Scorecard: Five (5) Year Scorecard.</p> <p>Organisational Scorecard: Annual (Year under review) Scorecard with Quarterly Targets.</p> <p>Departmental Scorecard: Annual (Year under review) Scorecard with Quarterly Targets for Municipal Manager and Managers reporting to the Municipal Managers', Departments/Votes.</p>
Service Delivery and Budget Implementation Plan	<p>Means a detailed plan approved by the Mayor of a Municipality in terms of section 53(1) (c)</p> <p>(ii) of the Municipal Finance Management Act for implementing the Municipality's delivery of municipal services and its annual budget, and which must indicate –</p> <p>a) projections for each month of –</p> <ol style="list-style-type: none"> 1) revenue to be collected, by source; and 2) operational and capital expenditure, by vote; <p>b) service delivery targets and performance indicators for each quarter; and</p> <p>c) any other matters that may be prescribed,</p> <p>and includes any revisions of such plan by the Mayor in terms of section 54(1)(c) of the Municipal Finance Management Act.</p>
Target	Target to be achieved for that indicator over the specified timeframe.

1 Background

The White Paper on Local Government (1998) proposed the introduction of performance management systems to local government, as a tool to monitor service delivery progress at local government. It concludes that the integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on development in their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands and to direct resources allocations and institutional systems to a new set of development objectives.

Chapter 6 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000), requires local government to:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councillors, staff, the public and other 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 report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

2 Introduction

The purpose of this document is to, according to the requirements of the Municipal Systems Act, (2000) develop a performance management framework for the Newcastle Municipality. This framework caters for the development, implementation and roll-out of performance management with the Newcastle Municipality. This includes the alignment of the PMS process to that of the IDP and budget as is required in terms of the Municipal Finance Management Act (2003)

Any operating procedures aligned to this Framework is considered administrative and will be developed from time to time based on the resources and organisational arrangements of the municipality. Such procedures to be approved by Head of the M & E unit.

3 Rationale Of Performance Management

3.1. Policy and Legal Context for PMS

- The White Paper on Local Government (1998)
- Batho Pele (1998)
- The Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- The Local Government: Municipal Systems Act, (32/2000): Municipal Planning and Performance Management Regulations (2001) , Chapter 3, by the Department Cooperative Governance.
- Guide on Performance Agreements Workshop, 2001, by the South African Local Government Associations (referred to as SALGA Guidelines in short)
- DPLG, 2001, PMS Training Manuals (referred to as PMS Training Manuals in short)
- Municipal Finance Management Act (2003)
- Municipal Performance Management Regulations (2006)

3.2. Objectives of Performance Management System

- Facilitate increased accountability
- Facilitate learning and improvement
- Provide early warning signals
- Facilitate decision-making

3.3 Benefits of Performance Management

3.4 Principles that will guide the development and implementation of the Performance Management System

- Simplicity
- Politically driven
- Incremental implementation
- Transparency and accountability
- Integration

- Objectivity
- **BATHO PELE (1998)**

The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service which should be encapsulated in a municipal Performance Management System, namely:

- a) Consultation: Citizens should be consulted about the level and Quality of public service they receive, and, where possible, should be given a choice about the services that are offered.
- b) Service standards: Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.
- c) Access: All citizens should have equal access to the services to which they are entitled.
- d) Courtesy: Citizens should be treated with courtesy and consideration.
- e) Information: Citizens should be given full and accurate information about the public services they are entitled to receive.
- f) Openness and transparency: Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.
- g) Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
- h) Value-for-money: Public services should be provided economically and efficiently in order to give citizens the best possible value-for-money.

"Importantly, the Batho Pele White Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture". – The White Paper on Local Government (1998).

The Municipal Systems Act of 2000 requires all Municipalities to adopt a democratic approach to local government in order to meet their mandate of playing a developmental role. The approach implies that all stakeholders need to be afforded an opportunity to voice their opinions before final

decisions are made on the IDP process. This gives real meaning to the notion of a participatory concept in Local Government affairs.

In terms of Reg 15. (1) (a) of the MPPMR, the IDP Representative Forum will be the community participation forum at which engagements on the development and implementation of the PMS will occur. As will be practical, and based on the capacity of the municipality, this will also be extended to ward committee structures and other public participation platforms that may be used by the municipality until such time that a formal public participation and communication policy is approved.

3.5 Newcastle Municipality Performance Management Systems (PMS) Model

- What is a performance Measurement Model
- The value of a Performance Measurement Model
- Criteria of a Good Performance Model
- The revised Municipal Scorecard Model
- Why Newcastle Municipality will adopt the Revised Municipal Scorecard Model

3.5.1 What is a Performance Measurement Model?

Performance management is defined as a strategic process to management (or system of management), which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. Regulation 7 of the 2001 Performance Regulations requires that every municipality develop a performance management system (PMS) which consists of a performance framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, and must set out the roles and responsibilities of the different stakeholders. The regulations further provide in Regulation 13 that a municipality must, after consultation with the community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and targets set by it.

Performance measurement involves determining the extent to which objectives are being achieved through developing indicators and linking them to targets and related standards. Review of performance against set targets is undertaken on a regular basis. A performance measurement framework is a practical plan for the municipality to collect, process, organise, analyse, audit, reflect on and report performance information.

A performance measurement model is the system that is used to monitor, measure and review performance indicators within the above performance management framework. It is a choice about what aspects or dimensions of performance will be measured. It implies the grouping

together of indicators into logical categories or groups, called **perspectives**, as a means to enhance the ability of an organization to manage and analyze its performance.

3.5.2 The Value of a Performance Measurement Model

The value of performance measurement models can be summarized as follows:

- Models simplify otherwise long lists of indicators by organizing them into perspectives which will sufficiently represent effective performance;
- Different models differ enormously on what is viewed as key aspects of performance (Key Performance Areas) and can help organizations make their own decisions on a model that fits their context;
- Models help in aligning the relationship between areas of performance when planning, evaluating and reporting;
- Models help align strategic planning and performance management by directly linking Key Performance Areas to priority areas in the strategic plan.
- Building an own model allows municipalities to agree on what areas of performance should be integrated, managed and measured and what values should inform indicators and standards of achievement.

3.5.3 Criteria of a Good Performance Model

The following characteristics should guide the choice of a performance model:

- a) It must be simple to develop and its implementation must be able to be cascaded to the lower levels with ease.
- b) The model must ensure that there is a balance in the set of indicators being compiled.
- c) The balance created by the model must encompass all relevant and priority areas of performance.
- d) The perspectives must be aligned to the IDP objectives.
- e) The model must be able to timeously diagnose blockages in the system.
- f) It must be easy to replicate to all other levels.
- g) It must be easy to integrate with other municipal systems and processes.

3.5.4 The Revised Municipal Scorecard Model

A Municipal Scorecard Model is a municipal scorecard adapted for measuring key performance on developmental areas that are relevant to municipal service delivery and the public sector. There are five KPA's that municipalities are required to align their strategic planning on and these cut across every functional area of a municipality. The municipal scorecard measures a municipality's performance through these five perspective as listed below. :

- a) The Municipal Economic Development Perspective
- b) The Service Delivery Perspective
- c) The Institutional Development Perspective

- d) The Financial Management Perspective, and
- e) Governance Process Perspective

3.5.5 Why The Newcastle Municipality will adopt the Revised Municipal Scorecard Model?

With recent developments through the adoption by national cabinet of the 5-Year Local Government Strategic Agenda, that aligns local government with the national programme of action, it became imperative to review the above municipal scorecard model and to align it with the 5 Key Performance Areas (KPA's) for local government.

The Newcastle Municipality, having adopted the Municipal Scorecard Performance Model, will align this framework to the revised Municipal Scorecard Model and its performance will be grouped accordingly. Furthermore, legislation required that the PMS also align to the IDP. The Newcastle Municipality IDP adopted by Council have adopted 1 additional KPA's/ perspectives as follows :

- a) Cross-cutting (Special Programmes, Municipal Planning, Community services etc.)

The Newcastle Municipality PMS will therefore report on all 6 perspectives.

3.5.6.1 The Municipal Economic Development Perspective

In this perspective the municipality will assess whether the desired development indicators around the performance area of social and economic development is achieved.

3.5.6.2 The Service Delivery Perspective

This perspective will assess the municipality's performance in the overall delivery of basic and infrastructural services and products.

3.5.6.3 The Financial Management Perspective

This perspective will measure the municipality's performance with respect to the management of its finances.

3.5.6.3 The Institutional Development Perspective

This perspective relates to input indicators that measure the functioning of the municipality under areas such as human resources, strategic planning and implementation, performance management and all other indicators that seek to develop and manage the municipal institution.

3.5.6.4 The Governance Process Perspective

This perspective will measure the municipality's performance in relation to its engagement with its stakeholders in the process of governance, established and functioning governance structures, and good municipal governance processes.

3.6 Implementation of the Revised Municipal Scorecard in The Newcastle Municipality

The Newcastle Municipality, had adopted a two-level approach of implementing the scorecard. The levels were:

- ✓ The Strategic or Organizational Scorecard Level – reflecting the strategic priorities of the municipality
 - This scorecard will also inform the individual scorecards of the Section 54/57 Managers.
- ✓ The Service Scorecard Level (SDBIP) – which captures the municipality's performance in each defined service by department and functional area, provides a comprehensive picture of the performance of a particular functional area as budgeted and consisted of objectives, indicators and targets .

The two levels of scorecards will then become the performance management system (PMS) of The Newcastle Municipality. All reporting on the municipality's performance will be informed by information derived from the two-level scorecard and reflect the municipality's performance on the SIX perspectives.

Developing the Organizational Scorecard and Outlining the Scorecard Concepts

During the IDP process a corporate vision and mission were formulated for The Newcastle Municipality, together with broad key performance areas (KPA's), development objectives and key performance indicators (KPIs) which feed into the vision and mission. It is now necessary to take this process further into the performance management system, by developing an organizational or strategic scorecard that will encompass all the relevant areas or concepts that will allow measurement of the performance of the organization using this scorecard. This will be done by using relevant concepts to populate the organizational and service scorecards of The Newcastle Municipality. This process of developing the organizational and service/departmental scorecards will be followed every year after adoption of the IDP and the budget and after evaluation of the previous year's scorecard or municipal performance. An illustration of the components of an organizational or strategic scorecard is reflected in figure 1 below.

Figure 1: Organisational Scorecard Concepts

Step 1	Outline the National Key Performance Areas (KPA's) and IDP alignment
Step 2	Define Strategic Focus Areas (SFA's) that fall under each KPA
Step 3	Formulate appropriate development objectives (IDP Objectives) for each SFA
Step 4	Develop suitable Key Performance Indicators (KPIs)
Step 5	Indicate the types of Key Performance Indicators
Step 6	Provide baseline information
Step 7	Set annual targets for each KPI over the 5 year period to be reviewed annually
Step 8	Indicate quarterly targets to be met arising out of the each of the set annual targets based on the budget for the year under review which will cascade into the SDBIP
Step 9	Allocate responsibility to departments for execution of actions
Step 10	Provide frequency of reporting on progress
Step 11	Specify the source of evidence to be used for verification and auditing purposes

In the following paragraphs are explanatory notes expanding on each of the component concepts set out in the above illustrative scorecard.

The detailed 11 step-by-step guidelines are included as Appendix 1 to the Framework, including KPI Definition template.

A template of the Organizational Scorecard with all the above concepts is illustrated as Appendix 2

NATIONAL KPA : BASIC SERVICE DELIVERY																			
IDP PRIORITY	GOAL/ OBJECTIVE	STRATEGIES	KPI No. Linked to IDP	KEY PERFORMANCE INDICATOR (KPI)	KPI TYPE (INPUT, OUTPUT , OUTCOME, PROCESS)	UNIT OF MEASURE	BAS ELINE	ANNUAL TARGET YEAR 1	Q TR 1	Q TR 2	Q TR 3	Q TR 4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	ANNUAL TARGET YEAR 2	ANNUAL TARGET YEAR 3	ANNUAL TARGET YEAR 4	ANNUAL TARGET YEAR 5
Water	To ensure that the water and sanitation service is rendered in an efficient and affordable manner .	Increase number of households with access to basic potable (drinkable) water.	1.1.1	% Of households with access to a basic level of water	OUTPUT	%age	91%	92%	0	0	0	92 %	Technical Services (Water)	Annual	Progress report based on Stats SA census figures , completion certificates	94%	96%	98%	100%

		Upgrad e levels of water service s	1.1. 2	Number of househo lds upgrad ed to in the yard service	OUTPUT	Numb er	500 00	80	2 0	20	20	20	Technic al Services (Water)	Quarterl y	Compl etion Certifi cates, Invoic es	100	100	100	100
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4 The Process of Managing Organizational Performance

The Municipal Systems Act (2000) places the responsibility on the Council to adopt a PMS, while holding The Mayor responsible for the development and management of the system. The Mayor of Newcastle Municipality delegates the responsibility for the development and management of the PMS to the Municipal Manager. The development of the system is a once-off activity and the Municipal Manager submits the system to The Mayor through the Executive Committee, who in turn forwards it to the full council for approval. The responsibility of implementation and management of the system remains with the Municipal Manager as part of his/her core functions as provided in Section 55(1) of the Municipal Systems Act of 2000.

4.1 Co-ordination

Co-ordination involves the overall responsibility of and carrying out the function of, and being the custodian of The Newcastle Municipality's performance management system and managing the system on behalf of the Municipal Manager. This is a strategic function which resides in the Office of the Municipal Manager.

The co-ordination of the implementation phases of the PMS will be the function of the PMS Unit which will be responsible for the following core activities:

- Ensure compliance with the Systems Act
- Establish a performance management system for the municipality
- Promote a culture of performance management among its political structures, political office bearers and councilors and its administration.
- Administer the PMS in an economical, effective and efficient and accountable manner
- Establish a framework which demonstrates the operation and management of Performance Management
- Ensure PMS links to the Integrated Development Planning processes
- Ensure that key performance indicators in respect of development priorities and objectives are set by departments as part of the IDP process
- Facilitate community participation in the various performance management processes. This is limited to the existing community participation processes being implemented by the municipal as part of the IDP/Budget / PMS process
- Obtain monthly and quarterly information on progress on targets set in the organisational scorecard and SDBIP.
- Facilitate the review of KPI's annually
- Facilitate that performance targets are set and aligned to the IDP and budget of the municipality
- Develop and implement mechanisms, systems, and processes for monitoring, measurement and review of performance
- Establish a process of regular reporting to the council, political officer bearers and staff, the public and appropriate organs of the state
- Prepare quarterly and annual performance reports on organisational performance and SDBIP's
- Ensure that an early warning system is in place to detect indications of under-performance
- Ensure corrective measures for under-performance have been identified.

- Prepare and Submit quarterly performance reports to Internal audit
- Prepare and submit performance reports atleast twice a year to the Audit Committee

4.2 Implementing the Performance Management System

Having identified the preferred performance model to be the Revised Municipal Scorecard, and having agreed to measure its performance against the five perspectives, The Newcastle Municipality will adopt a process plan for implementing its performance management system. The PMS implementation and management process will be carried out within the following phases:

Phase 1: Planning for Performance

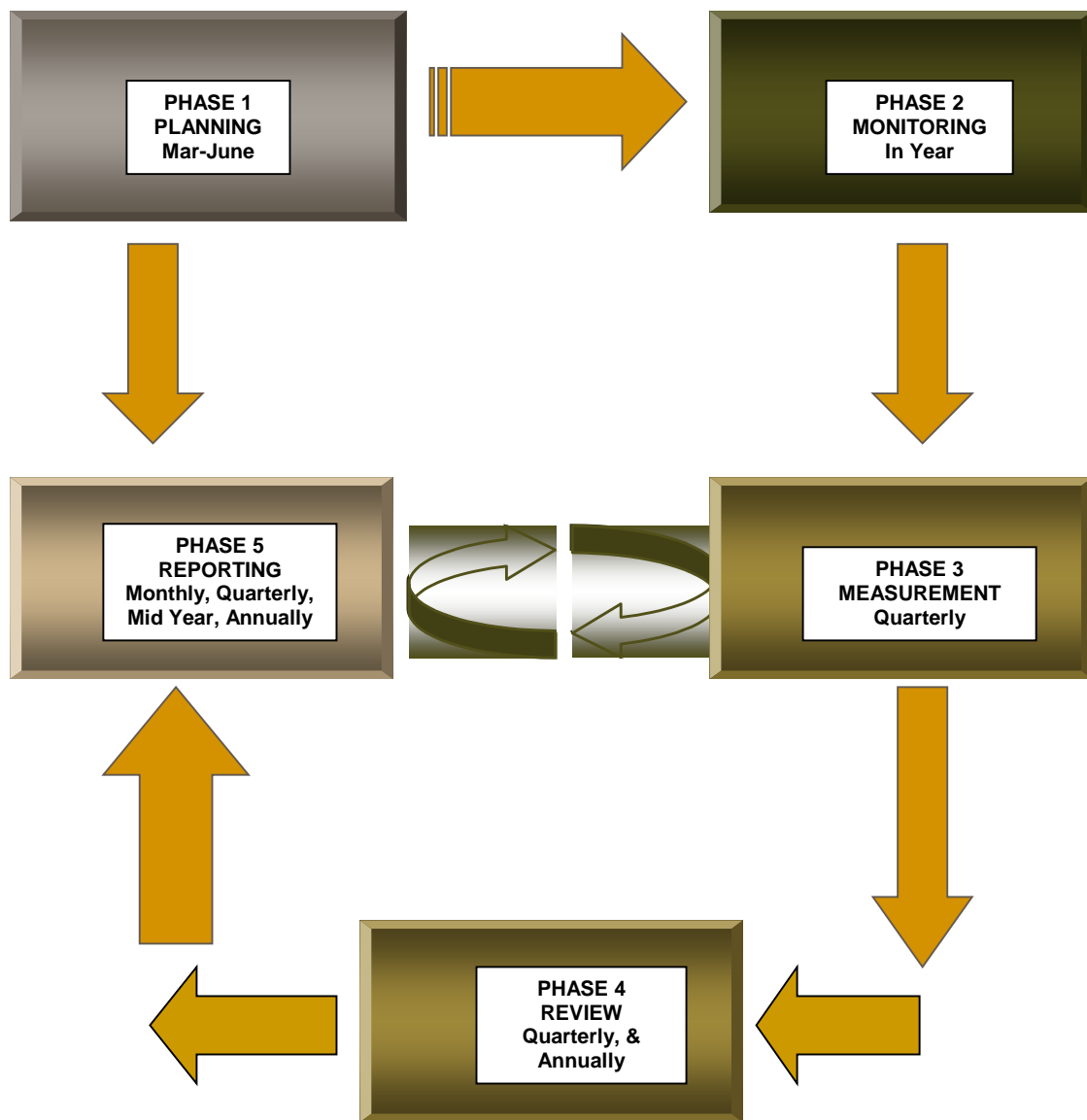
Phase 2: Performance Monitoring and Managing Performance
Information

Phase 3: Performance Measurement and Analysis

Phase 4: Performance Review and Improvement

Phase 5: Performance Reporting

The cycle of performance that will be adopted is shown **in figure 5** below. Each phase is outlined in detail and this includes the actual step-by-step guide on what each phase entails and how each one will evolve. Templates that will be used in each phase are illustrated figuratively in the document.



5.1 Phase 1: Planning

Planning for performance simply means developing and reviewing the IDP annually in preparation for continuous implementation. Municipal performance planning is part of the IDP strategic planning processes. The IDP process and the performance management process are seamlessly integrated. Integrated development planning fulfils the planning phase of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process. The performance planning phase will be undertaken in three steps.

Step 1: Integrated Development Planning, Priority Setting, Identifying Key Performance Areas, Setting Objectives and Developing Key Performance Indicators and Performance Targets

Integrated development planning, as defined by the Municipal Systems Act, is a process by which municipalities prepare a 5 year strategic plan that is reviewed annually in consultation with communities and stakeholders. This strategic plan adopts an implementation approach and seeks to promote integration. By balancing the economic, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation and by coordinating actions across sectors and spheres of government. The IDP delivers a number of products that translate to the formulation of the municipal budget, the development of an annual Service Delivery and Budget Implementation Plan and an organizational performance scorecard for the municipality. In a nutshell, the IDP process should deliver the following products in relation to performance management:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities;
- A long term development vision for the municipal area that overcomes its development challenges;
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area;
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realisation of the development vision;
- Programmes and projects identified which contribute to the achievement of the above objectives;
- High level Key Performance Indicators and Performance targets that will be used to measure progress on implementation of projects and progress towards attainment of the objectives and the vision; and
- A financial plan and medium term income and expenditure framework that is aligned with the priorities of the municipality;

The municipality must have established structures for consultation, oversight and management of integrated development planning. These include the:

- The IDP Management Committee
- The IDP Technical Committee
- The IDP Representative Forum
- The Ward Councillors and Ward Committees, and
- IDP Izimbizo / Road shows

The IDP of the municipality contains the above features. The municipality has clustered its delivery priorities in the IDP under the following 6 Key Performance Areas (KPA's):

- Municipal Transformation and Institutional Development
- Good Governance
- Municipal Financial Viability
- Service Delivery and Infrastructure Development; and
- Local Economic Development
- Cross Cutting

The IDP planning process has resulted in the formation of the above key performance areas, and these have been translated into objectives, and Key Performance Indicators and performance targets have been set for each key performance area. Every year the above elements are reviewed within the period of July and March which occurs simultaneously with the implementation of the IDP.

Step 2: Developing and Adoption of the Service Delivery and Budget Implementation Plan ("the SDBIP")

The above results of the 5 year IDP and the annual reviews result in the development of the Service Delivery and Budget Implementation Plans (SDBIP) on an annual basis. The SDBIP gives effect to the Integrated Development Plan (IDP) and the budget of the municipality and is effective if the IDP and budget are fully aligned with each other, as required by the Municipal Finance Management Act. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and the community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, Municipal Manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It 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. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the Municipal Manager and the Municipal Manager and senior managers determined at the start of every financial year and approved by the mayor. It

must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

The SDBIP is essentially 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, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the Municipal Manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the Municipal Manager and for the Municipal Manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the Municipal Manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). This council approval is necessary to ensure that the mayor or Municipal Manager do not revise service delivery targets downwards in the event where there is poor performance.

The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the Council. Once the budget is approved by the Council, the Municipal Manager should draft the SDBIP within 14 days for submission to the Mayor. Draft performance agreements should also be submitted with the draft SDBIP. The Mayor should therefore approve the final SDBIP 28 days after the approval of the budget, where after the SDBIP must be made public. Performance agreements of the Municipal Manager and managers reporting directly to the Municipal Manager must be finalised no later than 31 July as per the regulations.

The SDBIP requires a detail of five necessary components are:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years.

Newcastle Municipality organizational scorecard will group its indicators and targets under six perspectives and will monitor and measure its performance against achievements and improvement within the 6 perspectives. This is the difference between the SDBIP and the organizational scorecard. The components of the organizational scorecards will differ from those of the SDBIP and will be made up of eleven (11) components as outlined in paragraph 3.8 above under: Developing the Organizational Scorecard and Outlining the Scorecard Concepts and as illustrated in Figure 4 above.

Step 3: Development and Approval of the Organizational Scorecard and Service/Departmental Scorecards

It is clear from the above exploratory detail on the SDBIP and its components that there is an overlap between the SDBIP and the municipal performance scorecard as described in **paragraph 3.8** above. This overlap usually creates confusion to municipalities as to which performance planning tool to subscribe to and usually it is the SDBIP that is adopted and regarded as the scorecard of the municipality. However, this causes problems because the SDBIP remains a top level document and is not cascaded to, and aligned to the performance scorecards of individual managers. Moreover, because the components of the SDBIP are mainly along monitoring budget implementation, the other non-financial functional areas of the municipality end up being not monitored and reported on as vigorously as the financial functional area. Furthermore, this vigorousness is also concentrated on spending of the budget on time, not necessarily looking at the whole financial viability and management of the municipality

In addressing the concerns raised in the above argument, Newcastle Municipality will adopt the Revised Municipal Scorecard Performance model to utilize it as the tool to monitor and measure both the financial and non-financial performance of the municipality. The SDBIP will form part of the performance management tools. The Organisational score-card as approved in the IDP will be used to cascade measures into the performance agreement of the Municipal Manager and the managers reporting directly to the Municipal Manager.

Since the SDBIP monitors the budget performance, it will form part of the overall performance management processes of the municipality and component 3 of the SDBIP (**Quarterly projections of service delivery targets and performance indicators for each vote**) will have similar information as the one that appears on components 5 and 7 of the organizational scorecard. Budget information on the SDBIP will be in line with organisational functional areas as approved in the budget and aligned to the organogram of the municipality.

The organizational scorecard of Newcastle Municipality will be laid out in a simple spreadsheet as indicated in **Figure 4** above. The organizational scorecard of Newcastle Municipality will be made up of layers of spreadsheets consisting of information on each of the components as stated above within each of the 6

Key Performance Areas (Municipal Transformation and Institutional Development; Good Governance; Local Economic Development; Municipal Financial Viability; and Service Delivery and Infrastructure Development). The Additional KPA viz. Cross Cutting will also be included to align to the IDP.

The organizational scorecard will inform departmental scorecards and departmental business plans. These in turn will inform the individual scorecards for the Section 57 Managers and other employees once rolled out in line with an individual PMS policy of Council once adopted. Drafting of these scorecards should happen simultaneously with the other documents, and submitted to the Mayor for approval and submission to the full council.

Step 4: Attending to Governance and Compliance Issues

Upon approval of all the strategic documents, The Mayor and the Municipal Manager must sign the Municipal Manager's Performance Agreement before 31 July of every year. The Municipal Manager must do the same and sign Performance Agreements with all the Managers directly accountable to her before 31 July of every year. These agreements will be discussed in detail below under employee performance management.

The Organisational Score-card will be included in the IDP and public consultation processes aligned to the IDP and budget will therefore also apply to the Organisational score-card accordingly as per the approved IDP/Budget/PMS process plan. The SDBIP will be published for public perusal after approval by the Mayor. Performance Agreements will be published once tabled to Council.

Newcastle Municipality will use the following publicity platforms to publicize the above documents:

- Local newspapers
- Municipal Website

The whole planning process for performance management will be done once per year within the months of March to June, in preparation for implementation in the following year, starting in July. By the beginning of a new financial year, all planning will be complete, compliance issues attended to and resources allocated accordingly.

5.2 Phase 2: Monitoring

Monitoring of performance information entails determining the progress on meeting the set targets at approved intervals.

Monitoring of performance will be an ongoing process throughout the year and will run parallel to the implementation of the IDP. Monitoring will be conducted within each department. Newcastle Municipality will use a paper-based and report-based monitoring mechanism. Different role players are allocated tasks to monitor and gather information that would assist the municipality to detect early indications of under-performance and take corrective measures on time. Information management plays a central role during this phase.

Newcastle Municipality's monitoring system places responsibility on each Department, Division/Section and Individual employee to collect relevant data and information to support the monitoring process. Evidence of performance will be gathered, stored by each department and presented to substantiate claims of meeting (or not meeting) performance standards. This evidence is stored on files (both manual filing and digital filing, where possible).

The Heads of the Departments must allocate responsibility in their offices for information management, as these performance information files must be separate from normal registry filing. Even though registry will have all the data and file it as per their filing system, the performance information will be filed according to key performance area and key performance indicators. These files will be regarded as **portfolio of evidence** and must be kept for purposes of performance measurement, performance review and audit in the other phases. A fully referenced PoE file must accompany all reported information to the M & E unit. Reference to performance information includes PoE. A standing operation procedure (SOP), must be developed and implemented to cover the submission, review and storage of PoE.

The roles and responsibilities for monitoring are allocated as follows:

- I. **Section Managers** – Each section manager will be responsible for monitoring and reporting on each indicator in their departmental scorecards. They will monitor performance of their direct reports under their functional areas and report as per the indicator that has been set to measure that functional area. This monitoring occurs on a daily basis, with report being submitted to section managers by direct reports on a weekly basis. The section manager is responsible for compiling section reports on each indicator, collect the relevant data related to each project and indicator and facilitate proper storage of the data in files.
- II. **Admin Officers** – The Admin Officers in each section has a responsibility for managing indicator information files as per Newcastle Municipality monitoring system. They are also responsible for collating this information in preparation for submission of performance reports to Heads of Departments by section managers. This responsibility must be carried out on a weekly basis.
- III. **Departments or Directorates and Teams** – The departments will receive progress reports on progress into the implementation of their departmental scorecards from section managers on a bi-monthly basis. The bi-monthly reports are compiled into monthly reports that are discussed at the Management meetings.
- IV. **The Management Team** – The management team discusses departmental performance progress on a monthly basis and need to reflect on whether targets are being met, reflect on the reasons being provided by departments for targets not being met and suggest corrective action. The purpose for a performance-driven management team is to instill a culture of collective management and eliminate the silo mentality.
- V. **Section 79 Committees** – These committees will monitor performance of their respective services against departmental scorecards. They will receive reports on a monthly basis and must appraise themselves on progress on performance of their service areas against set targets. Where targets are not being met, the Section 79 Committees should ensure that the reasons for poor performance are satisfactory and sufficient to address whatever delays, and corrective strategies are sufficient to address the poor performance.

- VI. **The Mayor** – The Municipal Manager will submit quarterly progress reports on all the indicators in the organisational scorecard to The Mayor in order for him/her to monitor if targets are being achieved and where they are not, that proper corrective strategies are put in place to keep to the timelines set for achieving each indicator and targets.
- VII. **Municipal Council** – Performance reports will be submitted to the council twice a year. A mid-term report and an annual performance report are the two reports that will be submitted council.
- VIII. **Audit Committee** – Quarterly reports will be submitted to the Audit Committee to be considered with the quarterly internal audit reports on performance information.
- IX. **Municipal Public Accounts Committee (MPAC)** - Performance reports will be submitted to the MPAC twice a year. A mid-term report and an annual performance report are the two reports that will be submitted MPAC.
- X. **M & E unit** – Performance information will be obtained from each department by the 10th of each month. Quarterly , a technical assessment/review on the relevance, sufficiency and accuracy is conducted which serves as an early warning indicator in areas of under-performance, and provides management an opportunity to take the necessary steps to improve performance by year end.

A performance monitoring flow chart is illustrated in **Figure 6** below.

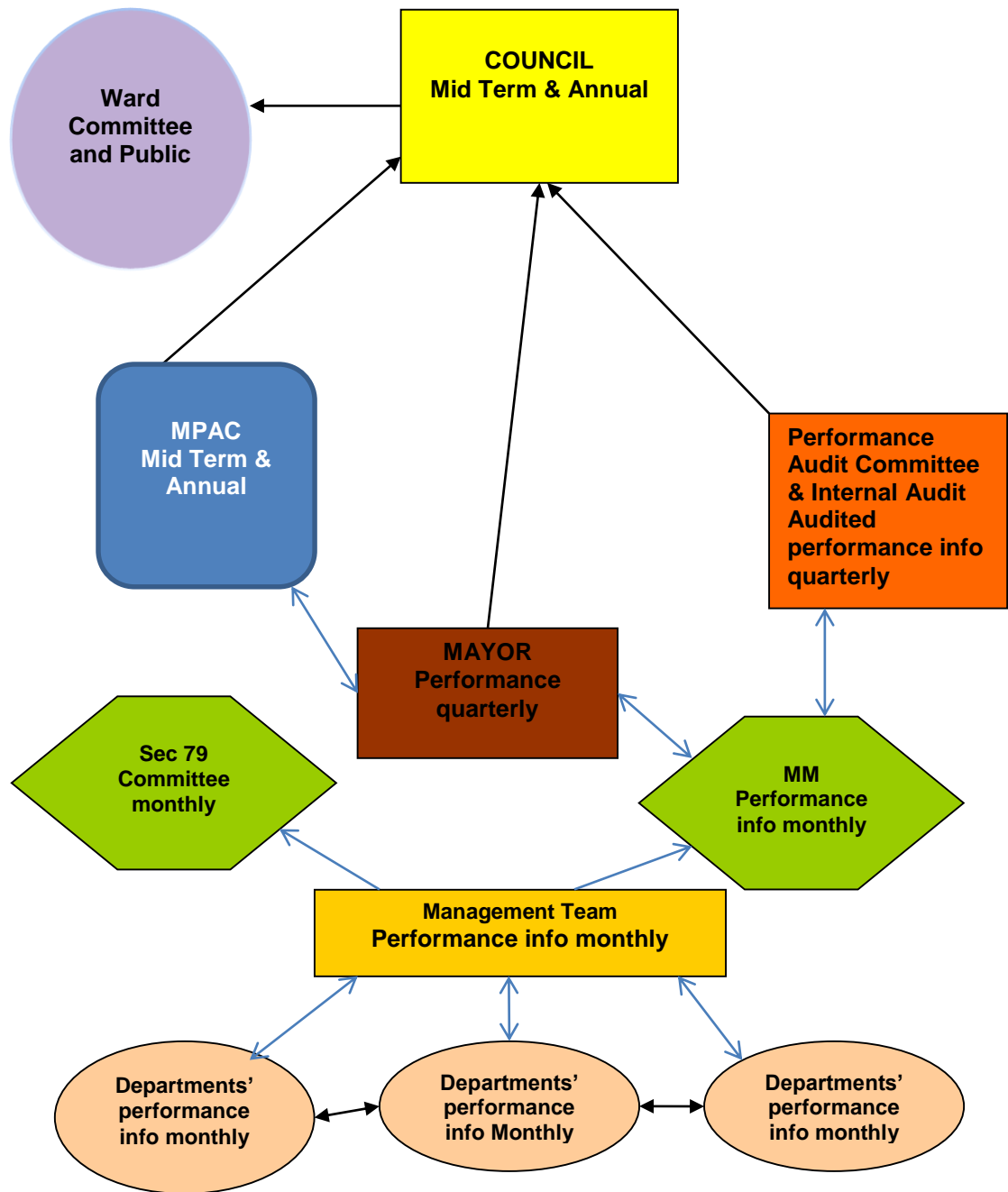


Figure 3: Newcastle Municipality Performance Monitoring System

5.3 Phase 3: Measurement and Analysis

Performance Measurement is essentially the process of analysing the data provided by the Performance Monitoring System in order to assess performance. At organisational level, Performance Measurement is formally executed on a monthly and quarterly basis, whilst Performance Measurement on individual level is done quarterly.

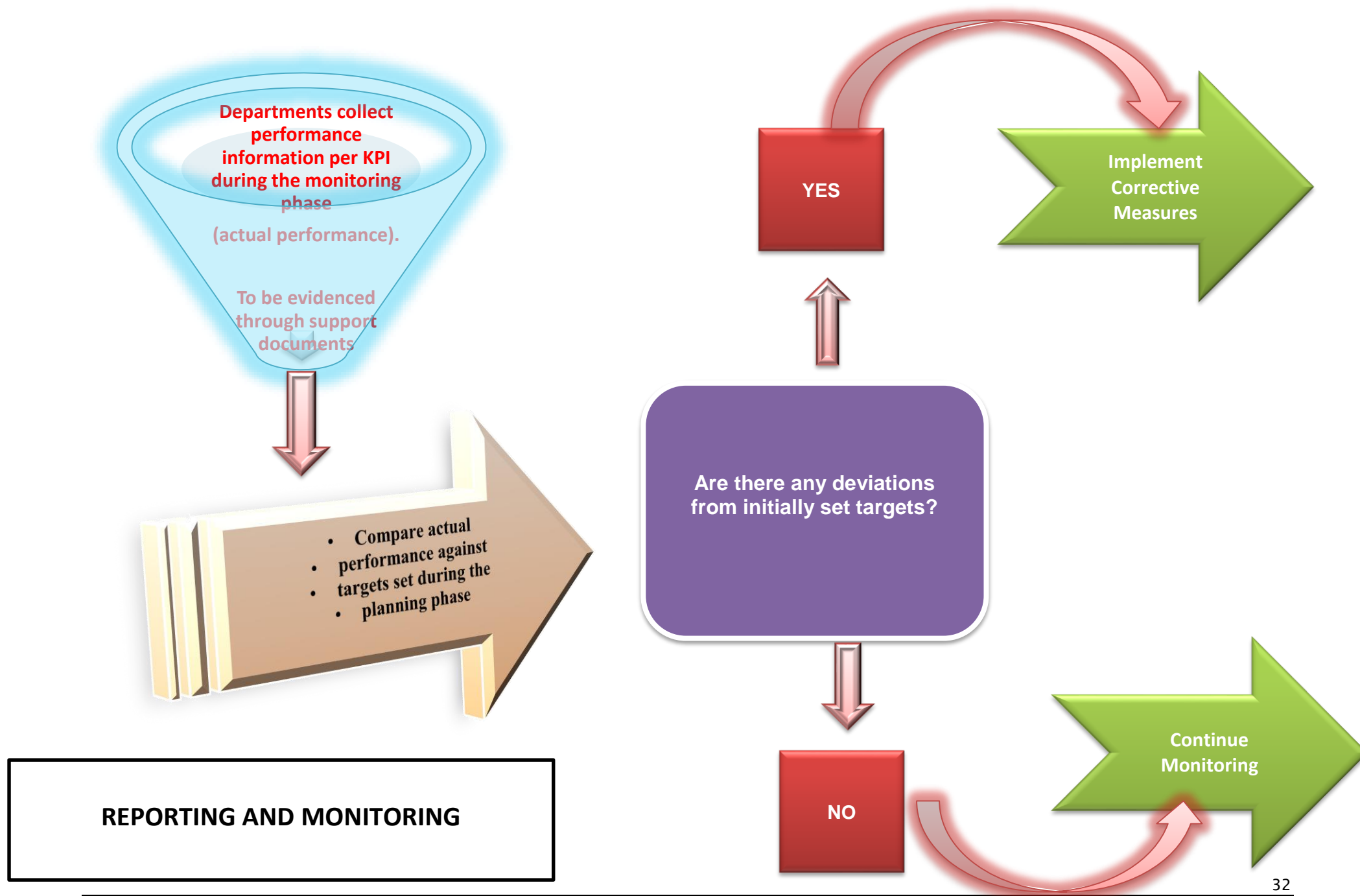
As indicated in section 3, Newcastle Municipality has adopted the Revised Municipal Spreadsheet Scorecard to analyse the performance information submitted during the monitoring phase and assess its performance levels. The adopted model will measure the municipality's performance through achievements within the Key Performance Areas and report its organizational performance along the performance perspectives.

The template for the performance measurement scorecard that will be used by Newcastle Municipality is illustrated below in **Figure 7**.

All the measured results are then recorded on a report. The municipality will use one reporting template for all key performance indicators and all departments will use this formant to produce quarterly reports and the annual review report. The reporting template will be discussed under the reporting section.

Figure 7: The link between performance monitoring, analysis and measurement

KEY PERFORMANCE AREA 4: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
STRATEGIC FOCUS AREAS	OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	TYPE OF KPI	BASELIN E INDICAT OR	ANNUAL TARGETS	QUARTERLY TARGETS				RESPONSI BLE DEPARTME NT	FREQUEN CY OF REPORTIN G	RESPONSIBLE POLITICAL STRUCTURE
						Q1	Q2	Q3	Q4			
Water services	To improve access to water to households in the informal settlements	1. Unit costs for purchasing water pipes to connect to single households	Input indicator	R10 000	R80 000	R20 000	R20 000	R20 000	R20 000	Infrastruct ure Dept	Monthly	Section 79 Committee responsible for Service Delivery
		2. No. of households connected in one year	Output indicator	100	1 000	250	250	250	250	Infrastruct ure Dept	Monthly	Section 79 Committee responsible for Service Delivery



5.4 Phase 4: Performance Reviews

Performance review is a process where the municipality, after measuring its own performance as detailed in the previous phase, assesses whether it is giving effect to the IDP. It is a phase where it will assess whether it is doing the right thing, doing it right and better, or not. Performance reviews will be conducted through the municipality's scorecard model by assessing performance against the 5 Key Performance Areas (KPA's), indicators, and targets. The Newcastle Municipality reviews will be conducted by using the "best value review" approach in the following three methods:

- a. The first method will look at whether the current level of performance is better than that of the previous year, **using baseline indicators** as adopted in the organizational scorecard. This assessment is important because the municipality can only know if its performance is improving by comparing with past performances. This review method will be the one used regularly alongside the monitoring and analysis processes. The reviews will occur on a monthly, quarterly, mid-year and annually.
- b. The second method will be through conducting **customer perception surveys** on an annual basis. The survey will assess the community's perceptions about the performance of the municipality against the delivery in their key performance areas. Ideally this should be done through the Annual Reporting process.
- c. The third method is will look at the municipality's performance by comparison with other similar ones through local municipalities through **benchmarking exercises** conducted once in 5 years or more often as circumstances will dictate. Ideally this should be done simultaneously with the development of the IDP

The "best value review" approach challenges the current level of municipal performance (**through comparing actual performance against the baselines**), compare it to others (**through benchmarking**), consult with customers and communities (**through customer perception surveys**) and find ways of competing with other municipalities to provide best value in service delivery (**through twinning agreements**).

The results of measurement and reviews will be captured on the spreadsheet reporting format as shown on **Figure 8** under the reporting section below. All performance reports from departmental to organizational will be done on the same format so that there will be consistency on reporting

Who has the Responsibility of Conducting Reviews in The Newcastle Municipality Municipality?

As in the monitoring and measurement stages, reviews will be conducted according to the lines of accountability within the municipality's organizational structure. Reviews at all levels on organizational indicators and targets will be conducted quarterly, preceded by coaching sessions by the Municipal Managers to her/his direct reports. On considering the quarterly reports from each department and the results of the measurement revealing the level of performance in each department, the Municipal Manager must conduct one-on-one coaching sessions with Managers directly accountable to her, to ascertain the level of comfort and confidence in achieving set targets, and to

understand the challenges that the Manager might be facing in achieving results. The coaching session must be recorded and the coaching notes be kept in the department's evidence file for individual performance evaluation purposes.

Supervisors

Supervisors will review the performance of employees reporting directly to them. These reviews will be conducted on a monthly basis and any deviations can be recommended by the supervisor to their section managers, only if they affect indicators and targets that are at their levels, not organizational or departmental indicators.

Section Managers

These managers review performance of their respective areas on a monthly basis, as they are monitoring, analyzing and measuring performance as against their departmental scorecards. The review will cover all organizational key performance areas and indicators with respect to their functional areas and any deviations from original targets can be recommended to their respective senior managers and can be authorised if it is not organizational or departmental targets.

Section 79 Committees

These committees manage the performance of sectors and functions respective to their portfolios. In order to build the role played by Section 79 Committees, while ensuring that their role remains strategic and not operational, it is recommended that they review performance as often as monthly. However, the committees can only approve deviations on targets related to their service areas, after receiving recommendations from the management team.

Executive Management Team

The Municipal Manager and management team will review performance prior to, and more often than, The Mayor or Section 79 Committees, as follows:

- Firstly, they will need to review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur.
- Secondly they will need to review performance before reporting to politicians so that they can prepare; control the quality of performance reports submitted to the councillors and the public; and ensure that adequate response strategies are proposed in cases of poor performance.
- It is strongly recommended that the executive management team review performance monthly, prior to reviews being conducted by Executive Committee or the Section 79 Committees. At these reviews relevant functional managers will be required to report on respective priority areas.

Executive Committee

The Performance Management System of the Newcastle municipality is designed in such a way that it allows The Mayor and the Executive Committee to strategically drive and manage performance in the organisation. Reviews at this level will remain strategic so that The Mayor is not restrained by operational discussions. In order for this review to be strategic it is recommended that the Executive Committee review performance quarterly, with the final quarterly

review taking the form of an annual review. The content of the review should be confined to the adopted 5 key performance areas (KPA's) and objectives. The Municipal Manager will remain accountable for reporting on performance at this level.

Council

Council will review the performance of the municipal council, its committees and the administration, annually, in the form of a tabled annual report at the end of the financial year. It may also review the PMS more regularly through the MPAC and consider any reports of the MPAC in fulfilling its oversight role.

Audit Committee

In order for the Audit Committee to fulfill its advisory role to Council, it is necessary that the Audit Committee reviews the effectiveness of the PMS at least bi-annually. Any recommendations for the review of the PMS MUST be considered by the Executive Committee and Council.

Municipal Public Account Committee (MPAC)

In terms of the guidelines of Cogta in respect of MPAC, the MPAC must interrogate the quarterly reports of the Mayor in respect of the SDBIP, and submit a report to Council with recommendations. This will include commenting of the Mid year budget and performance assessment for submission to Council.

The Public

The public will be involved in reviewing municipal performance at least annually, in the form of the annual report and the annual customer surveys.

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance that needs to be improved as a priority. Poor performance may arise out of one or more of the following:

- Poor systems and processes
- Inappropriate structure
- Lack of skills and capacity
- Inappropriate organisational culture
- Absence of an appropriate strategy and departmental business plans that lay the foundation for optimum performance

Improving Performance

In order to improve performance, Newcastle Municipality, throughout the performance management phases, will analyse the causal and contributory reasons for poor performance, through coaching sessions from top to lower levels of the administration and appropriate response strategies will be developed. These will include, inter alia:

- Restructuring as a possible solution for an inappropriate structure
- Process and system improvement strategies to remedy poor systems and processes

- Training and sourcing additional capacity where skills and capacity shortages are identified
- Change management and diversity management education programmes can address organisational culture
- Review of the IDP by councillors to address shortcomings in strategy
- Development of appropriate departmental business plans and operational plans to guide performance in each department
- Where results show no chance of improvement through internal measures, alternative service delivery mechanisms shall be considered.

5.5 Phase 5: Reporting on Performance

Reporting requires that the municipality take its key performance areas, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the different stakeholders for review. Newcastle Municipality will adopt the reporting format shown in **Figure 8** below as its uniform reporting template at all levels of reporting.

The proposed template will contain only necessary and relevant information and will cover the period for which the reporter is reporting, state the relevant key performance areas, capture all the agreed objectives and indicators, state agreed targets relevant to the period which the report covers, measure current performance over the period for which the report is covering, specify when the measurement was done, specify the source of the measurement, reflect on whether agreed targets have been met, analyse the reasons for the level of performance, and suggest corrective action, if necessary.

All stakeholders who are expected to report on performance will use this one reporting format. The reporting format will remain simple, accessible to all users and useful to the intended reader.

The main feature of the reporting phase is the production of the annual performance report. This is a consolidated report that reflects results on performance on each of the 5 perspectives as per the adopted model. The main report will be informed by the information gathered through the scorecards throughout the year and one performance report will be compiled as per the requirement of Section 46 of the Municipal Systems Act. Since Newcastle Municipality adopted the Revised Municipal Scorecard model, its annual performance report will reflect its performance results clustered in the following 6 KPA's as approved in the IDP.

Figure 8: The Performance Reporting Template for Newcastle Municipality

<u>IDP PRIORITY</u>	<u>OBJECTIVE</u>	<u>KPIS</u>	<u>SOURCE EVIDENCE</u>	<u>FREQUENCY</u>	<u>BASELINE</u>	<u>TARGET FOR THE PERIOD</u>	<u>ACTUAL FOR THE PERIOD</u>	<u>REASONS FOR PERFORMANCE VARIANCE</u>	<u>RECOMMENDED CORRECTIVE ACTION</u>
Infrastructure and services	To ensure the provision of adequate basic water and sanitation facilities to nodal and traditional areas according to acceptable (RDP) standards ensuring the reduction in reported cases of diseases	% of households supplied with potable water (in dwelling or stand, standpipes or communal taps at <200 metres, spring water, boreholes or communal water tanks).							
		% of households provided with basic sanitation (Waterborne or VIP toilets) facilities.							

6.1 Who Reports to Whom?

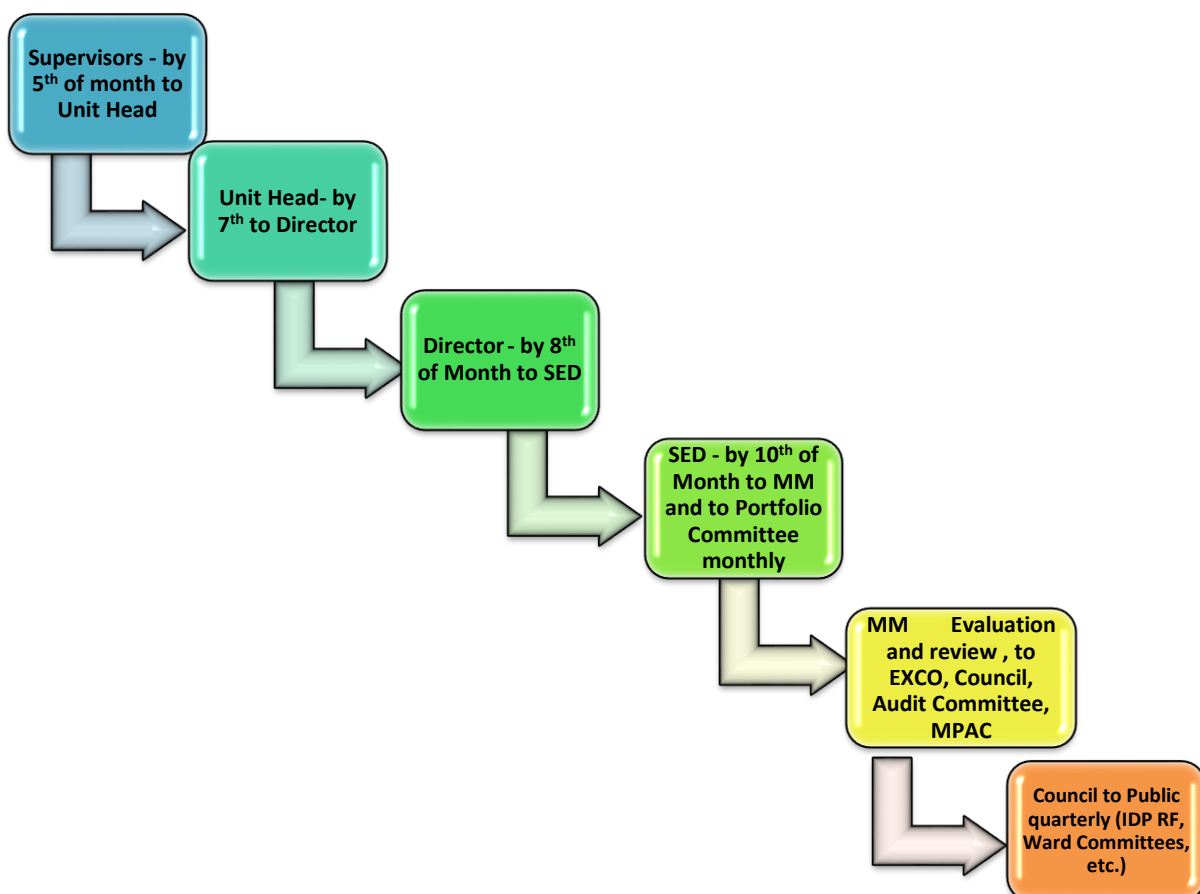
The reporting process will follow the lines of accountability as detailed in the performance monitoring, measurement and review phases above. Reports will be submitted to all different stakeholders using following internal processes as outlined above and through the different political and community stakeholders as required by the Municipal Systems Act, the Municipal Finance Management Act and the Performance Regulations. Reports will be submitted to the following stakeholders during the timelines outlined in the municipality's performance process plan as shown under the **Performance Cycle** section:

- Newcastle Municipality reporting to Communities;
- Newcastle Municipality reporting to Ward Committees;
- Executive Committee reporting to Council;
- Municipal Manager reporting to The Mayor ;
- Heads of Departments reporting to the Municipal Manager;
- Section Managers reporting to Heads of Departments; and
- Employees reporting to their section managers and supervisors.

6.2 Tracking and Managing the Reporting Process

To ensure that the reporting processes runs smoothly and effectively, the Monitoring and Evaluation Unit in the Office of the Municipal Manager will co-ordinate all activities related to efficient reporting. The functions of the Unit in this instance include the following:

- Developing a process plan or timetable for all reporting processes for the year;
 - Prepare logistics for reporting;
 - Improve the reporting format, should there be a necessity to do so;
 - Track and monitor reporting processes;
 - Control the quality of reports going to reviews at political levels in terms of alignment with the adopted reporting format;
 - In respect of the Capital Programme, reporting and monitoring be carried out against a Proforma Project Implementation Plan/template (Annexure 1) with aligned projections of cash flow. The Proforma template may be applied for key operational projects by departments to better manage these operational projects.
 - Project Implementation Plans must be used to align to the Procurement Plan of the municipality
 - Analyse departmental performance reports;
 - Compile quarterly organisational performance reports and the annual report; and
 - Review the reporting process and suggest improvements.
- The following reporting and monitoring process flow will apply monthly for the capital status reports and quarterly for the quarterly reports :-



The above process is subject to a technical assessment by the PMS unit- such assessment to check on the completeness of reports, and the relevance and sufficiency of the portfolio of evidence submitted. Portfolios of evidence should be appropriately reference to the relevant score-cards to allow for ease of reading and for purpose of auditing.

The methodology for the performance assessment is based on the rating calculator for Municipal Manager's and managers directly accountable to the Municipal Manager, as well as the Dashboard illustrations used by the Auditor-General. This will cascade into individual performance assessments. A PMS Checklist is used to ensure that performance information as reported is :-

- ✓ Sufficient
- ✓ Relevant
- ✓ Accurate

For the purpose of this monitoring, the Dashboard results will be highlighted in terms of :

DASHBOARD ASSESSMENT KEY	
	TARGET OVER ACHIEVED
	TARGET MET
	TARGET IN PROGRESS



Departments are required to submit all performance reports with a referenced portfolio of evidence file. This will be subjected to a technical assessment process by the Performance Management unit as well as an internal audit process. The progressive performance for all 4 quarters is assessed against the annual target to determine the annual actual – and thus annual performance.

Any TARGET NOT MET, in any quarter on the SDBIP or capital programme as monitored monthly, must in all instances have the requisite "REASON FOR VARIANCE", and "RECOMMENDED CORRECTIVE ACTION, such "reason for variance" to be evidenced, failing which the target will be deemed to be "NOT MET"

The Review of targets on Score-cards will be considered only during the Adjustment Budget process in line with the Mid Year Performance review as per Section 72 of the MFMA, as reviewed by the M & E unit and approved as the Revised SDBIP's. In year revisions to a KPI is not encouraged, unless it is as a result of audit findings and/or exceptional circumstances.

Project Implementation plans and projections of cash flows on the capital programme MUST be reviewed only in line with a Council resolution. Any changes to the capital programme by resolution of Council, must in all instances be accompanied by the requisite PIP and cash flow projections.

For assessment purposes, all projects on the Capital programme and amendments thereto, must have a PIP and cash flow approved as part of the SDBIP. Departments must ensure that PIP's and cash flows accompany recommendations to Council.

In line with the current cash flow strategies of the municipality, negative scoring against the non-achievement of cash flow targets will not be applied in the 2018/19 financial year – unless the SED : BTO advises that the cash flow situation has stabilized.

6.3 Publication of Performance Reports

The annual performance report is required by legislation to be availed to the public through the Annual Report. Newcastle Municipality will, however, within its resources and capacity, keep the communities more frequently informed of performance information through:

- a. Publication of reports in the municipal website
- b. Press releases
- c. Press Briefings
- d. Publication of pamphlets or newsletters
- e. Local Radio programmes
- f. Ward Committee meetings.

6.4 Public Feedback Mechanisms

Public feedback on reported performance will be during IDP/Budget/PMS review processes, Annual reporting processes and in line with the public participation policy of the municipality.

6.5 Auditing Performance and Quality Control

In order for the performance management system to enjoy credibility and legitimacy from the public and other stakeholders, performance reports, particularly the annual performance report, must be audited. Audits should ensure that reported performance information is accurate, valid and reliable.

In terms of the provisions of the Municipal Systems Act and the Performance Regulations of 2001, the annual performance report must be audited internally, and before being tabled and made public, the annual performance report will also be audited by the Auditor-General. It is therefore important to allow sufficient time between completion of annual reports and the tabling of the annual report for auditing.

The draft annual report is submitted to the Auditor-General before 31 August of every year, for auditing and be submitted to the MEC for local government in the province for the MEC to complete an annual report of performance of all municipalities in the province, identifying poor performing municipalities and proposing remedial action and submit the provincial report to the national minister. The national minister will then present a consolidated report to parliament.

6.6 Internal Auditing of Performance Measurements

6.6.1 The Internal Audit Unit of the Newcastle Municipality

In terms of Regulation 14 of the Planning and Performance Regulations of 2001, every municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes. The functions of the internal audit unit include the assessment of the following:

- (i) the functionality of the municipality's performance management system;
- (ii) whether the municipality's performance management system complies with the provisions of the Municipal Systems Act; and
- (iii) the extent to which the municipality's performance measurements are reliable in measuring performance of municipalities on its own indicators and the national indicators

The Regulations further provides that the municipality's internal auditors must:

- (i) on a continuous basis audit the performance measurements of the municipality; and
- (ii) submit quarterly reports on their audits to the Municipal Manager and the performance audit committee.

The Newcastle Municipality has established an Internal Audit unit whose functions are provided for by the 2001 Performance Regulations as indicated in the above extract. The Internal Audit Charter will specify the roles and responsibilities of Internal audit further. Audit approach and methodology will be communicated accordingly to relevant performance management clients accordingly.

The Audit Committee, Municipal Manager and The Executive Committee will place reliance on the performance audit risk assessments and audit

reports to make informed decisions and motivate for any reviews and improvements to the municipal council and communities.

6.6.2 The Performance Audit Committee

Regulation 14 of the Planning and Performance Regulations stipulates the provisions that guide the establishment of the Performance Audit Committee and outline the functions and powers entrusted to the committee as the following:

- review the quarterly reports submitted to it by the Internal Auditors;
- review the municipality's performance management system and in doing so, focus on economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by Newcastle Municipality in its organizational scorecard are concerned;
- make recommendations in this regard to council; and
- at least twice during a financial year submit an audit report to the municipal council;
- communicate directly with the council, Municipal Manager or the internal and external auditors of the municipality;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and if necessary to provide information requested by the committee; and;
- investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

○ Roles and Responsibilities of Different Stakeholders

As can be noted from the above analysis of each phase in performance management and from the plethora of legislative prescripts governing municipal performance, it is clear that, for the performance management system of The Newcastle Municipality to be functional, a number of stakeholders have to be involved. These stakeholders have different roles and responsibilities within each of the performance management phases. The tables below will outline roles and responsibilities of each of the stakeholders in each phase.

Roles and responsibilities of stakeholders in the operation and management of the PMS

Roles and Responsibilities of The Mayor

PLANNING	MONITORING, ANALYSIS AND MEASUREMENT		
	REVIEW	REPORTING	ASSESSMENT
<ul style="list-style-type: none"> * Submits priorities and objectives of the Integrated Development Plan to Council for approval * Submits the PMS policy framework for approval * Submits the municipal strategic or organizational scorecard to Council for approval * Approves the Service Delivery and Budget Implementation Plans (SDBIP) * Enters into a performance agreement with the Municipal Manager on behalf of the Municipal Council * Assigns the responsibility for the management of the PMS to the Municipal Manager * Tables the budget and the SDBIP to Council for approval * Approves the departmental or service scorecards and Section 57 Managers scorecards 	<ul style="list-style-type: none"> * Proposes to Council the annual review programme of the IDP, including the review of key performance indicators and performance targets * Proposes the annual performance improvement measures of the municipality as part of the municipal strategic or organizational scorecard * Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality * Quarterly evaluates the performance of the municipality against adopted KPIs and targets * Quarterly reviews the performance of the departments to improve the economy, efficiency and effectiveness of the municipality * Quarterly and annually evaluates the performance of the Municipal Manager as is required in terms of Regulations 2001 	<ul style="list-style-type: none"> * Receives monthly budget statements * Receives performance reports quarterly from the internal auditor * Receives performance reports twice a year from the Performance Audit Committee * Receives monthly and quarterly reports from the Municipal Manager on the performance of managers and the rest of the staff * Receives the annual Section 46 reports from the Municipal Manager before submission to council, Auditor General and MEC * Report to council on the mid-term review and the annual report on the performance of the municipality * Reports to Council on the recommendations for the improvement of the performance management system 	<ul style="list-style-type: none"> * Receives and assess performance audit report(s) from the Auditor General and management comments and make recommendations to Council on addressing whatever audit queries raised therein

Roles and Responsibilities of the Municipal Manager

PLANNING	IMPLEMENTATION	MONITORING, ANALYSIS AND MEASUREMENT		
		REVIEW	REPORTING	ASSESSMENT
<ul style="list-style-type: none"> * Coordinates the process of needs identification and prioritization among all stakeholders, including community structures * Coordinates the formulation and revision of the PMS policy framework * Coordinates the formulation and revision of the municipality's strategic or organizational scorecard * Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans * Enters into performance agreements with Section 57 Managers on behalf of Council 	<ul style="list-style-type: none"> * Manages the overall implementation of the IDP * Ensures that all stakeholders implement the provisions of the PMS policy framework * Ensures that the Departmental scorecards and departmental annual programmes serve the strategic or organizational scorecard of the municipality * Ensures that annual programmes are implemented according to the targets and timeframes agreed to * Implements performance improvement measures approved by The Mayor and the Council * Ensures that performance objectives in the Section 57 Managers' performance agreements are achieved 	<ul style="list-style-type: none"> * Formulates the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and The Mayor * Formulates the annual performance improvement measures of the municipality as part of the new municipal strategic or organizational scorecard * Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality * Quarterly and annually evaluates the performance of Section 57 Managers in terms of regulations 	<ul style="list-style-type: none"> * Receives performance reports quarterly from the internal auditor * Receives performance reports twice a year from the Performance Audit Committee * Receives monthly departmental performance reports * Reports quarterly to the Mayor on the performance of Departments * Reports on the implementation of improvement measures adopted by The Mayor and Council * Monthly, quarterly and annually reports to The Mayor on the performance of Section 57 Managers and departments * Submit the municipal annual Section 46 report to The Mayor 	<ul style="list-style-type: none"> * Assess and formulate appropriate responses to the recommendations of the internal auditor and the Performance Audit Committee * Assess and formulate appropriate responses to performance audit queries raised by the Auditor General and make recommendations to The Mayor

Roles and Responsibilities of the Section 79 Committees

PLANNING	MONITORING, ANALYSIS AND MEASUREMENT		
	REVIEW	REPORTING	ASSESSMENT
* Advise The Mayor on priorities and objectives of the Integrated Development Plan	* Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets	* Reports to The Mayor on the recommendations for the improvement of the performance management system * Receive reports from the departmental heads and section managers on performance in their respective service areas	* Advise The Mayor on the implementation of the recommendations of the internal auditor, the Performance Audit Committee and the Auditor-General

Roles and Responsibilities of the Section 57 Managers

PLANNING	IMPLEMENTATION	MONITORING, ANALYSIS AND MEASUREMENT		
		REVIEW	REPORTING	ASSESSMENT
* Participate in the formulation of the SDBIP and the municipal strategic or organizational scorecard * Manage subordinates' performance * Enter into performance agreements with the Municipal Manager	* Manage the implementation of the Departmental scorecards * Ensure the performance objectives in the performance agreements are achieved	* Quarterly and annually review the performance of the department * Quarterly review performance of direct reports	* Report on the implementation of improvement measures adopted by The Mayor and Council * Annually report on the performance of their departments * Receive bi-monthly performance reports from section managers	* Participate in the formulation of the response to the recommendations of the internal auditor, Performance Audit Committee and the Auditor General

			* Reports monthly on progress	
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Roles and Responsibilities of Non-Section 57 Municipal Employees

PLANNING	IMPLEMENTATION	MONITORING, ANALYSIS AND MEASUREMENT		
		REVIEW	REPORTING	ASSESSMENT
<ul style="list-style-type: none"> * Participate in identifying of priorities and setting KPIs and targets for the municipality's IDP * Participate in the development of the organizational and the departmental scorecards * Participate in the development of their own performance scorecards 	<ul style="list-style-type: none"> * Execute individual work plans * Manage all information and evidence required for performance measurement 	<ul style="list-style-type: none"> * Participate in the review of departmental plans * Participate in the review of own performance 	<ul style="list-style-type: none"> * Report on progress on achieving of own scorecard targets to section managers 	<ul style="list-style-type: none"> * Assess performance review reports of own section

Roles and Responsibilities of the Community

PLANNING	REVIEW	REPORTING
<ul style="list-style-type: none"> * Participate in the drafting and implementation of the municipality's IDP through established forums * Participate in the setting of KPIs and targets for the municipality every year * Make representations on the draft annual budget 	<ul style="list-style-type: none"> * Participate in the annual review of performance through their involvement in ward committee structures and customer perception surveys. 	<ul style="list-style-type: none"> * Receive annual performance and budget reports from council

Roles and Responsibilities of Ward Committees

PLANNING	REVIEW	REPORTING
<ul style="list-style-type: none"> * Participate in the drafting and implementation of the municipality's IDP * Participate in the setting of KPIs and targets for the municipality every year * Make representations on the draft annual budget 	<ul style="list-style-type: none"> * Participate in the annual review of performance through their involvement 	<ul style="list-style-type: none"> * Receive quarterly performance reports from council

Roles and Responsibilities of Organized Labour

PLANNING	REVIEW	REPORTING
<ul style="list-style-type: none"> * Participate in the drafting and implementation of the municipality's IDP through established forums * Participate in the setting of KPIs and targets for the municipality every year * Participates and provide inputs in the drafting of the organizational and departmental scorecards * Oversee the overall application of the Performance Management Policy Framework on Non-Section 57 employees 	<ul style="list-style-type: none"> * Participate in assessment and the quarterly reviews of employee performance and compilation of departmental and organizational performance review reports 	<ul style="list-style-type: none"> * Receive quarterly performance reports on employee under-performance in the Local Labour Forum * Report on any negative effects of the PMS on employees

Roles and Responsibilities of the Internal Audit

PLANNING	AUDIT	ASSESSMENT	REPORTING
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* Develop the risk and compliance-based audit plan	<ul style="list-style-type: none"> * Audit the performance measures in the municipal and departmental scorecards * Conduct compliance based audits 	* Assess the functioning of the municipality's PMS to ensure it complies with the Act	<ul style="list-style-type: none"> * Submit quarterly reports to the Municipal Manager. * Submit quarterly reports to the Performance Audit Committee
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Roles and Responsibilities of the Performance Audit Committee

PLANNING	REVIEW	REPORTING
* Receive the annual audit plan from Internal Audit	* Review quarterly reports from the internal audit office on quarterly basis	* Submit bi-annual reports to the Municipal Council

7 Employee Performance Management

7.1 Legal Framework that Governs Employee Performance Management

In local government, municipal employees now fall into two broad categories: namely, the employees who are governed by Section 54/57 of the Municipal Systems Act and enter into time-specified employment contracts with the municipality, and those that are employed on permanent basis and are governed by the provisions of the Local Government Bargaining Council. In this policy framework, the emphasis is on the employees employed under Section 54 and 57 will be referred to as “**Section 54/57 Managers**”

The local government legislation has provided guidance on managing and rewarding performance of Section 54/57 Managers, i.e. the Municipal Manager and all Managers directly accountable to him. The Performance Management Regulations for Municipal Managers and Managers Directly Accountable of 2006 make special provisions for employment and managing performance of these employees. The pertinent provisions will be outlined briefly below. However a full copy of the Regulations will be attached as one of the appendices to this policy framework.

Section 57 managers must enter into employment contract with the municipality on assumption of duties and the regulations give a detailed guide on the elements of an employment contract;

Performance Agreements must be signed on each financial year or part thereof;

A new **performance agreement** must be concluded within **one month** after the commencement of the new financial year, i.e. by 31 July of every year;

A **personal development plan** must be documented at the end of the performance review and form part of the performance agreement;

The employee's performance must be assessed against two components:

Key Performance Areas (KPA's) at (80%) and Core Competency Requirements (CCR's) at (20%);

- A **5 - point rating scale** should be provided for each Key Performance Indicator in the employees scorecard;
- The municipality must establish Evaluation Committees who must meet annually to evaluate the performance of the Municipal Manager and the managers directly accountable to the Municipal Manager;
- The Municipal Manager's annual performance must be evaluated by The Mayor, Chairperson of the Performance Audit Committee, Member of the Executive Committee, Mayor and/or Municipal Manager from another municipality and Member of a Ward Committee nominated by The Mayor;
- Managers directly accountable to the Municipal Manager must be rated by the Municipal Manager, Chairperson of the Performance Audit Committee, Member of the Mayoral Committee and a Municipal Manager from another municipality.

A performance bonus ranging from a minimum of 5% - 14% maximum of the all-inclusive remuneration package must be paid as follows:

- **A score of 130 - 149% is awarded a bonus from 5% - 9%**
- **A score of 150% and above is awarded a bonus from 10% - 14%;**

Rewarding of Performance for Section 57 employees must be done after the adoption of the Annual Report.

As can be seen from the above provisions, the Section 57 employees in Newcastle Municipality will align with the above regulations and their performance will be measured through their performance plans/scorecards. The same organizational scorecard will be cascaded to the employee scorecard and these will form part of their performance agreements.

It is the intention of this policy framework to formally incorporate the permanent employees into the overall performance management system of the municipality. This will translate into all employees of Newcastle Municipality developing annual scorecards that are aligned to their functional areas of responsibility and thereafter entering into performance agreements with their respective supervisors. Just like in the Section 57 employee performance provisions, the performance agreements of the permanent employees will include a personal development plan.

An Individual performance policy as compiled by the Corporate Services Department will be implemented using a phased approach. Stakeholder engagement is considered compulsory as this will contribute to the effective of the IPMS.

7.2 Aligning Individual Performance to the Organizational Performance Management System

The performance of an organisation is integrally linked to that of staff. If employees do not perform an organisation will fail. It is therefore important to manage both the organizational and individual performance at the same time. The relationship between organisational performance and employee performance starts from planning, implementation, monitoring and review. All the 5 phases in the organizational performance apply to the management of individual performance. The monitoring system using weekly, bi-monthly, monthly and quarterly reports is informed by individual activities at sectional and departmental levels. However, individual performance reviews differ from organizational reviews. Each phase will be discussed briefly below.

7.2.1 Phase 1: Planning for Individual Employee Performance

The IDP yields a set of indicators and targets. These become an undertaking of the municipality to the community. The IDP informs the development of the SDBIP and the organizational scorecard. The components of the organizational scorecard will be cascaded to the Municipal Manager's performance scorecard and performance agreement as she is responsible for the implementation of the IDP. The Municipal Manager will then extract

relevant indicators to inform scorecards of the different Departments. These indicators would then become the indicators and targets of the Heads of Departments to be incorporated in their performance scorecards and agreements. Once the Individual PMS is cascaded to all categories of employees, the Heads of Departments will in turn cascade the indicators and targets to lower levels in line with the scope of responsibilities at that level. Therefore, this policy framework establishes a system of individual performance management linked to the organizational performance through the scorecard model.

7.2.1.1 Effecting Weighting and Rating on Employee Scorecards

Newcastle Municipality will adopt a weighting approach to show the relative importance of one indicator against another indicator. Every indicator in an employee's performance scorecard/plan will be assigned a weighting. The total of the weightings on the performance scorecard must add up to 100 points. An important indicator may, for example, be assigned a weighting of 50 out of the total of 100 whereas a less important KPI may be assigned a weighting of 15 out of 100. The purpose of the weightings is to show employees what the key focus areas are in their work.

The weighting of indicators in the scorecard of the Section 57 employees will follow the line of the provisions of the 2006 Performance Regulations. The weighting of 80% will be allocated to KPA-related indicators and 20% of the weighting will be allocated to CCR-related indicators.

The five-point rating will apply in evaluation process of all employee performance. The 2006 Performance Regulations sets out the rating as in **Table 1** below.

Actuals reported within a 10% variance of a target will be considered as acceptable performance and will be scored accordingly. Performance exceeding 10% of target must also have a "Reason for Variance" specified with supporting reason for variance. This will assist in identifying gaps in respect of under-targeting, or to emulate good practice in other functional areas.

Table 1: The 5-Point Rating for Employee Performance Appraisals

LEVEL	TERMINOLOGY	DESCRIPTION	RATING DASHBOARD
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective	

LEVEL	TERMINOLOGY	DESCRIPTION	RATING DASHBOARD
	expectations	results against more than half of the performance criteria and indicators and fully achieved all others	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

The outcome of the planning phase in the individual performance management will result in all employees having signed performance agreements and scorecards at the beginning of every financial year. An employee scorecard template will be aligned to that of the organisational score-card/SDBIP.

7.2.2 Phase 2: Implementation, Monitoring, Data Analysis and Measurement.

When projects and programmes are implemented, the monitoring system as proposed in the organizational performance phases will apply. All the reporting timelines and information management responsibilities will be carried out as detailed in these phases.

7.2.3 Phase 3: Coaching

Should an employee not be achieving the agreed indicators in his/her performance scorecard the manager/supervisor must assist the employee by managing his/her performance more closely. It is not appropriate that the first time an employee hears about his/her non-performance is at the formal performance review. Employees must be coached and given feedback at least quarterly before review. The Personal Development Plan must be utilized for this purpose, and facilitation of coaching must be through formal arrangement by the Supervisor assisted by the Human Resources Development unit.

7.2.4 Phase 4: Employee Performance Review

This phase involves jointly assessing actual performance against expectations at the end of the performance cycle so as to review and document planned vs. actual performance. The following guidelines will be applicable for conducting individual performance reviews:

A Manager/supervisor will prepare ratings of employee's performance against key performance indicators. The rating will be done by considering the year end actual cumulative as well, the evidence which was documented during the coaching cycle as well as any other relevant input.

The Manager/supervisor will request the employee to prepare for formal appraisal by rating him/herself against the agreed key performance indicators on their scorecards.

The Manager/supervisor and the employee meet to conduct a formal performance rating with a view to conclude a final rating. The employee may request time to consider the rating. A second meeting will then take place. In the event of a disagreement, the manager/supervisor has the final say with regard to the final rating that is given.

After the ratings have been agreed upon the scores are calculated.

The Manager/supervisor must make own notes during the formal review meeting. All the criteria that have been specified must be taken into consideration.

Only those KPIs relevant for the review period in question should be rated according to the five point scale as shown above.

After the year-end review the manager/supervisor and the employee prepare and agree on a personal development plan.

The total score is determined once all the indicators have been rated and scored. This is done with a view to establish if an employee is entitled to a notch increase or an accelerated salary progression or a non-financial award. Annual inflation related increments will not be affected by the implementation of the performance management system and cascading it down to all employees.

7.2.5 Phase 5: Rewarding Performance

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees.

The performance reward system applied to Section 57 Employees is different from the performance reward system applied to Permanent Employees who are not Section 57 Employees. Section 57 employees reward system is clearly spelt out in the 2006 Performance Regulations and these rewards are to be allocated after the tabling of the receipt of the audit report and tabling of the annual report, i.e. in February of each year.

Appraisal criteria and processes, and an incentive / Reward System for other employees of Council will be determined through specific policy directive relating to Individual Performance Management System as approved by Council and facilitated by the Corporate Services Department.

7.2.6 Measures to address poor performance

In terms of **Regulation 32 (3) The Local Government Municipal Performance Regulations 2006**, in the case of poor performance the municipality shall-

- (a) Provide systematic remedial or developmental support to assist the employee to improve his or her performance; and
- (b) After appropriate performance counseling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his/her duties.

7.2.7 Critical Dates and Timelines

Over and above the different management processes that the Newcastle Municipality will be using to implement its this Performance Management Policy Framework, it will also comply with critical dates and timelines that will make the management of performance align with corporate governance principles and enable other stakeholders to perform their roles and responsibilities efficiently and effectively. The critical dates and

timelines are listed below in the Performance Management Calendar as per Annexure 1.

Table 3: Critical Timelines

PHASE	ORGANIZATIONAL ACTIVITIES	INDIVIDUAL ACTIVITIES	TIME FRAME	RESPONSIBILITY
PLANNING	Development and approval of the SDBIP and organizational scorecard		March – May	Council
		Signing performance Contracts/Plans with rest of staff	31 July	Mayor Section 57 Managers
MONITOR, MEASURE & REVIEW	Monthly Monitoring	Monthly Monitoring	Monthly	Municipal Manager Senior Managers Section managers/ Supervisors
	Quarterly Review/s	Quarterly Reviews	September December March	Municipal Manager Senior Managers Managers/ Supervisors
		Annual Performance Appraisal	June	Mayor Municipal Manager Senior Managers Managers Supervisors
		Reward Recognition and	June	Mayor Municipal Manager Senior Managers
REPORTING	Quarterly and Mid-Term Reports	Quarterly Reports	September December March	Management Team
	Annual reports	Annual Employee Performance Reports	31 August	Mayor Municipal Manager
IMPROVE MENT	Performance Development Plans		Ongoing, but at least quarterly	Management & employee

7.3 Recognition Awards

To promote an organisational culture that is performance driven, an Annual Management and Staff Awards will be introduced. The awards will be classified into different categories. Annually, after the adoption of the Annual Report of Council, all employees are given an opportunity to nominate employees of their choice for each category. Screening and evaluating of nominations will take place and ultimately one nominee wins the prize for each category. The categories are as follows:

CATEGORIES	DESCRIPTION
Employee of the Year:	AN individual who has most effectively lived and practiced organisational values and displayed organisational and/or departmental mandate
1. Top Management	
2. Senior Managers	
3. Middle Management	
4. Supervision	
5. Non Supervision	
Customer Satisfaction	Provides service excellence that exceeds customer expectations
• Support Service	
• Service Delivery	
• Satellite Offices	
Best Performing Department	Department that at least has improved performance in all 4 quarters consistently, and promoted organisational values
Most Innovative – across all task grades	New creative contributions or solutions implemented in the year that improves efficiency, effectiveness and economy for the department or organisation
Excellence	To continuously strives to be the best through exceptional performance that exceed expectations
Integrity	To constantly act in a manner that promotes trust, dependability and commitment to honest behavior at all times
Special Awards	To be determined by Management and/or Exco

8 Evaluation and Review of the Whole Performance Management System (PMS)

Newcastle Municipality will review its performance management system annually alongside the review of the IDP and the Budget. This will be provided for in the IDP/Budget/PMS Process Plan to be adopted by Council by August of each year.

9 Monitoring and Reporting Framework by Municipal Entities

A monitoring and reporting framework by Municipal Entities has been prepared as a guide to municipal entities in keeping with good governance practices and relevant legislation. A further objective of the guideline is to consolidate reporting requirements (both financial and non-financial) by incorporating a range of information required by various stakeholders thereby reducing duplication and improving communication. The major channel of communication with the shareholder and broad stakeholder community is envisaged to take place through the annual reports.

The framework is primarily based on the legislative provisions of the MFMA, the National Treasury guidelines and the principles enunciated in the various codes on good governance, amongst others, the King Code. The further reporting requirements are taken from the King Code, relevant research conducted on reporting by companies to shareholders generally and the best practices as well as other legislative imperatives. The frequent reporting requirements will assist Newcastle Municipality in its legislative responsibility to monitor performance in an open and transparent manner and call the municipal entities to account.

In summary, the framework seeks to provide the entities with a guide for reporting, which guide sets minimum reporting standards, seeks to ensure compliance with relevant legislation; provides uniformity across the entities in the nature of the information provided in the monthly and annual reports and to allow ease of access of information by all stakeholders such as the Newcastle Municipality as parent municipality, National and Provisional Treasury, the Auditor-General and the local community.

This reporting framework applies to the municipal entities of the Newcastle Municipality and forms an Appendix to this Framework.

10 Conclusion

This framework seeks to provide the basis for a structured approach to performance management within Newcastle Municipality. As indicated earlier, proper implementation of this framework lies heavily on commitment and dedicated leadership. It is hoped that in the near future the municipality will convert this manual performance management platform into an electronic system. However, that will only occur when all stakeholders has gotten into grips with the whole concept of performance management and can fully carry out their roles and responsibilities within the performance cycle.

In line with the Framework for managing programme and performance information (FMPPi) as issued by National Treasury, more guidance is required to further align this Framework from Cogta and the Office of the Presidency. Accordingly, where gaps are identified considering that the FMPPi is used by the Auditor-General to audit municipalities, these will be addressed through in-year revisions, where necessary.

[illegible]

Strengths of the unit that will promote the achievement of the KPI	
Weaknesses of the unit that may result in the KPI not being achieved	
Opportunities that the unit has not capitalised on as yet that will promote the achievement of the KPI	
Threats that the unit may be exposed to that may result in the KPI not being achieved	
How is the KPI S PECIFIC?	
How is the KPI M EASURABLE?	
How is the KPI A CHIEVABLE?	
How is the KPI R EALISTIC?	
How is the KPI T IMEBOUND?	

NEWCASTLE MUNICIPALITY									
PERFORMANCE MANAGEMENT SUPPORT CALENDAR WITH PROCESS PLAN									
MUNICIPAL FINANCIAL YEAR : JULY TO JUNE									
				COLOUR CODING	Previous year				
					Current Year				
					Next Year				
								TARGET DATES	
QUARTER	MONTH	PURPOSE	ACTION	OUTPUT	RESPONSIBLE MANAGER	START	END		
Q U A R T E R 1 - 4	JULY	Monthly Reports	Annual reporting by departments for year ending June against SDBIP's and NKPI's	Completed SDBIP's as at June and Portfolio of Evidence	All SED's	1-Jul	10-Jul		
			Annual Evaluation of SDBIP and Section 57 employees (Informal)	Informal scoring of Performance for SDBIP's and section 57's	Municipal Manager/PMS/Mayor	11-Jul	15-Jul		
			Annual Evaluation of Section 57 employees(Formal)	Formal Section 27 employee evaluation report by Evaluation Panels	Municipal Manager/PMS Manager/Mayor	16-Jul	20-Jul		
			Submission of Report to Mayor/EXCO/Internal Audit	Report to Mayor/EXCO	Municipal Manager/PMS	20-Jul	30-Jul		
		Process Plan	Signing of new performance contracts for Section 57 Managers and submission to EXCO (Section 69 of the MFMA and Section 57 of the MSA).		Municipal Manager/ PMS Manager				
			Roll out of the approved SDBIP		All SED/PMS Manager				
	Prepare Departmental Operational Plans for the 2012/13 financial year.			All SED's/ PMS Manager					
	AUGUST	Annual Performance Report (MSA 546)	Draft Performance Reports 2012'13 to Internal Audit		PMS Manager				
			Annual Review of PMS (MSA Sec.40) AG's Audit of performance measures(MSA Sec. 45)	Formal Submission of Annual Performance Report to Auditor General	Municipal Manager/PMS Manager	1-Aug	31-Aug		
		Annual Review of performance of Municipality (submit performance report)(MSA s Sec. 46) Review of perf rept by Audit Committee	Formal Submission of Annual Performance Report to Internal Audit for onward submission to Audit Committee	PMS Manager/Internal Audit	1-Aug	31-Aug			
		Process Plan	Quarterly Audit Committee meeting (for the last quarter of 10/11) MFMA Sect 166& MPPR Reg. 14 (3)(a)						
			Evaluation Panel meeting (for evaluation of Sect 57 Managers final assessments) MPPR Reg. 14(3)(b)		Mayor/Municipal Manager/PMS Manager				
			Submission of Annual Performance Report to Auditor-General		Municipal Manager/PMS Manager	1-Aug	31-Aug		
			Submission of Draft Annual Report to Auditor-General		Municipal Manager / PMS Manager				
			roll out of the approved SDBIP		COO/PMS Manager				
			Monthly progress report on performance to EXCO		Municipal Manager/ PMS Manager				
		SEPTEMBER	Monthly Reporting (MSA 540)	Monthly August reports on performance to Municipal Manager's Office (SDBIP's and Capital)	Monthly reports for monitoring purposes	All SED's	1-Sep	10-Sep	
				Monthly monitoring of performance	Informal monitoring of performance for July	Municipal Manager/PMS Manager	11-Sep	15-Sep	
				Monthly performance report to Mayor/EXCO/Internal Audit	Monthly Performance report	Municipal Manager/PMS Manager	16-Sep	30-Sep	
			Process Plan	Monitoring and Evaluation session through ICC by third Wednesday of the month		COO/PMS Manager			
Monthly progress report on performance to EXCO					Municipal Manager/PMS Manager				
Circulate Quarter 1 reporting templates to departments				PMS Manager					
		QUARTERLY REPORT	Quarter 1 (July - Sep) Performance Report to Municipal Manager	Completed SDBIP's as at September and Portfolio of Evidence	All Departments	1-Oct	10-Oct		
	Quarterly evaluation of Performance (SDBIP and capital) and Section 57's		Quarterly SDBIP Report and Portfolio of Evidence	Municipal Manager/PMS Manager	11-Oct	15-Oct			
	Quarterly performance report to Mayor/EXCO		Quarterly performance report to Mayor/EXCO	Municipal Manager/PMS Manager	16-Oct	31-Oct			

Q U A R T E R 2	OCTOBER		Quarterly performance report to internal audit for onward submission to Audit Committee	Quarterly performance report to Internal Audit	PMS Manager/Internal Audit	16-Oct	31-Oct	
		Appointment of Audit Committee	Annual appointment of Audit committee (MPPR Reg.14)	Appointment of Audit Committee	Municipal manager/internal Audit	1-Oct	31-Oct	
		Process Plan	Sect 57 Managers' quarterly assessments (for first quarter of 12/13)					
			Departments to submit Q1 performance reports with Portfolio of Evidence		All SED's		10-Oct	
			Monitoring and Evaluation session through ICC by third Wednesday of the month		COO/PMS Manager			
			Quarterly progress report on performance to EXCO		Municipal Manager /PMS Manager			
			Submission of Q1 Performance Report to Internal Audit		Municipal Manager/ COO / PMS Manager			
			Audit Committee Meeting to consider Q1 Performance Report		PMS Manager / Internal Audit			
			Draft PMS Templates for 2013/14 based on review of IDP Strategies		PMS Manager			
	NOVEMBER	Monthly Reporting (MSA S40)	Monthly October report on performance to Municipal Manager's Office (SDBIP's and Capital)	Monthly reports for monitoring purposes	All SED's	1-Nov	10-Nov	
			Monthly monitoring of performance	Informal monitoring of performance for October	Municipal Manager/PMS	11-Nov	15-Nov	
			Monthly performance report to Mayor/EXCO/Internal Audit	Monthly Performance report	Municipal Manager/PMS	16-Nov	2009/11/31	
		Process Plan	Draft PMS Templates for 2013/14 based on review of IDP Strategies to departments		PMS Manager			
			Monitoring and Evaluation session through ICC by third Wednesday of the month		COO/PMS Manager			
			Quarterly progress report on performance to EXCO		Municipal Manager /PMS Manager			
			Final Draft of Annual Report circulated for internal comment		COO/PMS Manager			
		Monthly Reporting (MSA S40)	Monthly November reports on performance to Municipal Manager's Office (SDBIP's and Capital)	Monthly reports for monitoring purposes	All SED's	1-Dec	10-Dec	
			Monthly monitoring of performance	Informal monitoring of performance for November	Municipal Manager/PMS	11-Dec	15-Dec	
			Monthly performance report to Mayor/EXCO	Report to Mayor/EXCO	Municipal Manager/PMS	16-Dec	31-Dec	
	DECEMBER	Process Plan	Compile annual report for 11/12 (MFMA Sect 121) for tabling Council in January		COO/PMS Manager			
			Monitoring and Evaluation session through ICC by third Wednesday of the month		COO/PMS Manager			
			Quarterly progress report on performance to EXCO		Municipal Manager /PMS Manager			
			Circulate Q2/Mid Year Performance Assessment 2012/13 reporting templates to departments		PMS Manager			
	JANUARY	Mid Year Assessment	Mid Year Performance reports on SDBIP's and Capital Program as at December	Mid Year Performance report	All SED's	1-Jan	10-Jan	
			Mid Year Performance Evaluation	Mid Year Performance report	Municipal Manager/PMS	11-Jan	15-Jan	
			Mid Year Performance Assessment to Mayor	Mid Year Performance Assessment	Municipal manager/CFO/PM	16-Jan	25-Jan	
		Draft SDBIP for next financial Year	Preparation of Draft SDBIP's in line with Draft Budget Submissions for next financial Year	Draft SDBIP's	All SED's	1-Jan	31-Jan	
		Tabling of Annual Report	Tabling of Annual Report to include Annual Performance Report as a component	Annual Report	Public Relations Officer	1-Jan	31-Jan	
		Process Plan	Departments to submit Q2/Mid year performance information by 10 Jan 2013.		All SED's		10-Jan	
			Monitoring and Evaluation session through ICC by third Wednesday of the month		COO/PMS Manager			
			Submit Mid year performance report to Internal by 18 January 2013		COO/PMS Manager			
			Audit Committee Meeting to consider Q2/Mid Year Report					
			Submit mid year performance assessment to Mayor 25 th January 2012					

Q U A R T E R 3	FEBRUARY	Monthly Reporting (MSA S40)	Mayor tables annual report for 10/11 MFMA Sect 127(2)		Mayor/ Municipal Manager			
			Sect 57 Managers' quarterly assessments (for second quarter of 12/13)		Municipal Manager /PMS Manager			
			Monthly January reports on performance to Municipal Manager's Office (SDBIP's and Capital)	Monthly reports for monitoring purposes	All SED's	1-Feb	10-Feb	
			Monthly monitoring of performance	Informal monitoring of performance for January	Municipal Manager/PMS	11-Feb	15-Feb	
			Monthly performance report to Mayo/EXCO	Report to Mayor/EXCO	Municipal Manager/PMS	16-Feb	28-Feb	
		Process Plan	Make public annual report and invite community inputs into report (MFMA Sect 127 & MSA Sect 21a)					
			Submit annual report to AG, Provincial & CoGTA (MFMA Sect 127)		Municipal Manager / PMS Manager			
			Monitoring and Evaluation session through ICC by third Wednesday of the month		COO /PMS Manager			
			Quarterly progress report on performance to EXCO		Municipal Manager / PMS Manager			
			Draft PMS 2013/14 for internal consultation and budget input from IDP		PMS Manager			
	MARCH	Monthly Reporting	Monthly February report on performance to Municipal Manager's Office (SDBIP's and Capital)	Monthly reports for monitoring purposes	All SED's	1-Mar	10-Mar	
			Monthly monitoring of performance	Informal monitoring of performance for February	Municipal Manager/PMS	11-Mar	15-Mar	
			Monthly performance report to Mayor/EXCO/Internal Audit	Report to Mayor/EXCO	Municipal Manager/PMS	15-Mar	31-Mar	
			Community Consultation of Draft SDBIP's in line with IDP/budget Roadshows	Inclusion of Draft SDBIP's in Budget Brochure	PMS Manager/PPC/PRO	1-Mar	27-Mar	
		Process Plan	Incorporation of comments received	Final SDBIP's	PMS Manager/CFO/All departments	27-Mar	31-Mar	
			Council to consider and adopt an oversight report [Due by 31 March MFMA Sec 129(1)]					
			Set performance objectives for revenue for each budget vote (MFMA Sect.17)					
			Monitoring and Evaluation session through ICC by third Wednesday of the month		COO / PMS Manager			
			Quarterly progress report on performance to EXCO					
			Finalise Draft PMS (Including SDBIPs) 2013/14 3/14table to with IDP and Budget		PMS Manager			
			Circulate Q3 performance reporting template to departments		PMS Manager			
Q U A	APRIL	QUARTERLY REPORT	Quarter 3 (Jan - March) Performance Report to Municipal Manager	Completed SDBIP's as at March and Portfolio of Evidence	All SED's	1-Apr	10-Apr	
			Quarterly evaluation of Performance (SDBIP and capital) and Section 57's	Quarterly SDBIP Report and Portfolio of Evidence	Municipal Manager/PMS	11-Apr	15-Apr	
			Quarterly performance report to Mayor/EXCO	Quarterly performance report to Mayor/EXCO	Municipal Manager/PMS	16-Apr	30-Apr	
			Quarterly performance report to internal audit for onward submission to Audit Committee	Quarterly performance report to Internal Audit	PMS Manager/Internal Audit	16-Apr	30-Apr	
		SDBIP FOR NEXT FINANCIAL YEAR	Approval of SDBIP's to be included with Final IDP and Budget, Performance Agreements for section 57's	Final SDBIP's and conclusion of Performance Agreements for section 57's	Municipal Manager/PMS Manager/Mayor	1-Apr	30-Apr	
		Process Plan	Monitoring and Evaluation session through ICC by third Wednesday of the month		COO / PMS Manager			
			Quarterly progress report on performance to EXCO		Municipal Manager / PMS Manager			
			Departments to s					
			S57 Managers' Quarterly Performance Assessments					
		Process Plan	Publicise Annual Report [Due by April MFMA Sec 129(3)]					
			Submit Annual Report to Provincial Legislature/MEC Local Government [Due by April MFMA Sec 132(2)]					

R T E R 4			Quarterly Audit Committee meeting (for third quarter of 12/13) MFMA Sect 166 & MPPR Reg. 14(3)(a)					
	MAY	Monthly Reporting (MSA S40)	Monthly April reports on performance to Municipal Manager's Office (SDBIP's and Capital)	Monthly reports for monitoring purposes	All SED's			
			Monthly monitoring of performance	Informal monitoring of performance for April	Municipal Manager/PMS	11-May	15-May	
			Monthly performance report to Mayo/EXCO/Internal Audit	Report to Mayor/EXCO	Municipal Manager/PMS	16-May	31-May	
		SDBIP FOR NEXT FINANCIAL YEAR	Submission of Approved SDBIP's and PA's to Province, Provincial Treasury, on website, Local Paper Advert	Submission of Approved SDBIP's and PA's to Province, Provincial Treasury, on website, Local Paper Advert	PMS Manager	1-May	10-May	
		Process Plan	Community input into organisation KPIs and targets		PMS Manager			
			Departments to revise PMS based on community input if applicable		All SED's			
			Monitoring and Evaluation session through ICC by third Wednesday of the month		COO / PMS Manager			
			Quarterly progress report on performance to EXCO		Municipal Manager / PMS Manager			
			Approval of PMS 2013/14 with IDP and Budget		Mayor/ Municipal Manager / PMS Manager			
	JUNE	Monthly Reporting	Monthly May reports on performance to Municipal Manager's Office (SDBIP's and Capital)	Monthly reports for monitoring purposes	All Departments	1-Jun	10-Jun	
			Monthly monitoring of performance	Informal monitoring of performance for May	Municipal Manager/PMS	11-Jun	15-Jun	
			Monthly performance report to Mayo/EXCO/Internal Audit	Report to Mayor/EXCO	Municipal Manager/PMS	16-Jun	30-Jun	
		Process Plan	Monitoring and Evaluation session through ICC by third Wednesday of the month		COO / PMS Manager			
			Quarterly progress report on performance to EXCO		Municipal Manager / PMS Manager			
			Circulate templates for Q4/Annual Performance Report		PMS Manager			



MONITORING AND REPORTING FRAMEWORK OF MUNICIPAL ENTITIES BY THE NEWCASTLE MUNICIPALITY

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Definitions

„AG“ means the Auditor General as defined in the Constitution and the Municipal Finance Management Act;

„company“ means a municipal entity (including the trust) of the Newcastle Municipality;

„Municipality“ means the Newcastle Municipality Metropolitan Municipality;

„ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY“ means the Accounting Officer of the entity as defined in terms of section 93 of the Municipal Finance Management Act;

„Companies Act“ means Act No. 61 of 1973;

„Guidelines“ means the National Treasury Annual Reporting Guidelines, Municipal Finance Management Act, Circular 11 of 14 January 2005;

„IDP“ means the Integrated Development Plan of the Newcastle Municipality developed in terms of chapter 5 of the Municipal Systems Act;

„King Code“ means the King Code on Corporate Governance, 2002 and as amended from time to time;

„MFMA“ means the Local Government: Municipal Finance Management Act, 56 of 2003;

„MSA“ means the Local Government: Municipal Systems Act (as amended, 32 of 2000; and

Purpose and Overview of the Reporting

General

This document has been prepared as a guide to municipal entities in keeping with good governance practises and relevant legislation. A further objective of the guideline is to consolidate reporting requirements (both financial and non-financial) by incorporating a range of information required by various stakeholders thereby reducing duplication and improving communication. The major channel of communication with the shareholder and broad stakeholder community is envisaged to take place through the annual reports.

Overview

The Local Government: Municipal Finance Management Act (MFMA), section 121(1), provides that every municipal entity must prepare an annual report for each financial year for which the purpose is:

- a) to provide a record of the activities of the entity during the financial year to which the report relates;
- b) to provide a report on performance against the budget of the entity for that financial year; and
- c) to promote accountability to the local community for the decisions made throughout the year by the entity.

The MFMA further provides that the annual report of the ME must include:

- a) the annual financial statements as audited by the Auditor-General;
- b) the Auditor-General's audit report;
- c) an assessment by the entity's accounting officer of the entity's performance against measurable performance objectives set in terms of the service delivery agreement;
- d) particulars of any corrective action taken or to be taken in response to issues raised in the audit report;
- e) any information as determined by the entity or parent municipality;
- f) any recommendations of the audit committee of the entity or the parent municipality; and
- g) any other information as prescribed.

In light of the above provisions the National Treasury developed an Annual Report Guideline (Attached hereto marked “A”) the purpose of which is to provide guidance on the development of annual reports.

Section 284 and 286 of the Companies Act also places an obligation on the directors of the company to prepare annual financial statements for every financial year as well as to include a directors’ report which is required to be audited. Section 302 of the Companies Act provides that a copy of the annual financial statements are to be sent to the members of the company and to all other people entitled to receive them.

Sections 87(11) of the MFMA provides for the compilation and submission of monthly statements.

Section 88 of the MFMA requires a mid-year budget and performance assessment by the entities.

This framework is primarily based on the legislative provisions of the MFMA, the National Treasury guidelines and the principles enunciated in the various codes on good governance, amongst others, the King Code. The further reporting requirements are taken from the King Code, relevant research conducted on reporting by companies to shareholders generally and the best practices as well as other legislative imperatives. The frequent reporting requirements will assist Newcastle Municipality in its legislative responsibility to monitor performance in an open and transparent manner and call the municipal entities to account.

In summary, the framework seeks to provide the entities with a guide for reporting, which guide sets minimum reporting standards, seeks to ensure compliance with relevant legislation; provides uniformity across the entities in the nature of the information provided in the monthly and annual reports and to allow ease of access of information by all stakeholders such as the Newcastle Municipality as parent municipality, National and Provisional Treasury, the Auditor-General and the local community.

Applicability of reporting framework

This reporting framework applies to the municipal entities of the Newcastle Municipality

Monthly Reports

In terms of section 87(11) of the MFMA, the ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY is required to submit to Newcastle Municipality Municipal Manager a statement on the state of the companies budget reflecting the following particulars for that month and for the financial year up to the end of that month:

- (a) Actual revenue per revenue source;
- (b) Actual borrowings
- (c) Actual expenditure
- (d) Actual capital expenditure
- (e) The amount of any allocations received;
- (f) Actual expenditure on those allocations, excluding expenditure on allocations, exempted by the annual Division of Revenue Act from compliance with this paragraph; and
- (g) When necessary, an explanation of –
 - (i) any material variances from the company's projected revenue by source, and from the company's expenditure projections;
 - (ii) any material variances from the service delivery agreements and business plans; and
 - (iii) Any remedial or corrective steps taken to or to be taken to ensure that the projected revenue and expenditure remain within the companies approved budget.
- (h) The statement must include a projection of revenue and expenditure for the rest of the financial year, and any revisions from initial projections.
- (i) The amounts reflected in the statement must in each case be compared with the corresponding amounts budgeted for in the companies approved budget.
- (j) The statement must be submitted in a signed hard copy by the accounting officer as well as electronically.

This legislative requirement will be fulfilled by the municipal entity providing such monthly reports to the NEWCASTLE MUNICIPALITY, in a format prescribed by the National Treasury from time to time which format shall be made available to the companies.

Mid-Year Budget and Performance Assessment

In terms of section 88 of the MFMA, the ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY must by 20th January of each year –

- a) Assess the performance of the entity during the first half of the financial year, taking into account –
 - i. The monthly statements referred to in section 87 for the first half of the financial year and the targets set in the service delivery business plan or other agreement with the entity's parent municipality ; and
 - ii. The entity's annual report for the past year, and progress made on resolving problems identified in the Annual report; and
- b) Submit a report on such assessment to -
 - i. The board of directors of the entity; and
 - ii. The parent municipality of the entity.

The entity is required to report on the planned targets against predetermined objectives and key performance indicators aligned to the Service delivery plan and IDP of the Newcastle Municipality. The planning and reporting must be consistent with the Newcastle Municipality's Performance Management Framework (as amended from time to time).

The Annual Report

This framework facilitates the monitoring role of the Newcastle Municipality and thereby the ability to detect performance problems in the entities at an early stage. It is proposed that the format outlined below be used by the entities in drafting annual reports. The reporting format is comprised of five key chapters as follows:

Chapter 1 – Introduction and Overview Chapter 2

– Performance Highlights

Chapter 3 – Human Resources and other organisational management Chapter

4 – Audited Statements and related financial information Chapter 5 –

Functional Service Delivery Reporting

The information on integrated sustainability reporting which is being called for in this framework is not a requirement of the National Treasury Guidelines and are thus to be considered as additional reporting requirements. These additional reporting requirements refer to the non-financial aspects of performance that may influence the ability of the entity to survive and prosper and so ensure value creation. The additional reporting requirements are also meant to act as a barometer to measure the companies' alignment with the IDP and the

Newcastle Municipality's strategic objectives as communicated from time to time.

As regards the implementation plan, process for developing the reports and the timeframes which are required to be complied with in terms of the MFMA in respect of these reports reference should be had to the section below headed, "Implementation, process and timeframes".

Chapter 1 – Introduction & Overview

Foreword by the Chairperson of the Board

The Chairperson of the Board is required to provide a summary of the company's performance generally during the period to which the report relates. The report must state the entities priorities for service delivery with established performance targets and measures taken or to be taken to improve performance. The foreword by the Chairperson is supplemented with detailed information provided for by the Board in the notes to the financial statements below.

Role of the Company

The report must provide a short description of the entity as a whole, its purpose and a summary of the entity's geographic and demographic profile and changes both internal and external over the financial year.

Executive Summary

The executive summary is a statement of the overall goals and priorities, and mission and vision for the entity and how it will impact on the community, with a short statement on the company's financial health. This information may be provided under the following headings:

Report from the ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY

The company's accounting officer (ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY) must provide an assessment of the company's performance against any measurable performance objectives set in terms of the service delivery agreement or any other agreements as well as targets provided for in the approved business plan and directions of the Board of Directors.

Alignment with IDP

In terms of the Municipal Systems Act every municipality is required to undertake development orientated planning to ensure that it strives to achieve the local government objectives and developmental duties as contained in and required by the Constitution, and together with other organs of state, contribute to the progressive realisation of the fundamental rights contained therein. The Integrated Development Plan („IDP“) is the strategic plan of Newcastle Municipality seeking to achieve the above and link, integrate and coordinate plans taking into account proposals for the development of the municipality. The IDP aligns the resources of the municipality with the implementation of the plan, it forms the policy framework and general basis on which the annual budgets are based, and it is compatible with provincial and national development plans. The companies are required to state the extent to which their plans, projects and activities generally are aligned with Newcastle Municipality's IDP (attached hereto marked 'B'), particularly Newcastle Municipality's vision for the long term development.

The company's relationship with Newcastle Municipality and other companies

The company must comment on its relationship with Newcastle Municipality, the departments within the Municipality as well as other Municipality companies, being municipal entities and strategic partnerships. This reporting requirement seeks to measure and monitor the extent of integration of strategic projects and their respective progress across Newcastle Municipality.

Integrated Sustainability Report

Sustainability refers to the non-financial aspects of performance that may influence the ability of the company to survive and prosper and so ensure value creation. In line with King II, non-financial reporting is required, which will include safety, health, environmental and ethical practices as well as transformation issues pertaining to amongst others, Broad-Based Black Economic Empowerment.¹

The entity must report on the nature and extent of its social and economic transformation, ethical, occupational health policies and practises. Below are examples of what needs to be reported on.

Social and transformation policies and practices.

The social and transformation report will include a statement on the following legislation and

compliance therewith or any projects undertaken in terms thereof:

- The Employment Equity Act which obliges companies to develop an Employment Equity Plan and to report on the progress in achievement of the objectives set out in the plan;
- The Skills Development Act and the Skills Development Levies Act which govern the provision of resources for skills development and training by companies;
- The Promotion of Access to Information Act which provides for access to information held by companies to encourage better transparency;
- The Broad-Based Black Economic Empowerment Act and relevant codes of empowerment.

and

- How the company is meeting the above legal requirements;
- Any violations of the above laws could also be included;
- The nature of policies and practices in place to promote equal opportunities for previously disadvantaged individuals, in terms of realising their full potential and reaching executive and managing positions in the entity;
- The extent of initiatives to support broad based black economic empowerment, particularly in respect of procurement practises and investment strategies;
- The company's policy on investment of corporate funds i.e. pension funds should include a Statement of Investment Principles and Policies whether or not they take into account socially responsible investment criteria when making investment decisions.

¹ Corporate Business Administration, Corporate Reporting

Ethical management policies and practices.

This reporting requirement is intended to elicit a demonstration by the company of its commitment to organisational integrity or code of ethics. The entity will use the following criteria in this report:

- The creation of systems and procedures to introduce, monitor and enforce the ethical code of the entity;
- The assignment of individuals to oversee compliance to the ethical code;
- Assessing the integrity of new appointees in the selection and promotion procedures;
- Exercising due care in delegating discretionary authority;
- Communicating with, and training of all employees regarding entity values, standards and compliance procedures;
- Providing, monitoring and auditing safe systems for reporting of unethical or risky behaviour;
- Enforcing appropriate discipline with consistency;
- Responding to offences and preventing re-occurrence.

The above report must include a statement from the Board as to the extent of compliance with the ethical standards and above mentioned criteria by the company as a whole².

Occupational safety and health policies and practices; and environmental management policies and practice (SHE).

With regard to safety issues, the company should measure their effort to reduce workplace accidents, fatalities and safety related incidents against an ongoing improvement objective and past performance. This occupational health and safety report must include a statement on compliance with the Occupational Health and Safety Act.

The environmental issues to be reported on will include the nature of their environmental policies, ethos and values; open and transparent disclosure on environmental issues relating to the company. The following should be reported on:

- whether the company complies with the applicable law regarding SHE policies and practises;
- how legal compliance is tested and SHE performance is monitored;
- any SHE issues which can materially impact on the financial statements of the

company;

- what benchmarking criteria against industry norms were used;
- whether the business is sustainable taking into consideration SHE aspects;
- what efforts are made regarding continual improvement in SHE efforts;

Chapter 2 –Performance Highlights

Provide a brief narrative of all the services provided by the company and the performance highlights for the period to which the report relates. Comment on the progress in eliminating backlogs in service delivery against strategic interventions and projects.

Backlogs in service delivery

The guidelines also provide for reporting on Backlogs in Service Delivery which relates to core services which may only be applied to the companies providing such service. Backlog reporting is intended to reflect *the number of households that do not have access to minimum services (level and standard) as specified by the relevant sector department or within national policy.*

Level and Standard of service

The entity is required to report on the planned targets against predetermined objectives and key performance indicators aligned to the Service delivery plan and IDP of the Newcastle Municipality. The planning and reporting must be consistent with the Newcastle Municipality's Performance Management Framework (as amended from time to time).

Chapter 3 – Human Resources and Other Organisational Management Issues

The company must comment on its organisational structure, how that structure relates to each function, various initiatives as they relate to employment issues and their relative success. This may include programmes designed to improve employment equity and skills development, and highlight significant human resource management policies and practices that may build capable personnel. This should also cover performance, governance, transformation and institutional development.

The following information should be provided on staffing:

- number of staff per function expressed as total positions and current vacancies.
Express as full time staff equivalents.
- skills or levels of education attained by staff, and the success of training and development initiatives, internship programmes, skills levy claims and application of refunds received.
- the conditions or opportunities for previously disadvantaged individuals to progress through the company.
- mechanisms to reinforce the value of diversity in the workplace and the company's related progress and performance.
- the age of employees.
- trends on total personnel expenditure over the last 3 to 5 years, compared to total budget, this will include the financial investment in employee training and development initiatives;
- the number and name of pension and medical aid funds including an assessment of future risks or liabilities;
- arrear (outstanding monies) owed to the company or Newcastle Municipality by staff and non- executive directors;
- succession planning;
- performance management;
- any policies on bonus and/or reward payments.

This information must be reconciled with the staff salary disclosures required in the Annual Financial Statements by section 124 of the Municipal Finance Management Act and the section 89 reports on staff salaries, allowances and benefits to be submitted to council. If the salary disclosures were omitted from the financial statements then this information must be incorporated in the annual report. The table (Table 1) below provides a format for disclosure:

<i>Description</i>	<i>Chairperson of the Board</i>	<i>Non-Executive Directors (List individually)</i>	<i>Chief Executive Officer</i>	<i>Chief Financial Officer</i>	<i>Other senior Manager (List individually)</i>	<i>Total</i>
Non-executive remuneration						
Annual fee (Retainer)						
Fees per meeting						
Fees per committee meeting						
Salaries and Wages R '000						
Normal						
Overtime						
Contributions R'000						
Pensions						
Medical Aid						
Other						

<i>Description</i>	<i>Chairperson of the Board</i>	<i>Non-Executive Directors (List individually)</i>	<i>Chief Executive Officer</i>	<i>Chief Financial Officer</i>	<i>Other senior Manager (List individually)</i>	<i>Total</i>
Allowances R'000						
Travel and Motor car						
Accommodation						
Subsistence						
Housing Benefits and Allowances R'000						
Loans and advances R'000						
Other Benefits and allowances R'000 (Specify)						
Arrears owed to Newcastle Municipality or the Entity ³						

³ Being municipal accounts such as rates, water, electricity etc. due to the Newcastle Municipality.

Chapter 4 – Audited Financial Statements and related financial information

For each financial year the company must prepare annual financial statements which fairly present the state of affairs of the company, its performance against its budget, its management of revenue, expenditure, assets and liabilities, its financial results, and its financial position as at the end of the financial year.

The notes to financial statements must disclose the information required in terms of 123 to 125 of the MFMA. The sections are outlined hereunder.

Notes to the Financial Statements

Information on the following must be disclosed:

- (a) any allocations received by the company from any municipality or other organ of state
- (b) any allocations made by the company to a municipality or organ of state; and
- (c) any other information as may be prescribed.

The notes to the annual financial statements and the quarterly progress statements must include particulars of salaries, allowances, and benefits of members of the board; and the chief executive officer of the company, every senior Municipal Manager and such categories of other officials as may be prescribed. This information may be provided in the format outlined in Table 1 above (information on staffing).

Other compulsory disclosures to be included in the notes to the financial statements include:

- (a) in respect of each bank account held by the company during the period to which the report relates; the name of the bank, the type of account and opening and closing balances of the account;
- (b) a summary of all investments of the company as at the end of the financial period;
- (c) particulars of all contingent liabilities of the entity as at the end of the period to which the report relates;
- (d) particulars of:
 - (i) all material losses and material irregular or fruitless and wasteful expenditure⁵,

⁵ „Fruitless and wasteful expenditure“ means expenditure that was made in vain and would have been avoided had reasonable care been exercised.

- (ii) any criminal or disciplinary steps taken as a result of such losses or such irregular or fruitless and wasteful expenditure; and
- (iii) any material losses recovered or written off; and
- (e) particulars of non-compliance with the MFMA.

Also to be included in the notes to the financial statements for those entities which are private companies is the company secretaries certificate on the annual return.

The following information is also required for notes to the financial statements:

The Report of the Directors / Trustees

The report of the directors / trustees must be completed by the board and should outline the overall goals and priorities, and mission and vision for the entity. This should state how this will impact on the community. As stated this report contains more detailed information than the information provided for by the chairperson in the Executive summary above.

This report must include a statement of the entity's relative financial health as well as record the facts and assumptions underlying the entities annual "going concern" assessment and to record the steps it will take to the extent it concludes the entity will not continue as a "going concern".

The board must make a statement as regards the entities compliance with all legislation affecting the company, regulations and codes of business practice. A statement must be included concerning whether it has adopted a definition of materiality, reserving specific powers to itself.

The following in Table 2 can be adapted to record the required information:

„Irregular expenditure“ is defined as expenditure incurred in contravention of the MFMA and which has not been condoned on terms of section 170; in contravention of the MSA, in contravention of the supply chain management policy, and any of the municipality's by-laws giving effect to the supply chain policy.

<i>Board member</i>	<i>Municipality: Executive/Non- Executive</i>	<i>Board Committee Membership</i>	<i>Race & Gender</i>

The total number of board meetings held during the year should also be disclosed, an example as follows. Table 3

<i>Board Meetings Total</i>	<i>Remuneration Committee Meetings</i>	<i>Audit Committee Meetings</i>	<i>Risk Committee Meetings</i>	<i>Human Resource Committee Meetings</i>	<i>Other Committee Meetings</i>

The entity should have a statement on remuneration philosophy for executive management. This statement needs to set out the formal and transparent procedures adopted by the company for the development of a policy on executive remuneration which is to take into account Newcastle Municipality's policy on the upper limits of salaries.

The following disclosures by the board are also required:

- the Board is accountable for the process of risk management and the system of internal control;
- the process of risk management and the system of internal control are regularly reviewed for effectiveness;
- the Board is accountable for establishing appropriate risk and control policies;
- the Board is accountable for communicating appropriate risk and control policies through the entity;
- a process for identifying / evaluating / managing significant risks was in place throughout the year under review;
- an on-going process for identifying, evaluating and managing significant risks:
- exists;
- was in place for the period under review;
- was in place up to the date of approval of the annual report and financial statements;

- an adequate system of internal control exists to mitigate those significant risks identified to an acceptable level;
- the system of internal control is designed to manage, rather than eliminate, risk failure or opportunity risk;
- the system of internal control can only provide reasonable, but not absolute assurance;
- a documented and tested business continuity plan exists to ensure continuity of business critical activities;
- any additional information to assist understanding of risk management processes and system of internal control; and statements of the facts and a suitable explanation where the Board cannot make any of the above disclosures;
- Whether the Board has a Board Charter setting out its responsibilities.

The Financial Statements

The format and requirements for the annual financial statements are contained in the circulars, regulations or notices of the National Treasury and are to be used in the drafting of financial statements of the municipal entities. These circulars, regulations or notices may be amended or modified from time to time in which case the NEWCASTLE MUNICIPALITY will advise the companies accordingly.

Chapter 5 – Functional Service Delivery Report

This chapter provides information on each functional area provided by the entity which includes an overview, description and detailed analysis of each function and follows a spread sheet format (example in the National Treasury Guidelines).

The format can be enhanced with additional information where functions provided by the company are not listed in the spread sheet. Details must also be provided on the extent of free basic services including the number of households to which the service is being provided and the extent of service delivery.

1. Implementation, process and timeframes

A broad timeline has been developed in terms of the MFMA for the above reporting requirements. The exact due dates for submissions by the entities to Newcastle Municipality will be forwarded on an annual basis in the tabular form below:

Relevant Section	Requirement	By whom	Report to	Due date
87(11)	A statement on the entities budget reflecting the particulars listed in 3 above in Chapter 1 [monthly report]	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of the entity	Newcastle Municipality	7 working days after the end of <u>each month</u>
87(11)	The NEWCASTLE MUNICIPALITY analyses the monthly report and reports same to the Mayor	NEWCASTLE MUNICIPALITY	Newcastle Municipality, The Mayor	Monthly
126(2)	Entity to prepare annual financial statements and submit	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of entity	Newcastle Municipality Auditor General to audit	By 31 August
126(3)	Financial Statements to be audited and audit report drafted	Auditor General	Accounting officer of entity	Before end November ⁶
127(1)	Entity's annual report to be submitted	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of entity	Newcastle Municipality (CM)	Before end December ⁷
128	Compliance on section 121 and 126 to be monitored, establish the reasons for any non-compliance and report non-compliance to	Municipality Municipal Manager (represented by the NEWCASTLE MUNICIPALITY)	Council, Provincial Treasury and Auditor General	Before council meeting in January
127(2)	Annual report of entity to be tabled in council	The mayor	Municipality Of Cape Town *Council	By 31 January ⁸

⁶ If AG unable to meet timeline, reasons to be submitted to the entity and provincial legislature and parliament

⁷ If the entity fails to do so, then AG can submit AFS and audit report directly to Newcastle Municipality, NT, PT, MEC (Section 127(4)(b))

⁸ If Mayor unable to meet deadline, report to council on explanation and submit annual report or parts thereof as soon as possible

Relevant Section	Requirement	By whom	Report to	Due date
127(5)(a)	The annual report must be made public (in terms of section 21 of the MSA) inviting the local community to submit representations in connection with the annual report	Municipality Municipal Manager (represented by the NEWCASTLE MUNICIPALITY)	Public	Immediately after council meeting
(b)	Annual report to be submitted	Municipality Municipal Manager (represented by the NEWCASTLE MUNICIPALITY)	The Auditor General, provincial treasury and the provincial department responsible for local government	Immediately after council meeting
129(1)	Annual report to be considered and oversight report containing councils comments to be adopted ⁹ taking public representations to account	Council (assisted by NEWCASTLE MUNICIPALITY)	Council meeting open to the public ¹⁰	By 31 March
129(3)	Oversight report to be made public	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of entity	Public	7 days after adoption of oversight report / by 07 April
132(2)	Oversight report and annual report adopted by council to be submitted	Municipal Manager (represented by NEWCASTLE)	Provincial legislature	7 days after adoption of oversight report
129(2)	Copies of minutes of council meeting to be submitted	ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of entity	The Auditor General, provincial treasury and the provincial department responsible for local government	Once minutes are made available

⁹ The Oversight report must include a statement from council on whether it approves, rejects or wishes it be referred back for further revision. The Oversight Report to be drafted by Newcastle Municipality must be in accordance with the structure and requirements of National Treasury circular 32 as amended from time to time. ¹⁰ The ACCOUNTING OFFICER OF THE MUNICIPAL ENTITY of the municipal entity is to attend council meeting in order to respond to questions concerning annual report.



national treasury

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Framework for Managing Programme Performance Information

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What you should know...

After reviewing this Framework for Managing Programme Performance Information you should understand the following issues:

- The importance of performance information as a management tool
- The link between this Framework and the Government-wide Monitoring and Evaluation System
- The role of performance information in planning, budgeting and reporting
- Key concepts, including the criteria for good performance indicators
- An approach to developing performance indicators
- The capacity required to manage and use performance information
- The roles of key government institutions in performance information management
- The publication of performance information.

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LIST OF ACRONYMS

DPLG	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
ENE	Estimates of National Expenditure
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
PFMA	Public Finance Management Act
Stats SA	Statistics South Africa

Chapter 1

INTRODUCTION

1.1 Why is measuring performance important?

Performance information indicates how well an institution is meeting its aims and objectives, and which policies and processes are working. Making the best use of available data and knowledge is crucial for improving the execution of government's mandate. Performance information is key to effective management, including planning, budgeting, implementation, monitoring and reporting. Performance information also facilitates effective accountability, enabling legislators, members of the public and other interested parties to track progress, identify the scope for improvement and better understand the issues involved.

The public sector delivers services essential to the well-being and development of the nation. To ensure that public service delivery is as efficient and economical as possible, all government institutions are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

Performance information also plays a growing role in budget allocations and will increasingly be used to monitor service delivery. This means the information must be accurate, appropriate and timely.

The most valuable reason for measuring performance is that what gets measured gets done. If an institution knows that its performance is being monitored, it is more likely to perform the required tasks - and to perform them well. In addition, the availability of performance information allows managers to pursue results-based management approaches, such as performance contracts, risk management, benchmarking and market testing.

This document outlines key concepts in the design and implementation of management systems to define, collect, report and use performance information in the public sector.

The Power of Measuring Results

- *If you do not measure results, you can not tell success from failure*
- *If you can not see success, you can not reward it*
- *If you can not reward success, you are probably rewarding failure*
- *If you can not see success, you can not learn from it*
- *If you can not recognise failure, you can not correct it*
- *If you can demonstrate results, you can win public support*

Adapted from Osborne and Gaebler, 1992, Reinventing Government

1.2 Aims of the Framework

This Framework aims to:

- Clarify definitions and standards for performance information in support of regular audits of such information where appropriate
- Improve integrated structures, systems and processes required to manage performance information
- Define roles and responsibilities for managing performance information
- Promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils and the public with timely, accessible and accurate performance information.

1.3 Policy and legal requirements

This section describes the policy and legal requirements aimed at improving public sector financial and performance information management related to this Framework.

¹ Section 20(2)(c) of the Public Audit Act (25 of 2004) requires the Auditor-General's audit reports to reflect an opinion or conclusion on the reported information relating to performance against predetermined objectives of the auditee, which include constitutional institutions, departments, trading entities, public entities, municipalities and municipal entities, and other institutions as indicated by sections 4(1) and 4(3) of the act.

1.3.1 Constitution

Section 92 of the Constitution states that "members of the Cabinet are accountable collectively and individually to Parliament for the exercise of their powers and the performance of their functions", and that they must "provide Parliament with full and regular reports concerning matters under their control". Section 133 provides for the accountability of members of the executive council (MECs) of a province to the provincial legislature. Similar arrangements are specified for municipalities in the Municipal Structures Act (1998).

1.3.2 Public sector management reform

The implementation of the Public Finance Management Act (PFMA) (1999), the Municipal Finance Management Act (MFMA) (2003) and the Public Service Act (1994 as amended) has enhanced control over public expenditure and empowered public sector managers. One challenge for the public sector is to use resources in a more efficient way. Further policy initiatives and legal requirements have been introduced to achieve this, including the integration of performance concepts from the *Estimates of National Expenditure* (ENE) and other budget documents.

1.3.3 The Government-wide Monitoring and Evaluation System

In 2004, the Cabinet initiated plans for a monitoring and evaluation system for government, and the Presidency subsequently developed the Government-wide Monitoring and Evaluation Framework.

Although there are various existing systems gathering valuable information within government, there are also a number of gaps in the information needed for planning the delivery of services and for reviewing and analysing the success of policies.

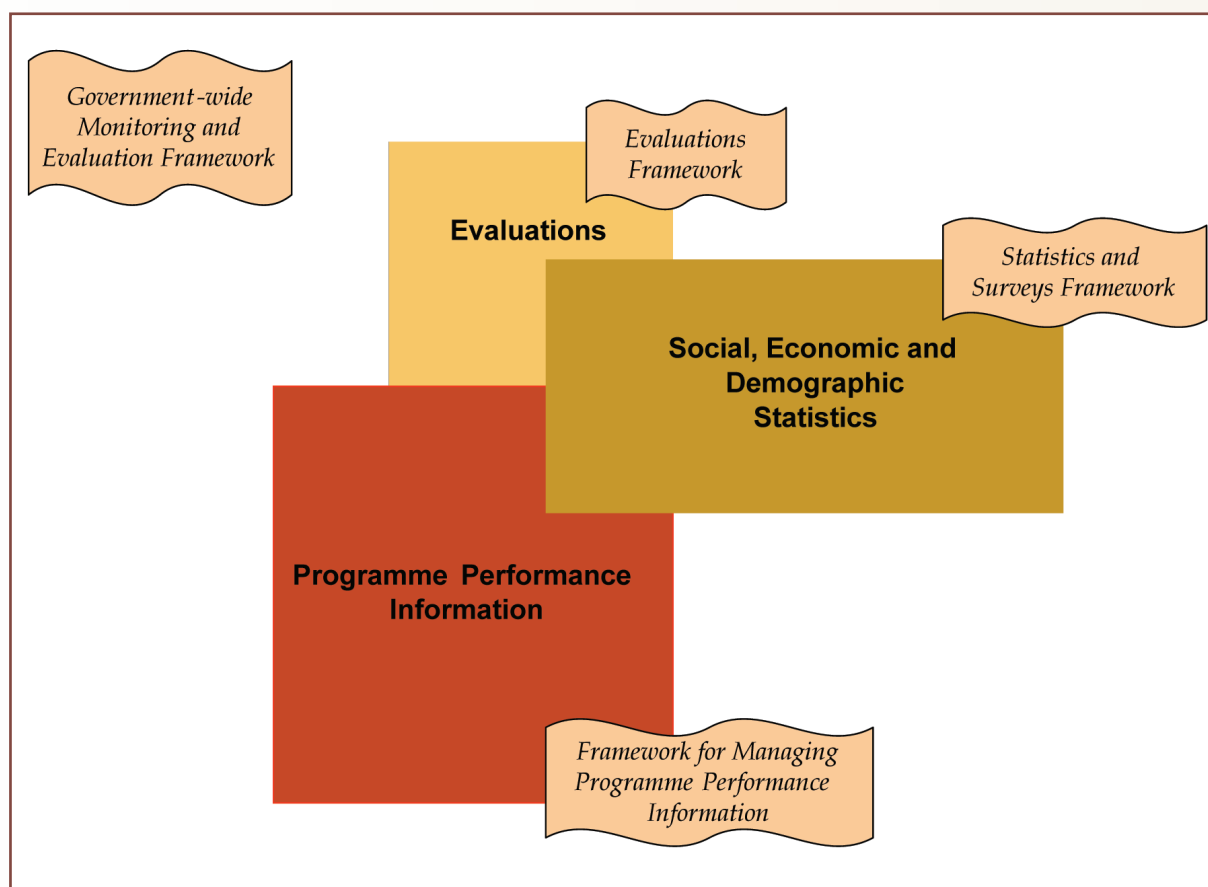
The Government-wide Monitoring and Evaluation System seeks to enhance these systems by describing them and explaining how they relate to each other.

The system has three components:

- Programme performance information
- Social, economic and demographic statistics
- Evaluations.

The following figure illustrates the relationship between these components. It highlights that there will be frameworks dealing with each component. The *Framework for Managing Programme Performance Information* deals with the management of the programme performance information component, although the terminology and definitions outlined in it are generally applicable throughout the Government-wide Monitoring and Evaluation System.

Figure 1: Components of the Government-wide Monitoring and Evaluation System



1.4 Applicability of the Framework

The Framework is applicable to all entities in the national, provincial and local spheres of government.

1.5 A word on terminology

The Framework outlines a set of agreed terms for performance information for use within the public sector. The term "performance information" is used as a generic term for non-financial information about government services and activities. In addition, "performance indicator" and "performance measure" are sometimes used interchangeably. The Framework will, for consistency, use the term "performance indicator".

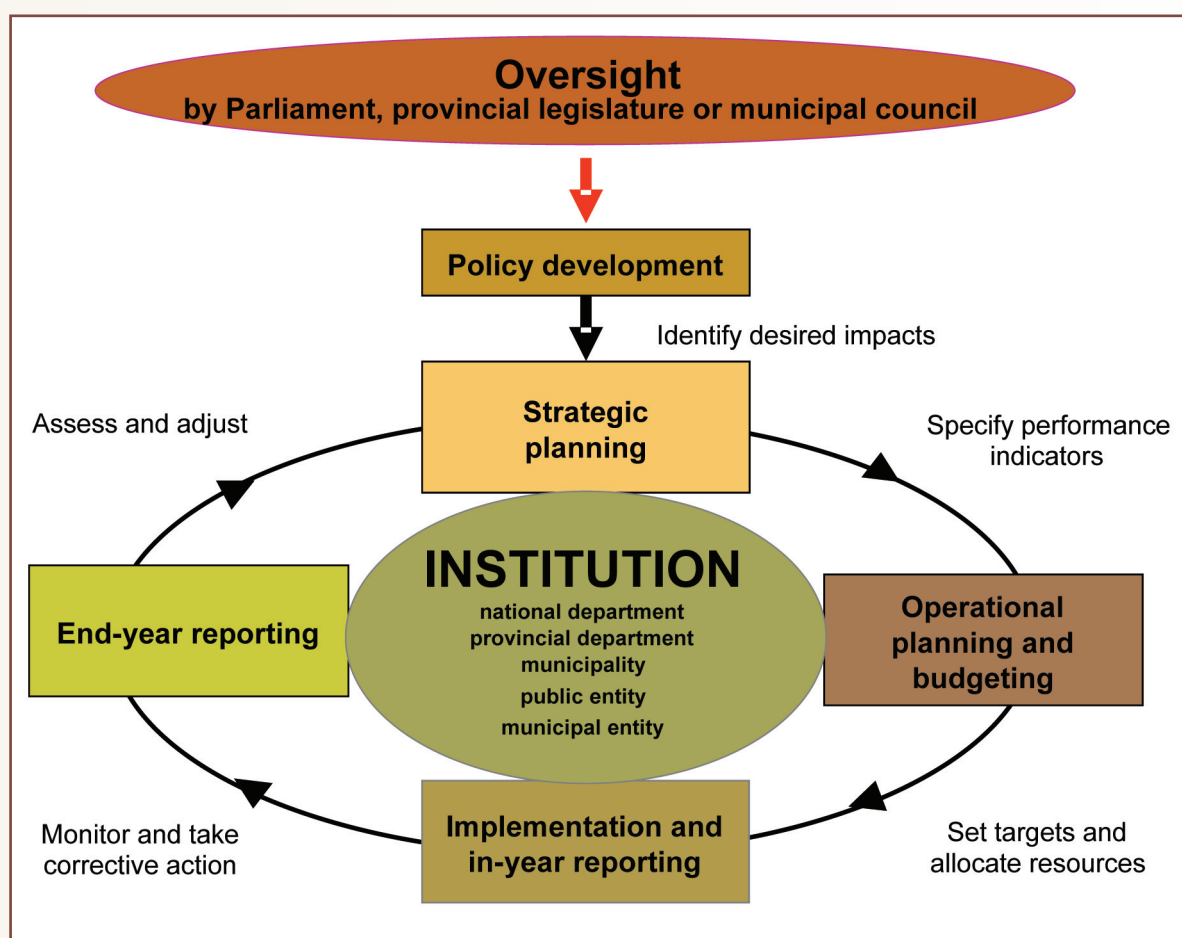
Chapter 2

PLANNING, BUDGETING AND REPORTING

The planning, budgeting and reporting cycle describes the relationship between these processes and emphasises that the executive is accountable to the relevant elected representative body for the entire process. Full and regular reports are required at each stage of the process.

At any given time within government, information from multiple years is being considered: plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages.

Figure 2: Planning, budgeting and reporting cycle



The documents associated with each stage provide the relevant performance information. Table 1 sets out the documents and information relevant to the three spheres of government.

Table 1: Accountability reports of the three spheres of government

Accountability cycle	Accountability documents	Performance information
National and provincial departments and public entities		
Policy development	<ul style="list-style-type: none"> Policy documents Explanatory memoranda accompanying bills 	<ul style="list-style-type: none"> Identify baseline information informing policy Set out desired effect of policy
Strategic planning	<ul style="list-style-type: none"> Strategic plans Corporate plans 	<ul style="list-style-type: none"> Indicate outputs to be produced Specify performance indicators
Operational planning and budgeting	<ul style="list-style-type: none"> Operational plans Budgets Performance agreements 	<ul style="list-style-type: none"> Set performance targets Indicate available resources Allocate responsibilities
Implementation and in-year reporting	<ul style="list-style-type: none"> Monthly budget reports Quarterly performance reports 	<ul style="list-style-type: none"> Report progress with implementation of plans and budgets
End-year reporting	<ul style="list-style-type: none"> Annual reports 	<ul style="list-style-type: none"> Report on performance against plans and budgets
Municipalities and municipal entities		
Policy development	<ul style="list-style-type: none"> Policy documents Explanatory memoranda accompanying ordinances 	<ul style="list-style-type: none"> Identify baseline information informing policy Set out desired effects of policy
Strategic planning	<ul style="list-style-type: none"> Integrated development plans 	<ul style="list-style-type: none"> Indicate outputs to be produced Specify performance indicators
Operational planning and budgeting	<ul style="list-style-type: none"> Municipal budgets Service delivery and budget implementation plan Performance agreements 	<ul style="list-style-type: none"> Set performance targets Indicate available resources Allocate responsibilities
Implementation and in-year reporting	<ul style="list-style-type: none"> Monthly budget statements Mid-year budget and performance assessments 	<ul style="list-style-type: none"> Report progress with implementation of plans and budgets
End-year reporting	<ul style="list-style-type: none"> Annual reports 	<ul style="list-style-type: none"> Report on performance against plans and budgets

The performance information reported in accountability documents enables Parliament, provincial legislatures, municipal councils and the public to track government performance, and to hold it accountable.

Performance information also needs to be available to managers at each stage of the planning, budgeting and reporting cycle so that they can adopt a results-based approach to managing service delivery. This approach emphasises planning and managing with a focus on desired results, and managing inputs and activities to achieve these results.

Chapter 3

KEY PERFORMANCE INFORMATION CONCEPTS

Performance information needs to be structured to demonstrate clearly how government uses available resources to deliver on its mandate.

3.1 Inputs, activities, outputs, outcomes and impacts

When describing what government institutions do for purposes of measuring performance the following terms are used:

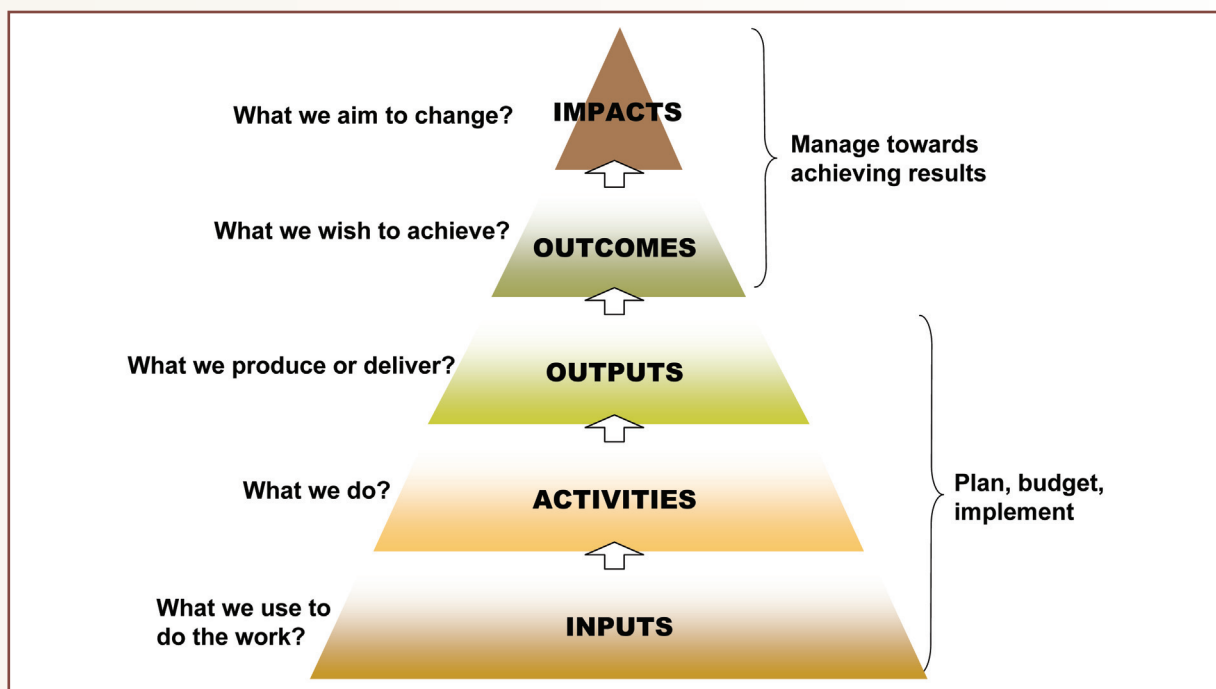
- (a) **Inputs:** all the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
- (b) **Activities:** the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe "what we do".
- (c) **Outputs:** the final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver".
- (d) **Outcomes:** the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
- (e) **Impacts:** the results of achieving specific outcomes, such as reducing poverty and creating jobs.

When monitoring and assessing outcomes and impacts, it needs to be kept in mind that government interventions can also have unintended consequences. These also need to be identified and monitored so that risks can be managed and corrective action can be taken.

In managing for results, budgets are developed in relation to inputs, activities and outputs, while the aim is to manage towards achieving the outcomes and impacts.

Figure 3 illustrates the relationship between these core performance information concepts.

Figure 3: Key performance information concepts



3.2 Performance indicators

Suitable indicators need to be specified to measure performance in relation to inputs, activities, outputs, outcomes and impacts. The challenge is to specify indicators that measure things that are useful from a management and accountability perspective. This means managers need to be selective when defining indicators.

Defining a good performance indicator requires careful analysis of what is to be measured. One needs to have a thorough understanding of the nature of the input or output, the activities, the desired outcomes and impacts, and all relevant definitions and standards used in the field. For this reason it is important to involve subject experts and line managers in the process.

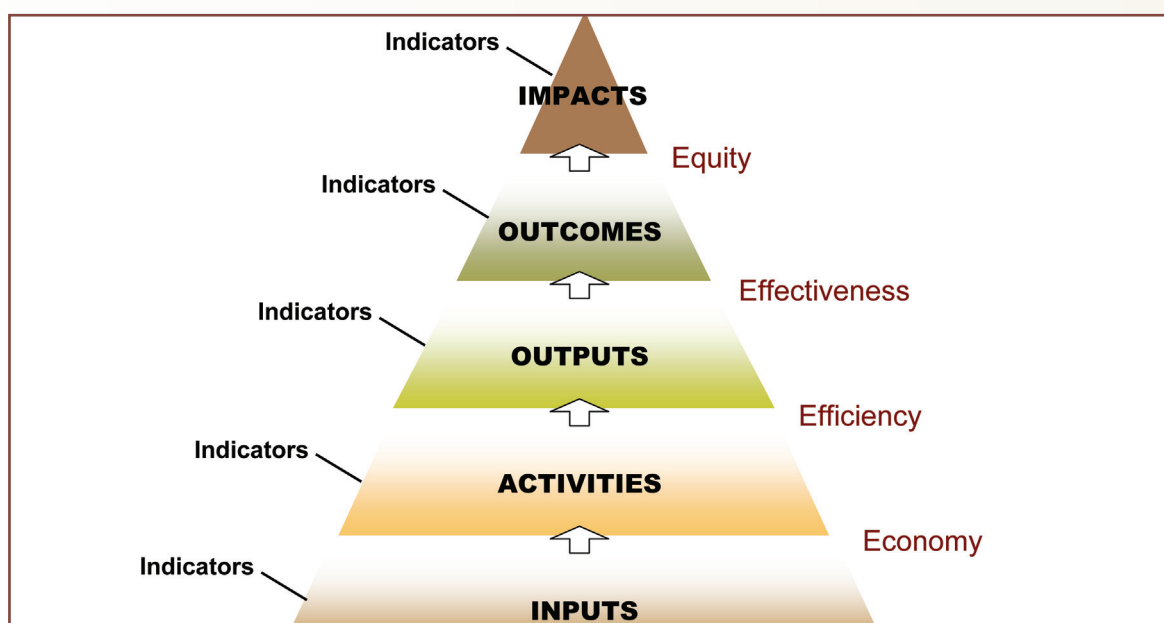
A good performance indicator should be:

- (a) **Reliable:** the indicator should be accurate enough for its intended use and respond to changes in the level of performance.
- (b) **Well-defined:** the indicator needs to have a clear, unambiguous definition so that data will be collected consistently, and be easy to understand and use.
- (c) **Verifiable:** it must be possible to validate the processes and systems that produce the indicator.
- (d) **Cost-effective:** the usefulness of the indicator must justify the cost of collecting the data.
- (e) **Appropriate:** the indicator must avoid unintended consequences and encourage service delivery improvements, and not give managers incentives to carry out activities simply to meet a particular target.
- (f) **Relevant:** the indicator must relate logically and directly to an aspect of the institution's mandate, and the realisation of strategic goals and objectives.

Institutions should include performance indicators related to the provision of goods and services. These describe the interface between government and the public, and are useful for monitoring and improving performance as it is relevant to the citizens of the country.

Figure 4 illustrates that performance indicators are relevant at all levels of the logic model. It also illustrates the way in which economy, efficiency, effectiveness and equity are conceptualised.

Figure 4: Indicators of economy, efficiency and effectiveness, equity



Where possible, indicators that directly measure inputs, activities, outputs, outcomes and impacts should be sought. This is not always possible and in such instances, proxy indicators may need to be considered.

Typical direct indicators include, cost or price, distribution, quantity, quality, dates and time frames, adequacy and accessibility.

- **Cost or Price indicators** are both important in determining the economy and efficiency of service delivery.
- **Distribution indicators** relate to the distribution of capacity to deliver services and are critical to assessing equity across geographical areas, urban-rural divides or demographic categories. Such information could be presented using geographic information systems.
- **Quantity indicators** relate to the number of inputs, activities or outputs. Quantity indicators should generally be time-bound; e.g. the number of inputs available at a specific point in time, or the number of outputs produced over a specific time period.
- **Quality indicators** reflect the quality of that which is being measured against predetermined standards. Such standards should reflect the needs and expectations of affected parties while balancing economy and effectiveness. Standards could include legislated standards and industry codes.
- **Dates and time frame indicators** reflect timeliness of service delivery. They include service frequency measures, waiting times, response time, turnaround times, time frames for service delivery and timeliness of service delivery.
- **Adequacy indicators** reflect the quantity of input or output relative to the need or demand - "Is enough being done to address the problem?".
- **Accessibility indicators** reflect the extent to which the intended beneficiaries are able to access services or outputs. Such indicators could include distances to service points, travelling time, waiting time, affordability, language, accommodation of the physically challenged.

All government institutions are encouraged to pay particular attention to developing indicators that measure economy, efficiency, effectiveness and equity using data collected through these and other direct indicators.

- **Economy indicators:** explore whether specific inputs are acquired at the lowest cost and at the right time; and whether the method of producing the requisite outputs is economical. Economy indicators only have meaning in a relative sense. To evaluate whether an institution is acting economically, its economy indicators need to be compared to similar measures in other state institutions or in the private sector, either in South Africa or abroad. Such indicators can also be compared over time, but then prices must be adjusted for inflation.
- **Efficiency indicators:** explore how productively inputs are translated into outputs. An efficient operation maximises the level of output for a given set of inputs, or it minimises the inputs required to produce a given level of output. Efficiency indicators are usually measured by an input:output ratio or an output:input ratio. These indicators also only have meaning in a relative sense. To evaluate whether an institution is efficient, its efficiency indicators need to be compared to similar indicators elsewhere or across time. An institution's efficiency can also be measured relative to predetermined efficiency targets.
- **Effectiveness indicators:** explore the extent to which the outputs of an institution achieve the desired outcomes. An effectiveness indicator assumes a model of how inputs and outputs relate to the achievement of an institution's strategic objectives and goals. Such a model also needs to account for other factors that may affect the achievement of the outcome. Changes in effectiveness indicators are only likely to take place over a period of years, so it is only necessary to evaluate the effectiveness of an institution every three to five years; or an institution may decide to evaluate the effectiveness of its different programmes on a rolling 3-5 year schedule.

- **Equity indicators:** explore whether services are being provided impartially, fairly and equitably. Equity indicators reflect the extent to which an institution has achieved and been able to maintain an equitable supply of comparable outputs across demographic groups, regions, urban and rural areas, and so on. Often specific benefit-incidence studies will be needed to gather information on equity. The aim of such studies would be to answer the question: "Who benefits from the outputs being delivered?" Usually equity is measured against benchmark standards or on a comparative basis.

Institutions may also use the results of opinion surveys as indicators of their performance. Such indicators should not replace the above two categories of indicators, but rather complement them. If an institution uses such surveys, it is important that they be professionally designed.

3.3 Performance targets

Once a set of suitable indicators has been defined for a programme or project, the next step is to specify what level of performance the institution and its employees will strive to achieve. This involves specifying suitable performance targets relative to current baselines.

Each institution needs to collect a wide range of performance information for management purposes, however not all this information is relevant in accountability documents. The institution should specify in its planning documents a set of performance targets it will report against in its accountability documents. The set of indicators selected for accountability reporting ought to provide a holistic view of the institution's performance.

In the case of concurrent functions, national departments need to identify a core set of indicators that need to be reported by provincial and local governments to ensure comparability.

The baseline is the current level of performance that the institution aims to improve. The initial step in setting performance targets is to identify the baseline, which in most instances is the level of performance recorded in the year prior to the planning period. So, in the case of annual plans, the baseline will shift each year and the first year's performance will become the following year's baseline. Where a system for managing performance is being set up, initial baseline information is often not available.

This should not be an obstacle - one needs to start measuring results in order to establish a baseline.

Performance targets express a specific level of performance that the institution, programme or individual is aiming to achieve within a given time period.

Performance standards standards express the minimum acceptable level of performance, or the level of performance that is generally expected. These should be informed by legislative requirements, departmental policies and service-level agreements. They can also be benchmarked against performance levels in other institutions, or according to accepted best practices.

The decision to express the desired level of performance in terms of a target or a standard depends on the nature of the performance indicators. Often standards and targets are complementary. For example, the standard for processing pension applications is 21 working days, and a complementary target may be to process 90 per cent of applications within this time.

Performance standards and performance targets should be specified prior to the beginning of a service cycle, which may be a strategic planning period or a financial year. This is so that the institution and its managers know what they are responsible for, and can be held accountable at the end of the cycle. While standards are generally "timeless", targets need to be set in relation to a specific period. The targets for outcomes will tend to span multi-year periods, while the targets for inputs, activities and outputs should cover either quarterly or annual periods.

An institution should use standards and targets throughout the organisation, as part of its internal management plans and individual performance management system.

A useful set of criteria for selecting performance targets is the "SMART" criteria:

- **Specific:** the nature and the required level of performance can be clearly identified
- **Measurable:** the required performance can be measured
- **Achievable:** the target is realistic given existing capacity
- **Relevant:** the required performance is linked to the achievement of a goal
- **Time-bound:** the time period or deadline for delivery is specified.

Chapter 4

DEVELOPING PERFORMANCE INDICATORS

Even the best performance indicator information is of limited value if it is not used to identify service delivery and performance gaps, to set targets and to work towards better results. Determining a set of appropriate indicators depends on the nature of the institution's mandate.

Developing suitable performance indicators is a complex task. Six key steps may be identified in this approach:

Step 1: Agree on what you are aiming to achieve

The first step in developing robust indicators is to agree on the problem you seek to remedy. Based on an understanding of the problem, what is the solution? Or expressed in social terms, what would society look like if the desired changes could be effected? This enables you to define a clear set of outcomes and impacts. These are the institution's strategic goals and objectives, which need to be defined in measurable terms.

Well-defined strategic goals and objectives provide a better basis from which to develop suitable programmes and projects, as well as appropriate indicators. Once an institution has decided on what is to be achieved, it then needs to decide what it needs to deliver to do so.

Step 2: Specify the outputs, activities and inputs

The second step is often the most difficult - specifying what the institution needs to do to achieve the desired outcomes and impacts. You may find it useful to reverse the thought process: having defined the outcomes and impacts the institution is aiming to achieve, you should then examine:

- What parties are likely to be positively or negatively affected? What are their relevant characteristics? This information is important when planning interventions that will affect them and for designing appropriate indicators.
- What does the institution need to do in the short term to achieve the desired outcomes and impacts? These will be the outputs for the institution. The choice of outputs needs to take into account who will be affected by the intervention.
- What does the institution require to produce these outputs? These will be the activities the institution needs to undertake.
- What is needed to perform these activities? These will be the inputs the institution requires.

This approach to planning is called the "logic model", and is a useful way to plan and order information. In determining the logic model, risk and assumptions must be identified for each of the levels of the planning process.

Specifying appropriate outputs often involves extensive policy debates and careful analysis. The process of defining appropriate outputs needs to take into consideration what is practical and the relative costs of different courses of action. It is also important to assess the effectiveness of the chosen intervention.

Step 3: Select the most important indicators

There is no need to measure every aspect of service delivery and outputs. Fewer measures may deliver a stronger message. Institutions should select indicators that measure important aspects of the service that is being delivered, such as critical inputs, activities and key outputs. When selecting indicators, it is important to keep the following elements in mind:

- Clear communication: the indicators should communicate whether the institution is achieving the strategic goals and objectives it set itself. The indicators should also be understandable to all who need to use them.
- Available data: the data for the chosen indicators needs to be readily available.
- Manageability: the number of indicators needs to be manageable. Line managers would be expected to track a greater number of indicators pertaining to a particular programme than, say, the head official of the institution or the executive authority.

Step 4: Set realistic performance targets

When developing indicators there is always a temptation to set unrealistic performance targets. However, doing so will detract from the image of the institution and staff morale. Effective performance management requires realistic, achievable targets that challenge the institution and its staff.

Ideally, targets should be set with reference to previous and existing levels of achievement (i.e. current baselines), and realistic forecasts of what is possible. Where targets are set in relation to service delivery standards it is important to recognise current service standards and what is generally regarded as acceptable.

The chosen performance targets should:

- Communicate what will be achieved if the current policies and expenditure programmes are maintained
- Enable performance to be compared at regular intervals - on a monthly, quarterly or annual basis as appropriate
- Facilitate evaluations of the appropriateness of current policies and expenditure programmes.

Step 5: Determine the process and format for reporting performance

Performance information is only useful if it is consolidated and reported back into planning, budgeting and implementation processes where it can be used for management decisions, particularly for taking corrective action.

This means getting the right information in the right format to the right people at the right time. Institutions need to find out what information the various users of performance information need, and develop formats and systems to ensure their needs are met.

Step 6: Establish processes and mechanisms to facilitate corrective action

Regular monitoring and reporting of performance against expenditure plans and targets enables managers to manage by giving them the information they need to take decisions to keep service delivery on track. The information should help managers establish:

- What has happened so far?
- What is likely to happen if the current trends persist, say, for the rest of the financial year?
- What actions, if any, need to be taken to achieve the agreed performance targets?

Measuring, monitoring and managing performance are integral to improving service delivery.

Chapter 5

MANAGING PERFORMANCE INFORMATION

Effective management of performance information requires a clear understanding of different responsibilities, and the structures and systems involved in managing performance.

5.1 Responsibilities

- (a) Executive authorities: Ministers, MECs and mayors are accountable to Parliament, provincial legislatures and municipal councils, and should provide these institutions with full and regular reports concerning matters under their control. Ministers, MECs and mayors should in turn ensure that the institutions under their control set up appropriate performance information systems so that they are able to fulfil their accountability reporting responsibilities. They should also oversee such systems to ensure that they are functioning optimally and comply with this Framework and other related standards and guidelines.
- (b) Accounting officers: The accounting officer or head official of an institution is accountable for establishing and maintaining the systems to manage performance information. Their performance agreements should reflect these responsibilities. They should be assisted by chief information officers, and by ensuring there is appropriate capacity within the institution, as described in section 5.3 below.
- (c) Line managers and other officials: Line managers are accountable for establishing and maintaining the performance information processes and systems within their areas of responsibility. Their performance agreements must reflect these responsibilities.

A range of officials is responsible for capturing, collating and checking performance data related to their activities. The integrity of the institution's overall performance information depends on how conscientiously these officials fulfil these responsibilities. Consequently, their performance agreements and assessments should deal explicitly with the quality of this aspect of their work.

5.2 Integrated performance information structures and systems

Performance information systems should be integrated within existing management processes and systems. The accounting officer or head official of an institution is responsible for ensuring that the institution has:

1. Documentation addressing the following:
 - Integration of performance information structures and systems within existing management processes and systems
 - Definitions and technical standards of all the information collected by the institution
 - Processes for identifying, collecting, collating, verifying and storing information
 - Use of information in managing for results
 - Publication of performance information.
2. Appropriate capacity to manage performance information
3. Appropriate systems to collect, collate, verify and store the information
4. Consultation processes that ensure the information needs of different users are taken into consideration when specifying the range of information to be collected
5. Processes to ensure the information is appropriately used for planning, budgeting and management within the institution, including:
 - Processes to set performance standards and targets prior to the start of each service delivery period

- Processes to review performance and take management action to ensure service delivery stays on track
 - Processes to evaluate performance at the end of a service delivery period.
6. Processes to ensure that responsibility for managing performance information is included in the individual performance agreements of line managers and other officials
 7. An identified set of performance indicators for reporting for oversight purposes.

5.3 Management capacity

The accounting officer or head official of an institution must ensure there is adequate capacity to integrate and manage performance information with existing management systems. Each institution will need to decide on the appropriate positioning of the responsibility to manage performance information. Ideally, this capacity should be aligned to the planning and financial management functions. This responsibility needs to focus on the overall design and management of indicators, data collection, collation and verification processes within the institution. Where such systems are lacking, it is necessary to support the relevant line manager to put them in place.

It must be emphasised that line managers remain responsible for establishing and running performance information systems within their sections, and for using performance information to make decisions.

Chapter 6

PUBLISHING PERFORMANCE INFORMATION

Institutions have a responsibility to publish administrative and performance information to:

- Account to Parliament and provincial legislatures in accordance with sections 92 and 114 of the Constitution
- Be transparent and accountable to the public in accordance with section 195 of the Constitution
- Provide private individuals and the private sector access to information held by government that they can use in decision-making
- Provide researchers access to information.

Institutions need to develop policies and procedures to publish performance information to meet these different needs.

6.1 Accountability reports

As noted earlier, the Constitution stipulates that Cabinet members are accountable collectively and individually to Parliament for the exercise of their powers and the performance of their functions, and must provide Parliament with full and regular reports concerning matters under their control. The Constitution requires a similar level of accountability from MECs to provincial legislatures. The Municipal Structures Act provides that mayors are accountable to municipal councils.

These "full and regular reports" are essentially the various accountability documents - the publication and tabling of performance information in Parliament, provincial legislatures and municipal councils, linked to the planning, budgeting, implementation and end-year reporting processes. Reporting responsibility rests with the ministers, MECs or mayors, along with their accounting officers.

6.2 Information to facilitate oversight

Institutions in the executive that have broad oversight responsibilities within government have a general duty to assist Parliament, legislatures and municipal councils to exercise better oversight themselves by publishing appropriate summary information. The Expenditure Reviews produced by the National Treasury fall into this category.

In certain cases the Constitution or legislation requires that reports be produced and tabled in Parliament, such as the South African Human Rights Commission report on progress with the implementation of the Bill of Rights.

These reports and publications are essentially secondary, since most performance information published is sourced from the institutions responsible for gathering the information. This has implications for who should be held accountable for the accuracy of the information. Ideally, the accounting officer or head official of the institution from which the information was obtained should sign off on the information.

The following table sets out the range of documents that various institutions might consider publishing to facilitate oversight:

Table 2: Possible oversight reports

Institutions	Area of review
National government	
The Presidency	<ul style="list-style-type: none"> • Annual overview government performance • Detailed evaluations of specific policy initiatives or sectors • International reporting obligations, e.g. reports on the status of children
National Treasury	<ul style="list-style-type: none"> • National, provincial and local government expenditure reviews • Detailed performance evaluations of specific sectors focusing on the economy, efficiency, effectiveness and equity of service delivery
Department of Provincial and Local Government	<ul style="list-style-type: none"> • Overviews of provincial and local government delivery of basic services
National departments with concurrent functions	<ul style="list-style-type: none"> • Overviews of sector service delivery • Detailed performance evaluations of policies and areas of service delivery
Departments responsible for national public entities	<ul style="list-style-type: none"> • Overviews of entities' performance • Detailed performance evaluations of entities
Provincial government	
The Premier's Office	<ul style="list-style-type: none"> • Annual overview of provincial government performance • Detailed evaluations of specific policy initiatives or sectors
Provincial treasury	<ul style="list-style-type: none"> • Overviews of provincial expenditure • Detailed performance evaluations of specific sectors focusing on the economy, efficiency, effectiveness and equity of service delivery
Department of Local Government	<ul style="list-style-type: none"> • Overviews of local government delivery of basic services
Provincial departments responsible for provincial public entities	<ul style="list-style-type: none"> • Overviews of entities' performance • Detailed performance evaluations of entities
Local sphere of government	
Municipal councils	<ul style="list-style-type: none"> • Annual overview of municipality's performance • Detailed evaluations of specific policy initiatives or sectors
Municipalities responsible for municipal entities	<ul style="list-style-type: none"> • Overviews of entities' performance • Detailed performance evaluations of entities
Constitutional institutions	
Public Service Commission	<ul style="list-style-type: none"> • The performance of the public service • Reviews of the implementation of human resources policies
South African Human Rights Commission	<ul style="list-style-type: none"> • Annual reviews of the implementation of the Bill of Rights • Ad hoc reports
Auditor-General	<ul style="list-style-type: none"> • Audit reports • General reports on systems used to manage performance information
Other constitutional entities	<ul style="list-style-type: none"> • According to their mandates

To minimise the duplication of reporting responsibilities and requests for information, coordination among the oversight institutions is important. The Government-wide Monitoring and Evaluation System provides a mechanism for improved coordination. The general approach adopted by the National Treasury is primarily to use information that institutions publish in their accountability documents.

6.3 Providing public access to government-held information

A wide range of information collected by government can help decision-making in the private sector, civil society and the general public if placed in the public domain. Much of this information is already published by, for example, Stats SA, the Reserve Bank and the National Treasury. The challenge is to explore what other performance information could be made more accessible to the public, and what performance information should be placed in the public domain in more detailed formats than those currently used for accountability reporting.

Generally, the institution that gathers the information should be the institution that publishes the information. A suggestion for promoting transparency and accountability is that the key institutions responsible for line functions should produce a "Statistical Annual" that provides detailed information on the functioning of the sector. For example, each national department could produce a compendium of statistics relating to their area of responsibility.

6.4 Information for research

Publishing information for general public access is similar to publishing information for research purposes. In some cases, however, researchers require access to the basic data to carry out detailed statistical or econometric analyses. Each institution needs to develop appropriate protocols to facilitate access to government-held information for research purposes.

6.5 Information on the internet

The internet has become the principal medium for publishing performance information in the public sector. Every institution should maintain a website on which it publishes:

- All previous and current accountability reports - strategic plans, operational plans, budgets, quarterly performance reports, mid-term reports and annual reports
- Detailed performance information it holds that may be useful for decision-making in the private sector and civil society
- Data sets of performance information for research purposes.

Chapter 7

ROLES AND RESPONSIBILITIES

A number of institutions are involved in performance oversight, including:

7.1 The Presidency and Premiers' Offices

This Framework is one component of the Government-wide Monitoring and Evaluation System. The Presidency and Premiers' Offices have a direct interest in all aspects of performance information management, and play a role in:

- Providing the political impetus
- Exercising general oversight across government
- Providing input into the processes to select and define performance indicators, particularly to ensure that all institutions gather the information that the Presidency requires to monitor and evaluate the effectiveness of government policies and plans
- Using the information generated by other institutions and reported to the Presidency for purposes of monitoring, evaluating and reporting on overall government performance.

The Presidency and Premiers' Offices are among the key secondary users of performance information. As such, they will use performance information collected, collated and reported by other institutions within government to provide an overall picture of local, provincial and national performance.

7.2 The National Treasury and provincial treasuries

Under sections 215 and 216 of the Constitution, the National Treasury is responsible for prescribing the formats of budgets, and for measures to ensure transparency and expenditure control in each sphere of government. Given these provisions, the National Treasury's role in relation to performance information management is:

- Developing standards that may be required to facilitate the implementation of this Framework
- Developing formats for accountability reporting, including strategic plans, corporate plans, annual performance plans, budgets, in-year reports and annual reports
- Developing the core sets of performance information in collaboration with sector departments to ensure uniform information is produced to measure service delivery across provinces and municipalities
- Developing guidelines on the use of performance information in different circumstances.

In addition, the National Treasury and provincial treasuries are responsible for:

- Monitoring the implementation of the Framework by all institutions within their respective spheres
- Providing training on the use of performance information
- Providing input into the processes to select and define performance indicators
- Using the information generated by other institutions to monitor, evaluate and report on economy, efficiency, effectiveness and equity in the use of resources to deliver services.

7.3 National departments responsible for concurrent functions

The national departments responsible for concurrent functions need to be directly involved in developing the systems and structures to collect performance information on these functions across all spheres of government. This will ensure some degree of standardisation. So, for example, the national Department of Health has a responsibility to ensure the structures and systems used by provincial health departments to collect performance information are the same (or at least compatible), and that there is complete agreement on the types of information and definitions across the sector.

The national departments responsible for concurrent functions also need to play a supporting role, helping provincial departments to manage performance information, and providing systems training.

The national departments should also monitor the performance information produced by their provincial counterparts and use it to evaluate the overall delivery of services within their sector. The National Treasury proposes that a product of this monitoring should be a "Statistical Annual" on service delivery by sector, as suggested in section 6.3 above.

7.4 The Department of Public Service and Administration

The DPSA is responsible for leading the modernisation of the public service. It does this by assisting government departments to implement their management policies, systems and structural solutions within a generally applicable framework of norms and standards. The department will play a key role in linking performance information management to broader systemic and structural solutions, particularly the individual performance management system. Also important are the department's initiatives to improve service delivery through initiatives such as Batho Pele. The performance information generated by institutions will enable the DPSA to evaluate the success of these reforms and initiatives.

7.5 The Department of Provincial and Local Government and provincial departments of local government

The DPLG is responsible for monitoring the performance of provincial and local governments in relation to the fulfilment of their constitutional functions, particularly delivery of basic services. The national department is aided in this function by the provincial departments of local government.

The department is responsible for developing and implementing an integrated monitoring, reporting and evaluation system for local government, and for supporting the successful implementation of the Government-wide Monitoring and Evaluation System. The DPLG is also responsible for the development and implementation of monitoring, reporting and evaluation of the performance of provincial departments of local government and municipalities.

Chapter 8

CONCLUSION

The National Treasury will work with government departments and other institutions to identify performance indicators that may be used for budget decision-making and for tracking service delivery against targets.

The National Treasury will also develop a number of guides and training materials to support the implementation of this Framework.

Further information may be obtained at www.treasury.gov.za/performanceinformation.

Annexure 1

GLOSSARY

Term	Description
Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents that executive authorities use to give “full and regular” reports on the matters under their control to Parliament and the provincial legislatures in terms of the Constitution. They include plans, budgets, in-year reports and annual reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Baselines	The current performance levels that an institution aims to improve when setting performance targets.
Cost indicators	The overall cost (or expenditure) of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Economy indicators	Explore whether specific inputs are acquired at the lowest cost and at the right time, and whether production is economical.
Effectiveness indicators	Explore how well the outputs of an institution achieve the desired outcomes.
Efficiency indicators	Explore how productively inputs are translated into outputs.
Equity indicators	Explore the degree of equity and fairness with which services are provided.
Framework for Managing Programme Performance Information	A framework developed by the National Treasury that provides guidance on managing performance to national, provincial and local government.
Government-wide Monitoring and Evaluation System	A system developed by the Presidency that describes monitoring and evaluation in government.
Impacts	The results of achieving specific outcomes.
Inputs	The resources that contribute to production and delivery of outputs.
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs.
Outputs	The goods and services produced by the institution for delivery.
Performance indicators	Identify specific numerical measurements that track progress towards achieving a goal.

Term	Description
Performance standards	Express the minimum acceptable level of performance, or the level of performance that is generally expected.
Performance targets	Express a specific level of performance that the institution, programme or individual aims to achieve within a given period.
Price indicators	The nominal or real prices of individual inputs.
Quality indicators	The quality of the input or output measured against predetermined standards.
Quantity indicators	The number of inputs, activities or outputs.
Start and end times	When an activity is to begin and end (the delivery date).
Timeliness indicators	Indicate whether activities and outputs are on time.

Annexure A

(to Memorandum of Agreement of Employment)

PERFORMANCE AGREEMENT

COMMENCING 01 July 2018

MADE AND ENTERED INTO BY AND BETWEEN

THE COUNCIL OF THE NEWCASTLE MUNICIPALITY

Herein represented by _____

in his duly authorised capacity as _____ of the **NEWCASTLE Municipality**

AND

INTRODUCTION

1. (1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 60 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

2.1 comply with the provisions of Section 57(1) (b),(4A),(4B) and (5) of the Systems Act as well as the Memorandum of Agreement of Employment entered into between the parties;

2.2 communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

2.3 specify accountabilities as set out in the Performance Plan (in a format substantially compliant with Appendix "A");

2.4 monitor and measure performance against set targeted outputs;

2.5 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the **01 July 2018** and will remain in force in line with Employment agreement until the **30 June 2019**, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof if applicable.

3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Plan and Personal Development Plan) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year, in line with the Employment Agreement.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

3.6 Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to the Municipal Manager, 2006 ("the Regulations");

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Appendix "A") sets out-

4.1.1 the performance objectives and targets that must be met by the Employee; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Appendix "A" are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer itself, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 The Employee agrees to participate in the performance management and development system that the Employer adopts.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The criteria upon which the performance of the Employee shall be assessed, shall consist of two components, both of which shall be contained in the Performance Agreement.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

6.2.2 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

6.2.3 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.3 The Employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Appendix "A"), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Cross Cutting	
Total	100%

6.4 The Critical Leading Competencies (CLC) and Core Competencies requirements (CCR's) as per Annexure A of the Local Government : Competency Framework for Senior Managers will make up the other 20% of the Employee's assessment score. There is no hierarchical connotation and all competencies are essential to the role of a senior manager. All competencies must therefore be selected from the list below as agreed to between the Employer and Employee:-

CRITICAL LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	
Programme and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Co-operative Governance 	
CORE COMPETENCIES		
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
Total Percentage		100%

7. EVALUATING PERFORMANCE

7.1 The Performance Plan/scorecard (Appendix "A") to this Agreement sets out –

7.1.1 the standards and procedures for evaluating the Employee's performance; and

7.1.2 the intervals for the evaluation of the Employee's performance.

7.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (in a format substantially compliant with Appendix "B") as well as the actions agreed to, and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a)** Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b)** An indicative rating on the five-point scale should be provided for each KPA.
- (c)** The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMCs

- (a)** Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b)** An indicative rating on the five-point scale should be provided for each CMC.
- (c)** The applicable assessment rating calculator (refer to paragraph 7.5.1 above) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal. (Calculator available on DPLG website.)

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

7.7 For purposes of evaluating the performance an evaluation panel constituted in terms of Regulation 27(4)(d)(e) and (f) will be established.

8. SCHEDULE FOR PERFORMANCE REPORTING, MONITORING, EVALUATION AND REVIEW

8.1 The performance of the Employee in relation to his performance agreement shall be monitored and evaluated on the following dates (in line with the Performance Management Framework – as amended) with the understanding that informal and formal evaluations will be documented for each quarter. Quarterly evaluations will be subject to an internal audit process being concluded. Monthly reporting may be verbal and informal for the purposes of identifying areas for corrective action and/or review. The first and third quarter may be verbal if performance is satisfactory:

QUARTER	PERIOD	REVIEW TARGET DATE
First	July to September 2018	
Second	October to December 2018	
Third	January to March 2019	
Fourth /Annual	April 2015 to June 2019	

8.2 The Employer shall keep a record of the quarterly, mid-year review and annual assessment meetings.

8.3 The Employee is responsible for maintaining a Portfolio of Evidence, which must be made available at the informal and formal evaluation sessions, and for audit purposes

8.4 Performance scoring and feedback shall be based on the Employer's assessment of the Employee's performance against Actuals reported and evidence provided.

8.5 The Employer will be entitled to review and make reasonable changes to the provisions of Appendix "A" in line with Mid Year Assessment for operational reasons. The Employee will be fully consulted before any such change is made.

8.6 The Employer may amend the provisions of Appendix "A" whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Appendix "B".The PDP will be completed after the 1st quarter performance assessment, and quarterly assessments thereafter.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

10.1.1 Create an enabling environment to facilitate effective performance by the employee;

10.1.2 provide access to skills development and capacity building opportunities;

10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/ her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

11.1.1 a direct effect on the performance of any of the Employee's functions;

11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 a substantial financial effect on the Employee.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance

12.1.2 A performance bonus may be paid in terms of section 32(2) of the Local Government : Municipal Performance Regulations and any other policy of Council,

12.2 In the case of unacceptable performance, the Employer must implement Procedures for dealing with substandard performance as prescribed in section 16 of the Local Government : Disciplinary Code and Procedures for Senior manager which is attached hereto as Appendix C.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's **performance agreement**, whether it relates to key responsibilities, priorities, methods of assessment, and/ or salary increment in the agreement, must be mediated by –

13.1.1 in the case of the Municipal Manager be mediated by the MEC for local government in the province, or any other person appointed by the MEC within thirty (30) days of receipt of a formal dispute from the employee; and

13.1.2 in the case of Managers directly accountable to the Municipal Manager, the Mayor, within thirty (30) days of receipt of a formal dispute from the Employee;

whose decision shall be final and binding on both parties.

13.2 Any disputes about the outcome of the employee's **performance evaluation**, must be mediated by -

13.2.1 In the case of the Municipal Manager be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC; and

13.2.2. In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Appendix "A" must be made available to the public by the Employer (MFMA, 2003 and Section 46 of the Systems Act, 2000).

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

14.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Signed and accepted	
Signed and accepted by	
Date Performance Plan signed	
Witness Number One : Name and Signature	
Witness Number Two : Name and Signature	

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ORGANISATIONAL SCORE-CARD 2018/19 - 2021/22																							
ORGANISATIONAL SCORE-CARD 2018/19 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE																							
OSC REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER3	QUARTER4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SDBIP REFERENCE NO.	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YR5
OSCBS001	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To assemble adequate and reliable data for Infrastructure Planning, Management and Operations	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	BS1.1.1	Full installation of Infrastructure Management Query System (IMQS) with all functional attributes by June 2019	Output	Infrastructure Management Query System	Final appointment of Consultant	Full installation of Infrastructure Management Query System (IMQS) with all functional attributes by June 2019	N/A	Finalise funding for installing of Infrastructure Management Query System (IMQS)	N/A	Fully installation of Infrastructure Management Query System (IMQS) with all functional attributes by June 2019	Technical Services	Bi-annual	Q2 - Approval of the funds by EXCO under the non-revenue water funding or by COSITA under MIG Funding or DWS under any funding supported by Department of Water and Sanitation, Q4 - Report with all end user personnel connected to the IMQS	TS010	Implement Infrastructure Master Plan through sector plans such as Water Services Development Plan (WSDP), Water Conservation and Water Demand Management (WCDM) and other related sector plans at Technical services	Update and review the Infrastructure Master Plan	Review of Infrastructure Master Plan
OSCBS002	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Increase number of households with access to basic potable (drinkable) water.	BS2.1.1	% Of households with access to a basic level of water	Output	Percentage (%)	93.00%	93.40%	0	0	0	93.40%	Technical Services	Annual	Progress report based on Stats SA census figures, BTO reports on new connections OR supported by completion certificates and final payment certificates/invoices signed by the Director and SED.	WS3	tbd	tbd	tbd
OSCBS003	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Increase number of households with access to basic sanitation.	BS2.2.1	% Of households with access to a basic level of sanitation	Output	Percentage (%)	80.60%	81.05%	0	0	0	81.05%	Technical Services	Annual	Progress report based on Stats SA census figures, BTO reports on new connections OR supported by completion certificates and final payment certificates/invoices signed by the Director and SED.	WS4	tbd	tbd	tbd
OSCBS004	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Upgrade wastewater collection and treatment facilities	BS2.3.1	Number of Water Treatment plants upgraded	Output	Number	4	N/A	N/A	N/A	N/A	N/A	Technical Services	N/A	N/A	N/A	Completion of Madadeni WWTP	Completion of Ngagane WWTP	N/A
OSCBS005	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To reduce water loss	To reduce the percentage of water losses. (Non-revenue water loss)	BS3.1.1	Reduction of water loss by 2% per annum for Non-Revenue Water loss	Outcome	Percentage (%)	42.00%	40%	0	0	0	40%	Technical Services	Annual	Water balance scorecard with all calculations	WS5	Revise the WCDM and implement WCDM phase 2	Implement WCDM phase 3	Implement WCDM phase 4
OSCBS006	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To create a safe and healthy environment	To implement the Waste Management Strategy in line with relevant legislation	BS4.1.1	Annual review and approval of the Integrated Waste Management Plan by June 2019	Output	Integrated Waste Management Plan	Reviewed Integrated Waste Management Plan with inputs from stakeholders by June 2018	Annual review and approval of the Integrated Waste Management Plan by June 2019	N/A	N/A	Status quo Report	Annual review and approval of the Integrated Waste Management Plan by June 2019	Community Services	Bi-annual	Quarter3: Status quo report and Quarter 4: Council resolution	CS010	Annual review of the Integrated Waste Management Plan by June 2020	Annual review of the Integrated Waste Management Plan by June 2021	Annual review of the Integrated Waste Management Plan by June 2022
OSCBS007	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To create a safe and healthy environment	To provide a refuse removal service to the Newcastle Community	BS4.2.1	%age of households with access to basic level solid waste removal	Output	Percentage (%)	65.50%	65.90%	0	0	0	65.90%	Community Services	Annual	BTO and progress reports on Stats SA census information	CS011	tbd	tbd	tbd
OSCBS008	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To create a safe and healthy environment	To establish a new landfill site including management of the existing facility	BS4.3.1	Annual audit compliance report from EDTEA on existing site by June 2019	Outcome	Audit Compliance Report	Existing Audit Compliance Report	Annual audit compliance report from EDTEA on existing site by June 2019	N/A	N/A	Conduct an internal monitoring checklist for compliance with minimum requirements for landfill site	Annual audit compliance report from EDTEA on existing site by June 2019	Community Services	Bi-annual	Q3 Internal monitoring checklist Q4 EDTEA Audit Compliance Report	CS012	Annual audit compliance report from EDTEA on existing site by June 2020	Annual audit compliance report from EDTEA on existing site by June 2021	Annual audit compliance report from EDTEA on existing site by June 2022
OSCBS009	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To create a safe and healthy environment	To establish a new landfill site including management of the existing facility	BS4.3.2	Planning and Identification of Land Fill Site by 30 June 2019	Output	Progress Reports submitted to PFSC	TBC	Identification of new land fill site	N/A	Waste License	N/A	N/A	DPHS : TP	Annual	Progress reports as submitted to PSC and copy of waste license	TP11	To identify a new landfill site	To identify a new landfill site	To identify a new landfill site
OSCBS010	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	BS5.1.1	Km of Roads resealed/rehabilitated	Output	Kilometres (km)	12km	25,7 km	0km	7 km	18,7 km	0 km	Technical Services	Annual	Completion certificates signed by the Director/SED, Manager: Roads & Storm-water, and confirmed by relevant ward councillor. Resealing plan, invoices linked to the capital program.	CIV1	8km	8km	8km
OSCBS011	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	BS5.1.2	km's of roads gravelled	Output	Kilometres (km)	2,5Km	8,8km	0 km	4,4km	4,4km	0km	Technical Services	Bi-annual	Reports signed by the Director and confirmed by the Portfolio Councillor for Technical Services	CIV2	2,5km	2,5km	2,5km
OSCBS012	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	Upgrade of gravel roads to tarred roads with storm water infrastructure and street furniture	Implementation of the Capital Program (MIG+INTERNAL FUNDING)	BS6.1.1	Km's of roads upgraded from gravel to blacktop including street furniture	Output	Kilometres (km)	1,7KM	8,07km	0	0	8,07km	0	Technical Services	Annual	(Invoices will be linked to relevant PIP's) Completion certificates, progress reports signed by the consultant engineer Director/SED	CIV7	7km	7km	7km
OSCBS013	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure access to electricity within the Newcastle Licence area	To develop and implement the Electricity Services Delivery Plan (ESDP)	BS7.1.1	Development and approval of Electricity Service Delivery Plan (ESDP) by June 2019	Process	Electricity Service Delivery Plan	Appointment of Service Provider to develop Electricity Service Delivery Plan (ESDP) by June 2018	Development and approval of Electricity Service Delivery Plan (ESDP) by June 2019	Electricity Service Delivery Plan (ESDP) Inception Report	Development of Electricity Service Delivery Plan (ESDP) Implementation Plan	Draft Electricity Service Delivery Plan (ESDP)	Development and approval of Electricity Service Delivery Plan (ESDP) by June 2019	Technical Services (Electrical and Mechanical Services)	Quarterly	Q1 - ESDP Inception Report Q2 - ESDP Implementation Plan Q3 - Draft ESDP Q4 - Electricity Service Delivery Plan and Council minutes	ELM001	Assess and review implementation of ESDP	Assess and review implementation of ESDP	Assess and review implementation of ESDP
OSCBS014	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure access to electricity within the Newcastle Licence area	To provide electricity within the Newcastle Municipality Licensed Areas.	BS7.2.1	%age of households with access to a basic level of electricity	Output	Number	95%	95%	N/A	N/A	N/A	95%	Technical Services (Electrical and Mechanical Services)	Annual	BTO and progress reports against Stats SA census information	ELM004	tbd	tbd	tbd
OSCBS015	Output 1: Implement a differentiated approach to municipal financing, planning and support	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure an effective fleet management system	To develop and/or review fleet management policy and fleet replacement plan	BS8.1.1	Approved Fleet Management Policy by March 2019	Output	Minutes approving Fleet Management Policy	New	Approved Fleet Management Policy by March 2019	N/A	N/A	Approved Fleet Management Policy by March 2019	N/A	Budget and Treasury Office	Annual	Approved Fleet Management Policy & Council Minutes	BT0028	Annual Review of Fleet Management Policy by March	Annual Review of Fleet Management Policy by March	Annual Review of Fleet Management Policy by March
OSCBS016	Output 1: Implement a differentiated approach to municipal financing, planning and support	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To ensure an effective fleet management system	To develop and/or review fleet management policy and fleet replacement plan	BS8.1.2	Annual Review of Fleet Replacement Plan by March 2019	Output	Approved Vehicle Replacement Plan	2016/17 Replacement Plan	Annual Review of Fleet Replacement Plan by March 2019	N/A	N/A	Annual Review of Fleet Replacement Plan by March 2019	N/A	Budget and Treasury Office	Annual	Approved Fleet Replacement Plan by Municipal Manager/Exco/Council	BT0029	Annual Review of Fleet Replacement Plan by March	Annual Review of Fleet Replacement Plan by March	Annual Review of Fleet Replacement Plan by March
OSCBS017	Output 4: Actions supportive of the human settlement outcome	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To develop a Human Settlement Plan in line with the 4th Generation IDP	BS9.1.1	Review Human Settlements Plan in line with the 4th Generation IDP	Output	Number	Annual Review of Housing Sector Plan approved as part of the IDP	N/A	N/A	N/A	N/A	N/A	DPHS: Housing	N/A	N/A	N/A	Review Human Settlements Plan in line with the 4th Generation IDP	N/A	Review Human Settlements Plan in line with the 4th Generation IDP
OSCBS018		Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To reduce housing backlog to meet the provincial and national targets	BS9.2.1	Number of Top-structures built in a year	Output	Number	tbc	400	N/A	200	N/A	200	DPHS: Housing	Bi-annual	Progress Reports and D6 Certificates	HL2	Implement approved Housing Projects	Implement approved Housing Projects	Implement approved Housing Projects
OSCBS019	Output 4: Actions supportive of the human settlement outcome	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To facilitate secure tenure and clear property rights	Fast-track Title Deed Restoration Project	BS10.1.1	Number of houses transferred through Enhanced Extended Discount Benefit Scheme (EEDBS)	Output	Number	40	200	N/A	100	N/A	100	DPHS: Housing	Bi-annual	Copies' Title deeds	HL5	120	120	120

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ORGANISATIONAL SCORE-CARD 2018/19 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE																							
OSC REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER3	QUARTER4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SDBIP REFERENCE NO.	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YR5
OSCBS020	Output 4: Actions supportive of the human settlement outcome	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To facilitate secure tenure and clear property rights	Disposal of municipal land in line with Land Disposal Policy	BS10.2.1	Number of Residential Sites released for disposal	Output	Number	15	20	N/A	N/A	N/A	20	DPHS: Housing	Annual	Advertisement of properties for sale	HL6	10	10	10
OSCBS021	Output 4: Actions supportive of the human settlement outcome	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To facilitate secure tenure and clear property rights	To develop and maintain a reliable National Housing Needs Register (NHNR)	BS10.3.1	%of approved beneficiaries captured on National Housing Needs Register	Output	%age	100%	100%	100%	100%	100%	100%	DPHS	Quarterly	Updated report from NHNR , Walk in Register and calculation sheet	HL8	100%	100%	100%
OSCBS022	Output 4: Actions supportive of the human settlement outcome	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To facilitate secure tenure and clear property rights	Provision of affordable housing opportunities for middle income to address gap market (i.e. Social Housing/ Gap / Flip)	BS10.4.1	Progress on the planning and implementation of at least one Gap/Flips Housing Project	Process	Reports	council approval of at least one Gap/Flips Housing Project	Disposal of land to developers for development of at least one Gap / FLIPS Housing Project by June 2019	N/A	N/A	N/A	Disposal of land to developers for development of at least one Gap / FLIPS Housing Project by June 2019	DPHS	Annual	Adverts for release of land	HL9	1	1	1
OSCBS023	Output 4: Actions supportive of the human settlement outcome	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To facilitate secure tenure and clear property rights	Provision of affordable housing opportunities for middle income to address gap market (i.e. Social Housing/ Gap / Flip)	BS10.4.2	Initiate development of at least one CRU Housing Project	Process	Reports	New KPI	N/A	N/A	N/A	N/A	N/A	DPHS	N/A	N/A	N/A	Initiate development of N11 CRU Housing Project	Initiate development of N11 CRU Housing Project	Initiate development of N11 CRU Housing Project

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ORGANISATIONAL SCORE-CARD 2018/19 - 2021/22																							
ORGANISATIONAL SCORECARD 2018/19 : CROSS CUTTING ISSUES																							
OSC REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL / OBJECTIVE	STRATEGY	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SOBIP REFERENCE NO.	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YRS
OSCCC001	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	Improved community safety	To facilitate economic development that will result in sustainable job creation and growth of the Town	To facilitate Revitalisation of Township Economy	CC1.1.1	Identification of Strategic Pillars and Action Plans of support to revitalise the township economy	Outcome	Reports	New KPI	N/A	N/A	N/A	N/A	N/A	DPHS : TP	N/A	N/A	N/A	Identification of Strategic Pillars and Action Plans of support to revitalise the township economy	Facilitate implementation of action plans	Facilitate implementation of action plans
OSCCC002	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	Improved community safety	To facilitate economic development that will result in sustainable job creation and growth of the Town	To facilitate economic development that will result investment in the town	CC1.2.1	Number of pieces of land to be regarded as 'pockets of excellence'	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	DPHS	N/A	N/A	N/A	2 pieces of land identified to be regarded as 'pockets of excellence'	N/A	N/A
OSCCC003	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Review of the Land Use Scheme in line with SPLUMA	CC2.1.1	Completed land use survey by 30 June 2019	Output	Reports	New KPI	Completed land use survey by 30 June 2019	Desk top analysis	Field verification	N/A	Completed land use survey by 30 June 2019	Manager LUM	Quarterly	Q1.report to PSC Q2.report to PSC Q3.N/A Q4. council resolution and completed land use survey	TP1	Finalise Annual Review of Land Use Scheme in terms of SPLUMA by June 2019	Finalise Annual Review of the policy and bylaw on green buildings	Finalise Annual Review of Land Use Scheme in terms of SPLUMA by 2020
OSCCC004	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	To undertake efficient and effective building controls.	CC2.2.1	Completed feasibility and approval of bylaws in relation to green buildings development by 30 June 2019	OUTPUT	Reports	New KPI	Completed feasibility and approval of bylaws in relation to green buildings development by 30 June 2019	Approved Process Plan	Final status co-report on feasibility study	Approval of draft by-law	Adoption of final by-law	Director : TP	Quarterly	Q1. Progress report Q2. Approval by SED Q3 & Q4. Portfolio/ Council minutes	TP4	Implementation of the policy and bylaw on green buildings	Implementation of the policy and bylaw on green buildings	Implementation of the policy and bylaw on green buildings
OSCCC005	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To ensure an effective and integrated Geographic Information Management System.	GIS System integration with other municipal systems.	CC3.1.1	Number of Analysis reviews and mapping of indigent properties within the formal areas	Output	maps and reports	financial data integration to the gis system	48 analysis maps for indigents and 4 report	12 Analysis maps for indigents and 1 report	12 Analysis maps for indigents and 1 report	12 Analysis maps for indigents and 1 report	12 Analysis maps for indigents and 1 report	DPHS	Quarterly	Q1: maps and progress report. Q2:maps and Progress Report. Q3 map and progress report. Q4 map and progress Report	TP6	Acquisition of the required system to integrate on the GIS	Acquisition of the required system to integrate on the GIS	Acquisition of the required system to integrate on the GIS
OSCCC006	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To promote spatial restructuring and integration	Development of municipal SDF in line with the 4th Generation of IDP	CC4.1.1	Approved Spatial Development Framework by 31 May 2018	Output	Council Minutes and Approved SDF	Newcastle SDF approved 31 May 2017	Approved Spatial Development Framework by 31 May 2019	N/A	N/A	N/A	Approved Spatial Development Framework by 31 May 2019	DPHS	Annual	Council Resolution Approved SDF	TP8	Approved Spatial Development Framework by 31 May 2020	Approved Spatial Development Framework by 31 May 2021	Approved Spatial Development Framework by 31 May 2022
OSCCC007	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To promote spatial restructuring and integration	To produce plans, policies and strategies to guide and manage development and investment.	CC4.2.1	Approval of one Local Area Plan / Precinct Plan by 30 June 2019	Output	Approved precinct plan/Approved area plan	1	Approval/Review of one Local Area Plan / Precinct Plan by 30 June 2019	N/A	Status Quo Analysis	N/A	Approved Local Area Plan / Precinct Plan	DPHS	Bi-Annual	Q1 : N/A, Q2 Status Quo Analysis Report, Q4 Approved Local Area Plan/Precinct Plan or Approved Review	TP9	Approval of at least one LAP/ Precinct Plan annually	Approval of at least one LAP/ Precinct Plan annually	Approval of at least one LAP/ Precinct Plan annually
OSCCC008	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To promote sustainable development and sound environmental planning	To ensure compliance with environmental legislation and regulations.	CC3.1.1	Gazetting of the Environmental Management Framework (EMF) by 30 June 2018	Output	Publication in Gazette	Environmental Management Framework	N/A	N/A	N/A	N/A	N/A	DPHS	N/A	N/A	N/A	Implementation of the Environmental Management Framework	Implementation of the Environmental Management Framework	Implementation of the Environmental Management Framework
OSCCC009	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To promote sustainable development and sound environmental planning	Review of the municipal open space system	CC3.2.1	Review and approval of the municipal Open Space System by 2020	Output	Council Minutes and Reviewed Municipal Open Space System	Open Space Policy and Framework	N/A	N/A	N/A	N/A	N/A	DPHS	N/A	N/A	N/A	Review and approval of the municipal Open Space System by 30 June 2020	N/A	Review and approval of the municipal Open Space System by 30 June 2022
OSCCC010	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To promote sustainable development and sound environmental planning	Identification of suitable land for cemeteries and relevant Geotech studies	CC3.3.1	Establishment of a cemetery by 30 June 2020	Output	Reports	TBC	Lodgement of the EIA document with Environ Affairs by 30 June 2019	N/A	N/A	EIA	Lodgement of the EIA document with Environ Affairs by 30 June 2019	DPHS	Annual	Q3: Progress report: Q4: Progress Report	TP10	Establishment of cemetery by 30 June 2020	N/A	N/A
OSCCC011	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	Improved community safety	To ensure the provision of traffic management services	Intensify Law Enforcement activities	CC4.1.1	Number of roadblocks conducted	Output	Number	24	24	6	6	6	6	Community Services	Quarterly	Road block statistics and register	CS16	24	24	24
OSCCC012	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	Improved community safety	To improve safety and security	To provide and maintain an efficient and effective disaster management service to Newcastle.	CC5.1.1	Annual Review and update risk assessment of major hazard installation within Newcastle jurisdiction by June 2019	N/A	N/A	New	N/A	N/A	N/A	N/A	N/A	Community Services	N/A	N/A	N/A	Review and update risk assessment per ward	Monitor and Evaluation of all disaster Management KPA	Monitor and Evaluation of all disaster Management KPA
OSCCC013	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	Improved community safety	To ensure provision of fire and disaster management services	To provide and maintain an efficient and effective disaster management service to Newcastle.	CC6.1.1	Annual Review of Policy for Disaster Risk Management in Newcastle by end of June 2019	OUTPUT	Disaster Risk Management Policy and Council Resolution	Adoption of Disaster Risk Management Policy and Newcastle Disaster Management Plan by June 2018	Annual Review of Policy for Disaster Risk Management in Newcastle by end of June 2019	Report on Disaster Risk reduction against climate change submitted to Portfolio Committee	Municipal departments workshop on policy for Disaster Risk management in Newcastle	Work shopping full Council on Disaster Risk Management Policy	Annual Review of Policy for Disaster Risk Management in Newcastle by end of June 2019	Community Services	Quarterly	Q1 Report on Disaster Risk reduction and climate change submitted to Portfolio Committee and Portfolio committee minutes with attendance register Q2 Attendance registers and presentation Q3 Council attendance register and presentation Q4 Council Resolution and Approved Policy for Disaster Risk Management in Newcastle	CS20	Review frameworks, Sector Plans and Contingency Plans by end of June 2020	Review frameworks, Sector Plans and Contingency Plans by end of June 2021	Review Disaster Management Plan by June 2022
OSCCC014	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to public facilities (including educational facilities – provincial mandate).	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	CC7.1.1	Number of new libraries built	Output	Number	6	1	0	0	0	1	Community Services	Annual	Completion Certificate	CS23	N/A	N/A	N/A
OSCCC015	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	• Improved access to public facilities (including educational facilities – provincial mandate).	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	CC7.1.2	Number of Libraries upgraded	Output	Number	New	N/A	N/A	N/A	N/A	N/A	Community Services	N/A	N/A	N/A	N/A	N/A	N/A
OSCCC016	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	Improved community safety	To facilitate the responsive role of government Civil society and private sector.	To mainstream programmes with the National and Provincial government; Civil society and private sector	CC8.1.1	% Percentage of OSS issues received and referred	Process	Percentage	100%	100%	100%	100%	100%	100%	Office of the Municipal Manager (Special Programmes)	Quarterly	Registers and no. of issues received and referred	MM043	100%	100%	100%
OSCCC017	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	Improved community safety	To facilitate the responsive role of the municipality in OSS.	To mainstream OSS through Internal OSS and Special Programmes Steering Committee	CC9.1.1	Number of Special Programme and OSS meetings	Output	Number	2	2	N/A	1	N/A	1	Office of the Municipal Manager (Special Programmes)	Bi-annual	Special Programme and OSS Steering Committee Minutes and Attendance registers	MM044	2	2	2
OSCCC018	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES+CS	Putting people first	Improved community safety	To respond to needs of vulnerable groups within Newcastle jurisdictional area.	Empowerment of target groups (Senior citizens, Disability, People living with HIV/AIDS, Women Men)	CC10.1.1	Number of functional Special Programmes FORA	Outcome Indicator	Number	8	8	2	2	2	2	Office of the Municipal Manager (Special Programmes)	Quarterly	Forum meeting register and Attendance register	MM045	8	8	8
OSCCC019	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING ISSUES	Putting people first	Improved community safety	To respond to the needs of vulnerable groups	To host human rights activities to address issues affecting the vulnerable groups	CC11.1.1	Number of special programs events implemented	Output	Number	20	20	5	5	5	5	Office of the Municipal Manager (Special Programmes)	Quarterly	Attendance registers, minutes and photos	MM046	10	10	10

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ORGANISATIONAL SCORE-CARD 2017/18 - 2021/22																							
ORGANISATIONAL SCORE-CARD 2018/19 : FINANCIAL VIABILITY																							
OSC REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER3	QUARTER4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SDBIP'S REFERENCE NO.	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YR5
OSCFM001	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To improve access to basic services	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent are eligible for the support and to eradicate a culture of non payment	FV1.1.1	The percentage of households earning less than R1100 per month with access to free basic services; (R3500 as per the approved Newcastle Indigent Policy)	OUTCOME	Percentage	22% (19 487/90347*100)	20% (18000/90347*100)	20% (18000/90347*100)	20% (18000/90347*100)	20% (18000/90347*100)	20% (18000/90347*100)	Budget & Treasury Office	Quarterly	Indigent register at the end of quarter, STATSA information and calculation sheet	BTO 017	20% (18000/90347*100)	17% (15000/90347*100)	14% (13000/90347*100)
OSCFM002	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure implementation of capital programme	To ensure compliance with budget planning and implementation	FV2.1.1	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's Integrated Development Plan (IDP)	OUTPUT	Percentage	90%	90%	30%	62%	80%	90%	All departments	Annual	Financial report from the system	BTO001, CS001, TS008	90%	90%	90%
OSCFM003	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	Improve the payment factor by at least 2 percentage basis points annually (by June of every year)	To improve credit control processes by sending out sms, calling of defaulting customers excluding indigent customers	FV3.1.1	%age of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	Output	Percentage	New KPI	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	Budget & Treasury Office	Quarterly	List of defaulting customers, List of sms sent out per system, register of site visits performed, record of calls made	BTO014	80%	80%	85%
OSCFM004	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure effective and efficient billing and revenue collection processes.	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent account holders are eligible for the support	FV4.1.1	Annual review of the indigent register by 30 June 2019	Output	Verification Report	Verified indigent report by June 2018	Annual review of the indigent register by 30 June 2019	Annual review of the register performed by a third party (service provider)	Conduct indigent review processes based on the outcome of the third party (Service provider) review (50% of the indigents)	Conduct indigent review processes based on the outcome of the third party (Service provider) review (50% of the remaining indigents)	Annual review of the indigent register by 30 June 2019	Budget & Treasury Office	Quarterly	Quarter 1: Verification report including methodology used and item submitted to Portfolio Committee, Quarter 2 & 3: Proof of sms sent out to indigents / confirmation return slips and monthly registration and deregistration reports submitted to FPC and Quarter 4: the final indigent register submitted in JUNE FPC	BTO015	An annual review of the indigent register performed at 30 June 2020	An annual review of the indigent register performed at 30 June 2021	An annual review of the indigent register performed at 30 June 2022
OSCFM005	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	Improve the payment factor by at least 2 percentage basis points annually (by June of every year)	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent account holders are eligible for the support	FV5.1.1	Increase of payment factor by 2 percentage basis point by 30 June 2019	Output	Percentage	79%	81%	79.5%	80%	80.5%	81%	Budget & Treasury Office	Quarterly	Payment factor report submitted to finance Portfolio Committee and portfolio minutes	BTO016	83%	85%	87%
OSCFM006	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	Improve the payment factor by at least 2 percentage basis points annually (by June of every year)	Eradication of the culture of non-payment	FV5.2.1	100% of queries addressed within 90 days	Output	Percentage	N/A	N/A	N/A	N/A	N/A	N/A	Budget & Treasury Office	N/A	Query ageing report and calculation signed by Director	N/A	100%	100%	100%
OSCFM007	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	Achieve Value for money	To have an effective Supply Chain Management system in place.	FV6.1.1	Approved 2019/20 annual procurement plan by June 2019 by the Finance Portfolio Steering Committee	Output	Approved procurement plan aligned to the approved budget	New KPI	Approved 2019/20 annual procurement plan by June 2019 by the Finance Portfolio Steering Committee	N/A	N/A	N/A	N/A	Budget & Treasury Office	Annual	Minutes of PFSC and Approved Procurement Plan	BTO009	a) Develop and maintain an efficient Annual Procurement Plan;	a) Develop and maintain an efficient Annual Procurement Plan;	a) Develop and maintain an efficient Annual Procurement Plan;
OSCFM008	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	Achieve Value for money	To have an effective Supply Chain Management system in place.	FV6.2.1	%age Implementation of the procurement plan per quarter	Output	Percentage	New KPI	100% Implementation of the procurement plan	100%	100%	100%	100%	Budget & Treasury Office	Quarterly	Procurement plan, progress report, Bid committees and appointment letters	BTO010	100% Implementation of the procurement plan	100% Implementation of the procurement plan	100% Implementation of the procurement plan
OSCFM009	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	Review the financial policies to ensure sound financial and fiscal management and good governance	FV7.1.1	Number of Financial policies reviewed by May 2019: 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	Output	Council resolution and Approved policies	Finance policies approved by 30 May 2018	15 policies submitted to council for final approval by 31 May 2019 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	15 draft policies submitted to council by 31 March 2019 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	15 policies submitted to council for final approval by 31 May 2019 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	15 policies submitted to council by 31 May 2019 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	Budget & Treasury Office	Bi-annual	Council resolution and approved policies	BTO022	Financial policies reviewed by May 2020: 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	Financial policies reviewed by May 2021: 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	Financial policies reviewed by May 2022: 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	
OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	Revenue enhancement	Facilitate the annual Review of the Revenue Enhancement Strategy	FV8.1	Annual Review of the Revenue Enhancement Strategy by June 2019	Output	Council Minutes and Approved Revenue Enhancement Strategy	Review the Revenue Enhancement Strategy by June 2018	Annual review of the Revenue Enhancement Strategy by June 2019	N/A	N/A	N/A	N/A	Budget & Treasury Office	Annual	Council resolution and approved Revenue Enhancement Strategy	BTO011	Annual review of the Revenue Enhancement Strategy and continuous monitoring thereof	Annual review of the Revenue Enhancement Strategy and continuous monitoring thereof	Annual review of the Revenue Enhancement Strategy and continuous monitoring thereof
OSCFM011	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV9.1.1	%age compliance with MFMA reporting obligations as per MFMA calendar	Output	Percentage	100%	100% compliance with MFMA reporting obligations as per MFMA calendar	100% compliance with MFMA reporting obligations as per MFMA calendar	100% compliance with MFMA reporting obligations as per MFMA calendar	100% compliance with MFMA reporting obligations as per MFMA calendar	100% compliance with MFMA reporting obligations as per MFMA calendar	Budget & Treasury Office	Quarterly	National Treasury Compliance Report	BTO021	100%	100%	100%
OSCFM012	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV9.1.2	Approval of Annual Budget for 2019/20 by the 31 May 2019	Output	Council Resolution and Approved Budget	Approved annual budget for 2018/19 by 31 May 2018	Approval of Annual Budget for 2019/20 by the 31 May 2019	N/A	N/A	N/A	N/A	Budget & Treasury Office	Bi-annual	Council resolution	BTO023	Approved annual budget for 2020/21	Approved annual budget for 2021/22	Approved annual budget for 2022/23
OSCFM013	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV9.1.3	Approval of Adjustment Budget by 28 February 2019	Output	Council Resolution and Approved adjusted Budget	Approved Adjustment Budget by 28 February 2018	Approval of Adjustment Budget by 28 February 2019	N/A	N/A	N/A	N/A	Budget & Treasury Office	Annual	Council resolution	BTO024	Approval of Adjustment Budget by 28 February 2020	Approval of Adjustment Budget by 28 February 2021	Approval of Adjustment Budget by 28 February 2022
OSCFM014	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV9.1.4	Financial viability in terms of debt coverage	Output	Percentage	6%	5%	N/A	N/A	N/A	5%	Budget & Treasury Office	Annual	Loan repayment schedule and Section 71 Reports	BTO018	5%	4%	4%
OSCFM015	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV9.1.5	Financial viability in terms of cost coverage	Output	number of Months	1 Month	1 Month	N/A	N/A	N/A	1 Month	Budget & Treasury Office	Annual	Bank Statement and Investment Schedule and Section 71 Reports	BTO019	2 Month	2 Month	2 Month
OSCFM016	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	FV9.1.6	Financial viability in terms of outstanding service debtors	Output	Percentage	85%	88%	n/a	n/a	n/a	88%	Budget & Treasury Office	Annual	Calculation support proof of total receipts for the year and the total debtors outstanding at year end (Audited AFS)	BTO020	78%	78%	75%
OSCFM017	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound Financial Management; and	Sound Financial Management/ Viability	To ensure sound financial and fiscal management and good governance	To ensure compliance with the roll out of MSCOA	FV9.2.1	% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	Output	Percentage	TBD	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	Budget & Treasury Office	Quarterly	Assessment Report from National Treasury	BTO013	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements

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ORGANISATIONAL SCORE-CARD 2018/19 - 2021/22																							
ORGANISATIONAL SCORE-CARD 2018/19: GOOD GOVERNANCE																							
OSC REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SDBIP REFERENCE NO.	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YR5
OSCG001	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Good Governance	Good Governance	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy and service charter by 2021	GG1.1.1	Monthly Progress reports on execution of resolutions for Manco, Exco, Council and MPAC	Output	Reports	11	11	2	3	3	3	Office of the Municipal Manager (Executive Support)	Quarterly	Minutes of Exco/Council / MPAC	MM001	11	11	11
OSCG002	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To develop a system of delegation that will maximise administrative and operational efficiencies	GG1.2.1	Annual Review of Delegations Policy by 30 June 2019	Output	Council Minutes and Approved Delegation Policy	Approved Delegations on 30 June 2014	Annual Review of Delegations Policy by 30 June 2019	N/A	N/A	N/A	Annual Review of Delegations Policy by 30 June 2019	Office of the Municipal Manager (Executive Support)	Annual	Council Resolution and Approved Delegation Policy	MM008	Annual review of Delegations Policy	Annual review of Delegations Policy	Annual review of Delegations Policy
OSCG003	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To strengthen executive support.	GG1.3.1	Number of District IGR MM's forum meetings held and attended	Output	Number	New KPI	4	1	1	1	1	Office of the Municipal Manager (Executive Support)	Quarterly	Attendance registers, minutes and resolutions related to department implemented within specified timeframes	MM009	Annual review of IGR strategy	Annual review of IGR strategy	Annual review of IGR strategy
OSCG004	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	GG2.1.1	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2019	Output	Policy and Strategy	Existing Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2019	N/A	N/A	N/A	Approval of Risk Management Policy and Strategy, Anti-Fraud & Corruption Policy and Strategy by 30 June 2019	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annual	Council resolution and Approved Strategy and Policy	MM026	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2020	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2021	Reviewed Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by June 2022
OSCG005	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	GG2.1.2	Annual risk assessment report for 2019/20 as approved by Manco by 31 May 2019	Output	Minutes of Manco and Annual Risk Register	Risk Register 2017/18	Annual risk assessment report for 2019/20 as approved by Municipal Manager by 31 May 2019	N/A	N/A	N/A	Annual risk assessment report for 2019/20 as approved by Municipal Manager by 31 May 2019	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annual	Manco Resolution / Attendance registers for risk assessment workshops and Annual Risk assessment report/Risk assessment report, risk registers, and attendance registers for risk assessment workshops	MM027	Risk Register for 2019/20 financial year/ Annual Risk assessment report	Risk Register for 2020/21 financial year/ Annual Risk assessment report	Risk Register for 2021/22 financial year/Annual Risk assessment report
OSCG006	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	GG2.1.3	Quarterly risk Management reports on implementation of risk management action plan submitted to Audit Committee	Output	Audit Committee Minutes and Progress Report on Risk Management	To specify last report submitted to AC	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Quarterly	Audit Committee Resolution and Quarterly risk Management reports	MM028	4	4	4
OSCG007	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	GG2.2.1	Quarterly reports on AG and Internal Audit Action Plan	Output	Reports	New KPI	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Quarterly	Reports on AG and Internal Audit Action Plan /Minutes of Audit Committee	MM029	Reviewed Clean Audit strategy	Reviewed Clean Audit strategy	Reviewed Clean Audit strategy
OSCG008	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	GG2.2.2	Bi-annual Compliance Monitoring report submitted to Audit Committee	Output	Reports	Current Compliance Monitoring reporting reports	2	N/A	1	N/A	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Bi-annual	Quarterly Compliance Monitoring reporting reports	MM030	4	4	4
OSCG009	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	GG3.1.1	%age of Projects implemented as per Internal Audit Plan	Outcome	Percentage	100%	100%	100%	100%	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Quarterly	Progress report against approved Internal Audit Plan and Internal audit reports	MM031	100%	100%	100%
OSCG0010	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	GG3.1.2	Council Approval of audit committee charter by March 2019	Output	Council resolution approving Audit Committee Charter	Approved Audit Committee Charter by Council in April 2018	Council Approval of audit committee charter by March 2019	N/A	N/A	Council Approval of audit committee charter by March 2019	N/A	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Annual	Council resolution approving audit committee charter	MM032	Approved Audit Committee Charter by March 2020	Approved Audit Committee Charter by March 2021	Approved Audit Committee Charter by March 2022
OSCG0011	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	GG4.1.1	%age of contracts drafted and vetted as requested by departments	Output	Percentage	100%	100%	100%	100%	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Quarterly	Registers of all contacts received with a date received and date finalised, and contracts vetted and drafted	MM034	100%	100%	100%
OSCG0012	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	GG4.1.2	Approved Contract Management Policy by June 2019	Output	Approved Contract Management Policy	New KPI	Approved Contract Management Policy by June 2019	N/A	N/A	N/A	Approved Contract Management Policy by June 2019	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Annual	Council Resolution and approved Contract Management Policy. For the based on for meeting targets	MM037	N/A	N/A	N/A
OSCG0013	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	GG4.1.3	%age of objections addressed within 60days as per SCM Regulations	Output	Percentage	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Quarterly	Quarter 1 - 4: Objections register with dates of objection received and resolved. Objections and communication to Objector and Calculation sheet	MM035	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days
OSCG0014	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	GG4.1.4	%age of bylaws published as prioritised by Manco	Output	Percentage	100%	100%	100%	100%	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Annual	Proof of publication of bylaws	MM036	100%	100%	100%
OSCG0015	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To improve both internal and external communication	GG5.1.1	Approval of Public Participation Strategy by June 2019	Output	Approved Public Participation	New KPI	Approved Public Participation Strategy by June 2019	Appointment of Service Provider	Development of Draft Public Participation Strategy	Consultation of relevant Stakeholders on Public Participation Strategy	Approval of Public Participation Strategy by June 2019	DPHS : IDP	Quarterly	1. N/A Q2: Draft Ward Committee Operational Plan 3. N/A Q4: Final reviewed operational 2. EXCO MINUTES 3. Council minutes	IDP1	Implementation of Public Participation Strategy	Implementation of Public Participation Strategy	Implementation of Public Participation Strategy
OSCG0016	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functionality of ward committees	GG5.2.1	Ward Committee Operational Plan policy review by June 2019	Output	Plan	New KPI	Review of Ward Committee Operational Plan by June 2019	N/A	Draft review of Ward Committee Operational Plan by June 2019	N/A	final review of Ward Committee Operational Plan by June 2019	DPHS : IDP	Quarterly	1. N/A Q2: Draft Ward Committee Operational Plan 3. N/A Q4: Final reviewed operational 2. EXCO MINUTES 3. Council minutes	IDP2	Review of Ward Committee Operational Plan by June 2020	Review of Ward Committee Operational Plan by June 2021	Review of Ward Committee Operational Plan by June 2022
OSCG0017	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep internal & external communities and stakeholders informed, empowered and involved by 2021	To develop and implement an optimal communication strategy	GG6.1.1	Approved Communication Strategy by March 2019	Output	Approved Communication strategy	Draft communication strategy	Approved Communication Strategy by March 2019	Submission of Draft Communication Strategy to Manco for comments and Exco for Adoption	Incorporate comments from Exco and Manco on the Draft Communication Strategy and Workshop of Councilors	Submission to Council for Approval and Approved Communication Strategy	N/A	Office of the Municipal Manager (Executive Support)	Quarterly	Q1 Manco & Exco minutes and attendance register Q2 Councilors Workshop and attendance register, Draft Communication Strategy with Exco & Manco comments/recommendations Q3 Council resolution and Approved Communication Strategy	MM010	Annual review of Communication strategy	Annual review of Communication strategy	Annual review of Communication strategy
OSCG0018	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure good governance through openness, transparency and accountability in the organization.	To provide an enhanced internal and external communication service.	GG7.1.1	Number of Internal Communicators Forum meetings held	Output	Number	12	12	3	3	3	3	Office of the Municipal Manager (Executive Support)	Quarterly	ICF Minutes and attendance registers	MM011	12	12	12
OSCG0019	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure that the municipality has and maintains an accountable and standardised ICT systems	To facilitate the annual implementation of good ICT governance processes	GG8.1.1	Number of ICT Steering Committee meetings	Output	Number	4	4	1	1	1	1	Corporate Services (IT)	Quarterly	Minutes Attendance Register	MM020	4	4	4
OSCG0020	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote ICT governance by ensuring alignment of ICT and organizational objectives	Review of ICT Strategy, ICT policies and procedures	GG8.1.1	Number of reviewed ICT Strategy / ICT policies / ICT procedures	Output	Number	1	1	N/A	N/A	N/A	1	Corporate Services (IT)	Annual	Council Resolution/ SED Approval for procedures	MM025	Reviewed ICT Strategy and ICT policies	Reviewed ICT Strategy and ICT policies	Reviewed ICT Strategy and ICT policies
OSCG0021	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote ICT governance by ensuring alignment of ICT and organizational objectives	To ensure that the ICT activities and investments are in alignment with organizational objectives and strategies	GG9.2.1	Approval of ICT Strategic Plan June by 2018	Output	Approved ICT Strategic Plan	New KPI	N/A	N/A	N/A	N/A	N/A	Corporate Services (IT)	N/A	N/A	N/A	Approved ICT Strategic Plan	Approved ICT Strategic Plan	Approved ICT Strategic Plan

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ORGANISATIONAL SCORE-CARD 2018/19 - 2021/22																							
ORGANISATIONAL SCORE-CARD 2018/19: GOOD GOVERNANCE																							
OSC REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL/OBJECTIVES	STRATEGIES	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SDBIP REFERENCE NO.	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YR5
OSCG0022	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To obtain a clean audit on the Audit of Performance Objectives by 2020	To facilitate the development, review and implementation of the PMS annually	GG10.1.1	Number of performance reports submitted to Audit Committee quarterly	Output	Number	3	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Quarterly	Audit Committee resolution and Quarterly performance report	MM038	4	4	4
OSCG0023	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To obtain a clean audit on the Audit of Performance Objectives by 2020	To implement outreach and awareness workshops on PMS to departments and other role-players	GG11.1.1	Number of PMS workshops held quarterly	Output	Number	1	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Quarterly	Workshops attendance register	MM039	4	4	4
OSCG0024	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual performance Reporting process	GG12.1.1	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Output	Reports	Annual Performance report submitted to AG on the 31 August 2017	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Annual Performance Report submitted to the Auditor-General by 31 August 2018	N/A	N/A	N/A	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Annual	Acknowledgement of receipt from AG	MM040	Annual Performance Report submitted to the Auditor-General by 31 August 2019	Annual Performance Report submitted to the Auditor-General by 31 August 2020	Annual Performance Report submitted to the Auditor-General by 31 August 2021
OSCG0025	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual report process	GG13.1.1	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	Output	Reports	Approved Annual Report by Council 31 March 2018	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	N/A	N/A	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	N/A	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Annual	Council Resolution and Approved Annual Report	MM041	Approval of Annual Report by 31 March 2018	Approval of Annual Report by 31 March 2018	Approval of Annual Report by 31 March 2018
OSCG0026	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To develop IDP in line with 4th generation guide packs / guidelines	GG14.1.1	Review and Adoption of IDP by 31 May 2019	OUTPUT	Adopted IDP	Adoption of IDP by 31 May 2019 for implementation on the next financial year.	Review and Adoption of IDP by 31 May 2019	Approved process plan by 31 August 2018	N/A	Tabling of Draft IDP to Exco and Council by 31 March 2019	Review and Adoption of IDP by Exco and Council by 31 May 2019	DPHS : IDP	Quarterly	Q1 : Approved Process Plan , Q2 N/A, Q3 Draft IDP, Q4 Council Resolution	IDP4	Review and Adoption of IDP by 31 May 2020	Review and Adoption of IDP by 31 May 2021	Review and Adoption of IDP by 31 May 2022
OSCG0027	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	GOOD GOVERNANCE	GOOD GOVERNANCE	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To ensure that a Public Participation process is followed for the IDP review	GG14.2.1	Number of IDP RF meetings held	OUTPUT	Number	2	2	N/A	1	N/A	1	DPHS : IDP	Bi-annual	Attendance Register and minutes	IDP5	2	2	2

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SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19

OFFICE OF THE MUNICIPAL MANAGER

SDBIP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	
MM001	OSCG001	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy and service charter by 2021	Municipal Manager	14,203,775			G01.1.1	Monthly Progress reports on execution of resolutions for Manco, Exco, Council and MPAC	Output	Reports	11	11	3	2	3	3	Manager : Executive Support	Quarterly	Minutes of Exco/Council / MPAC	
MM002		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager					Monthly Review to implement departmental operational plans aligned to SDBIP's and Capital programme	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Minutes of monthly review meetings on departmental operational plan	
MM003	OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management, and	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager				PV&1	Monthly Progress reports on the implementation of Revenue Enhancement Strategies submitted to relevant Portfolio Committee and Exco	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Minutes of PFSC and Progress reports	
MM004	OSCG006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager				G02.1.3	Monthly Progress report on implementation of Risk Management Strategies submitted to CRO	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Proof of submission to CRO and monthly progress reports	
MM005	OSCG025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager				G013.1.1	Monthly Progress report on implementation of Oversight Report recommendations submitted to MPAC	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Minutes of MPAC and Monthly progress reports	
MM006	OSCG007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager				G02.2.1	Monthly Progress reports on implementation of Management Action Plan to AG findings to CRO	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Proof of submission to CRO and monthly progress reports	
MM007	OSCT0012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To implement the IPMS policy of Council	Municipal Manager				IT06.1.1	%age of employees appraised as per the Individual Performance Management System	Output	Reports	NEW	100%	Finalisation of Performance Plans (TG17-16)	100%	100%	100%	100%	Manager : Executive Support	Quarterly	Q1, Signed Performance Plan by no later than 31 July 2018 Q2-Q4 Evaluation reports/ Evaluation records as submitted to Corporate Services
MM008	OSCG002	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop a system of delegation that will maximise administrative and operational efficiencies	Municipal Manager				G01.2.1	Annual Review of Delegations Policy by 30 June 2019	Output indicator	Council Minutes and Approved Delegation Policy	Approved Delegations on 30 June 2014	Annual Review of Delegations Policy by 30 June 2019	N/A	N/A	N/A	Annual Review of Delegations Policy by 30 June 2019	Manager : Executive Support	Annual	Council resolution and approved Delegation Policy	
MM009	OSCG003	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To strengthen executive support	Municipal Manager				G01.3.1	Number of District IGR MM's forum meetings held and attended	Output Indicator	Number	New KPI	4	1	1	1	1	Manager : Executive Support	Quarterly	Attendance registers, minutes and resolutions related to department implemented within specified timeframes	
MM010	OSCG0017	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy	Public relations	1,805,321			G06.1.1	Approved Communication Strategy by March 2019	Output Indicator	Approved Communication strategy	Draft communication strategy	Approved Communication Strategy by March 2019	Submission of Draft Communication Strategy to Manco for comments and Exco for Adoption	Incorporate comments from Exco and Manco on the Draft Communication Strategy and Workshop of Councillors	Submission to Council for Approval and Approved Communication Strategy	N/A	Manager : Executive Support	Quarterly	Q1 Manco & Exco minutes and attendance register Q2 Councillors Workshop and attendance register, Draft Communication Strategy with Exco & Manco comments/recommendations Q3 Council resolution and Approved Communication Strategy	
MM011	OSCG0018	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide an enhanced internal and external communication service.	Public relations				G07.1.1	Number of Internal Communications Forum meetings held	Output Indicator	Number	12	12	3	3	3	3	Manager : Executive Support	Quarterly	ICF Minutes and attendance registers	
MM012		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	Publication of Quarterly Internal Newsletter	Public relations					Number of Internal Newsletters	Output Indicator	Number	8	8	2	2	2	2	Manager : Executive Support	Quarterly	Internal Newsletters	
MM013		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	Publication of External Newsletter	Public relations					Number of External Newsletters published	Output Indicator	Number	New KPI	2	N/A	1	N/A	1	Manager : Executive Support	Bi-annual	Published External Newsletters	
MM014		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To improve both internal and external communication.	Public relations					Development and Approval of a Communication Plan by March 2019	OUTPUT	Communication Plan	Annual Departmental Communication Plans	Development and Approval of a Communication Plan by March 2019	Submission of Draft Communication Strategy to Manco for comments and Exco for Adoption	Incorporate comments from Exco and Manco on the Draft Communication Strategy and Workshop of Councillors	Submission to Council for Approval and Approved Communication Strategy	N/A	Manager : Executive Support	Quarterly	Q1 Draft Communication Plan, Exco & Manco minutes with attendance register Q2 Councillors Workshop attendance register and presentation Draft Communication Plan with Exco & Manco comments/recommendations Q3 Council resolution and Approved Communication Plan	
MM015		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To address issues raised by the Public	Public relations					% of customer complaints submitted and addressed	OUTCOME	% complaints addressed	96%	100%	100%	100%	100%	100%	Manager : Executive Support	Quarterly	Register of complaints addressed.A signed Municipality Official response and a calculation sheet	
MM016		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure good relations with the media houses	Public relations					% of media enquiries addressed	OUTCOME	% of media enquiries address	96%	100%	100%	100%	100%	100%	Manager : Executive Support	Quarterly	Media Enquiries addressed register.A signed Municipality Official response,publication, email communications from the publisher enquiring, email from the municipality responding to a media enquiry and a calculation sheet	
MM017		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele principles	Public relations	22,117,992				Approved Service Charter and Service Standards by March 2019	OUTPUT	Service Charter and Service Standard	Approved Service Charter and Service Standards	Approved Service Charter and Service Standard by March 2019	Submission of Draft Service Charter and Service Standard to Manco for comments and Exco for Adoption	Incorporate comments from Exco and Manco on the Draft Service Charter and Service Standard and Workshop of Councillors	Approved Service Charter and Service Standard by March 2019	N/A	Manager : Executive Support	Quarterly	Q1 Draft Service Charter and Service Standard,Manco & Exco minutes and attendance register Q2 Councillors Workshop attendance register and presentation, Draft Service Charter and Service Standards with Exco & Manco comments/recommendations Q3 Council resolution and an Approved Service Charter and Service Standard	
MM018		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele Principles	Public relations					Annual Customer Satisfaction Survey Conducted by 31 January 2019	OUTPUT	Survey	Annual Customer Satisfaction Survey Conducted by 31 January 2017	Annual Customer Satisfaction Survey Conducted by 31 January 2019	N/A	N/A	Annual Customer Satisfaction Survey Conducted by 31 January 2019	N/A	Manager : Executive Support	Annual	Customer Satisfaction Survey Report/minutes of Exco, Council	
MM019		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele principles	Public relations					Number of media briefings and press releases	OUTCOME	Number	8	8	2	2	2	2	Manager : Executive Support	Quarterly	Press release register and press statement	
MM020	OSCG0019	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure that the municipality has and maintains an accountable and standardised ICT systems	To facilitate the annual implementation of good ICT governance processes	IT				G08.1.1	Number of ICT Steering Committee meetings	Output	Number	4	4	1	1	1	1	Director : IT	Quarterly	ICT Steering Committee Minutes and attendance register	
MM021		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	Provide stable, robust and secure ICT infrastructure for Municipal users	To provide continuous IT solutions and support services	IT					% of uptime maintained	OUTCOME	Percentage	96%	96%	96%	96%	96%	96%	Director : IT	Quarterly	System Uptime Report and (additional evidence supporting the report)	
MM022		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	Provide stable, robust and secure ICT infrastructure for Municipal users	To provide continuous IT solutions and support services	IT					Number of Disaster Recovery Tests conducted	OUTPUT	Number of Disaster Test	1	1	N/A	N/A	N/A	1	Director : IT	Annual	Disaster recovery test report	
MM023		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	Provide stable, robust and secure ICT infrastructure for Municipal users	To implement more effective ICT controls	IT					Number of ICT Security Audits	OUTPUT	Number of ICT Security Audits	4	4	1	1	1	1	Director : IT	Quarterly	Active Directory Audit Report and additional evidence supporting the report	
MM024		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure that the municipality has and maintains an accountable, transparent and standardised ICT systems	To provide ICT systems access to authorized users	IT					Frequency of user access reviews	OUTPUT	User access reviews	4	4	1	1	1	1	Director : IT	Quarterly	User Access Review Report and evidence supporting the report	
MM025	OSCG020	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure that good governance principles are implemented	To review and implement policies and strategies	IT				G09.1.1	Number of reviewed ICT Strategy / ICT policies / ICT procedures	OUTPUT	Number of ICT policies/procedures	1	1	N/A	N/A	N/A	1	Director : IT	Annual	Council Resolution/ SED Approval for procedures	
MM026	OSCG004	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management				G02.1.1	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2019	OUTPUT	Policy and Strategy	Existing Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2019	N/A	N/A	N/A	Approval of Risk Management Policy and Strategy, Anti-Fraud & Corruption Policy and Strategy by 30 June 2019	Chief Risk Officer	Annual	Council resolution and Approved Strategy and Policy (Where applicable y Proof of review)	

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SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19																										
OFFICE OF THE MUNICIPAL MANAGER																										
SDBP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE		
MM027	OSCG0005	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management	280,000			G02.1.2	Annual risk assessment report for 2019/20 as approved by Manco by 31 May 2019	OUTPUT	Minutes of Manco and Annual Risk Register	Risk Register 2017/18	Annual risk assessment report for 2019/20 as approved by Municipal Manager by 31 May 2019	N/A	N/A	N/A	Annual risk assessment report for 2019/20 as approved by Municipal Manager by 31 May 2019	Chief Risk Officer	Annual	Manco Resolution / Attendance registers for risk assessment workshops and Annual Risk assessment report/Risk assessment report and risk registers.		
MM028	OSCG0006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management				G02.1.3	Quarterly Risk Management reports on implementation of risk management action plan submitted to Audit Committee	OUTPUT	Audit Committee Minutes and Progress Report on Risk Management	To specify last report submitted to AC	4	1	1	1	1	Chief Risk Officer	Quarterly	Audit Committee Resolution and Quarterly risk Management reports		
MM029	OSCG0007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	Risk management				G02.2.1	Quarterly reports on AG and Internal Audit Action Plan	OUTPUT	Reports	New KPI	4	1	1	1	1	Chief Risk Officer	Quarterly	Progress report against approved Internal Audit Plan and internal audit reports		
MM030	OSCG0008	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	Risk management				G02.2.2	Bi-annual Compliance Monitoring report submitted to Audit Committee	OUTPUT	Number of reports	Current Compliance Monitoring reporting reports	2	N/A	1	N/A	1	Chief Risk Officer	Bi-annual	Minutes of Audit Committee		
MM031	OSCG0009	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit	8,549,225			G03.1.1	%age of Projects implemented as per Internal Audit Plan	Outcome	Number	100%	100%	100%	100%	100%	100%	Chief Audit Executive	Quarterly	Progress report against approved Internal Audit Plan and Internal audit reports		
MM032	OSCG0010	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit				G03.1.2	Council Approval of audit committee charter by March 2019	Output	Council resolution approving Audit Committee Charter	Approved Audit Committee Charter by Council in April 2018	Council Approval of audit committee charter by March 2019	N/A	N/A	Council Approval of audit committee charter by March 2019	N/A	Chief Audit Executive	Annual	Council resolution approving Audit Committee Charter		
MM033		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit					Number of audit committee meetings convened	Output	Number	7	4	1	1	1	1	Chief Audit Executive	Quarterly	Audit committee minutes and agenda of meetings		
MM034	OSCG0011	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services				G04.1.1	%age of contracts drafted and vetted as requested by departments	Output	Percentage	New KPI	100%	100%	100%	100%	100%	100%	Executive Manager : Legal Services	Quarterly	Registers of all contracts received with a date received and date finalised , and contracts vetted and drafted with calculation sheet	
MM035	OSCG0013	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services	4,527,911			G04.1.3	%age of objections addressed within 60days as per SCM Regulations	Output	Number of days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	Executive Manager : Legal Services	Quarterly	Quarter 1 - 4: Objections register with dates of objection received and resolved, Objections and communication to Objector and Calculation sheet	
MM036	OSCG0014	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services				G04.1.4	%age of bylaws published as prioritised by ManCo	Output	Published Bylaws	new KPI	100%	N/A	N/A	N/A	100%	Executive Manager : Legal Services	Annual	Proof of publication of bylaws		
MM037	OSCG0012	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services				G04.1.2	Approved Contract Management Policy by June 2019	Output	Approved Contract Management Policy	New KPI	Approved Contract Management Policy by June 2019	N/A	N/A	N/A	Approved Contract Management Policy by June 2019	Executive Manager : Legal Services	Annual	Council Resolution		
MM038	OSCG0022	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To obtain a clean audit on the Audit of Performance Objectives by 2020	To facilitate the development , review and implementation of the PMS annually	PMS				G010.1.1	Number of performance reports submitted to Audit Committee	Output Indicator	Number	3	4	1	1	1	1	1	Manager : Monitoring and Evaluation	Quarterly	Audit Committee resolution and Quarterly performance report	
MM039	OSCG0023	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To obtain a clean audit on the Audit of Performance Objectives by 2020	To implement outreach and awareness workshops on PMS to departments and other role-players	PMS	4,322,683			G011.1.1	Number of PMS workshops held	Output Indicator	Number	4	4	1	1	1	1	1	Manager : Monitoring and Evaluation	Quarterly	Workshops attendance register	
MM040	OSCG0024	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual performance Reporting process	PMS				G012.1.1	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Output Indicator	Reports	Annual Performance report submitted to AG on the 31 August 2017	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Annual Performance Report submitted to the Auditor-General by 31 August 2018	N/A	N/A	N/A	Manager : Monitoring and Evaluation	Annual	Acknowledgement of receipt from AG.		
MM041	OSCG0025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual report process	PMS				G013.1.1	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	Output Indicator	Reports	Approved Annual Report by Council 31 March 2018	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	N/A	N/A	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	N/A	Municipal Manager	Annual	Council Resolution and Approved Annual Report		
MM042		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To strengthen executive support services.	Manage programs in the office of the Mayor	Mayoral Office					%age implementation of Mayoral Programme	Output Indicator	Programmes	100%	100%	100%	100%	100%	100%	100%	100%	Manager : Executive Support	Quarterly	Mayoral Program indicating progress achieved, Press releases (where applicable), invoices (where applicable), press articles.
MM043	OSCCC0016	Output 1: Implement a differentiated approach to municipal financing, planning and support	CROSS CUTTING	Putting people first.	Improved Community Safety	To facilitate the responsive role of government/Civil society and private sector.	To mainstream programmes with the National and Provincial government, Civil society and private sector	GOVERNANCE UNIT (Special Programmes)	2,454,030			CC8.1.1	% Percentage of OSS issues received and referred	Process Indicator	Percentage	100%	100%	100%	100%	100%	100%	100%	Manager : Special Programmes	Quarterly	Registers of issues received and referred	
MM044	OSCCC0017	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To facilitate the responsive role of the municipality in OSS.	To mainstream OSS through Internal OSS and Special Programmes Steering Committee	GOVERNANCE UNIT (Special Programmes)				CC9.1.1	Number of Special Programme and OSS meetings	Output	Number	2	2	N/A	1	N/A	1	1	Manager : Special Programmes	Bi-annual	Special Programme and OSS Steering Committee Minutes and Attendance registers	
MM045	OSCCC0018	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To respond to needs of vulnerable groups within Newcastle jurisdictional area.	Empowerment of target groups (Senior citizens, Disability, People living with HIV/AIDS, Women Men)	GOVERNANCE UNIT (Social Programmes)				CC10.1.1	Number of functional Special Programmes FORA	Outcome Indicator	Number	8	8	2	2	2	2	2	2	Manager : Special Programmes	Quarterly	Forum meetings register and Attendance register
MM046	OSCCC0019	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To respond to the needs of vulnerable groups	To host human rights activities to address issues affecting the vulnerable groups	GOVERNANCE UNIT (Special Programmes)				CC11.1.1	Number of special programs events implemented	Output	Number	20	20	5	5	5	5	5	5	Manager : Special Programmes	Quarterly	Attendance registers, minutes and photos
									61,908,937.00	0.00	0.00															

	NEWCASTLE MUNICIPALITY																						
	ORGANISATIONAL SCORE-CARD 2018/19 - 2021/22																						
	ORGANISATIONAL SCORE-CARD 2018/19 LOCAL ECONOMIC DEVELOPMENT																						
OSC REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	GOAL / OBJECTIVE	STRATEGY	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE DEPARTMENT	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	SDBIP'S REFERENCE NO.	ANNUAL TARGET YR3	ANNUAL TARGET YR4	ANNUAL TARGET YR5
OSCLE001	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To develop LED Strategy in line with the 4th generation IDP	ED1.1.1	Development and approval of the new Tourism Strategy in line with 4th Generation IDP by 30 June 2019	Output	Council Resolution and Approved Tourism Strategy	LED Strategy (3rd Generation)	Development and Approval of the New Tourism Strategy in line with 4th Generation IDP by 30 June 2019	Appointment of Service Provider	Engagement with role players	Draft Strategy submitted to PFSC	Approval of the New Tourism Strategy in line with 4th Generation IDP by 30 June 2019	DPHS : LED	Quarterly	Q1. Appointment Letter Q2. Attendance Register and Minutes. Q3 Draft Strategy and PFSC minutes Q4.Council Resolution and Approved LED Strategy	ED1	Annual review of LED Strategy	Annual review of LED Strategy	Annual review of LED Strategy
OSCLE002	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To Promote Business Retention and Expansion (BRE) to support local businesses	ED1.2.1	Quarterly report to PFSC on implementation of BRE Strategy to support local business	OUTPUT	Minutes of PFSC, and reports and log sheets for visits to local business	Approved BRE Strategy	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Quarterly report to PFSC on implementation of BRE Strategy to support local business	DPHS : LED	Quarterly	Minutes of PFSC, and reports and log sheets for visits to local business	ED2	Implementation of Business Retention and Expansion (BNR) Strategy	Implementation of Business Retention and Expansion (BNR) Strategy	Implementation of Business Retention and Expansion (BNR) Strategy
OSCLE003	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	ED1.3.1	APPROVED SMME STRATEGY by Council by end of June 2020	OUTPUT	APPROVED LED STRATEGY	None	N/A	N/A	N/A	N/A	N/A	DPHS : LED	N/A	N/A	N/A	APPROVED SMME STRATEGY by Council by end of June 2020	Implementation of SMME strategy	Implementation of SMME strategy
OSCLE004	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	ED1.3.2	Establishment of the Incubation Programme	OUTPUT	Progress reports	None	N/A	N/A	N/A	N/A	N/A	DPHS : LED	N/A	N/A	N/A	Establishment of the Incubation Programme	Monitoring and Evaluation of Incubation Programme	Monitoring and Evaluation of Incubation Programme
OSCLE005	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	ED1.3.3	Number of SMMEs linked to Markets by 30 June 2019	OUTCOME	Number	5	10	N/A	N/A	N/A	10	DPHS : LED	ANNUAL	Minutes of Portfolio Committee approving Report on SMME's and/or letter from local business confirming link to SMME	ED3	10	10	10
OSCLE006	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	ED1.3.4	Number of SMME's Trained	Output	Number	50	50	N/A	25	N/A	25	DPHS : LED	BI-ANNUAL	Training registers / Attendance registers	ED4	50	50	50
OSCLE007	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Promotion of the value-chain opportunities for SMME's	ED1.4.1	Market the downstream opportunities to potential investors	OUTCOME	Reports to PFSC	None	N/A	N/A	N/A	N/A	N/A	DPHS : LED	N/A	N/A	N/A	Market the downstream opportunities to potential investors	Market the downstream opportunities to potential investors	Market the downstream opportunities to potential investors
OSCLE008	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Establishment of Newcastle as a Regional Airport Hub for Northern KZN	ED1.5.1	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31 March 2018	Outcome	Reports to PFSC	New KPI	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31 March 2018	Tender advertisement	Award of tender to successful air line	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31 March 2018	N/A	DPHS : LED	Quarterly	Q1 advert and Q2 appointment letter Q3 Event report on Launch/ Newspaper articles Q4 N/A	ED5	Monitoring of the implementation of Scheduled Flights	Monitoring of the implementation of Scheduled Flights	Monitoring of the implementation of Scheduled Flights
OSCLE009	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Establishment of Techno Hub Innovation Centre Building in Newcastle	ED1.6.1	Occupation of phase1 of the Techno Hub	Output	Completion Certificate	new KPI	Occupation of phase1 of the Techno-Hub	SCM Process for the lease of space	concluding of lease agreement	N/A	N/A	DPHS : LED	QUARTERLY	Q1. Tender advert Q2. Lease agreements Q3. N/A Q4. N/A	ED6	Marketing of Techno Hub to potential investors	Marketing of Techno Hub to potential investors	Marketing of Techno Hub to potential investors
OSCLE010	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To promote local and foreign investment to Newcastle	ED1.7.1	Identification of economic growth engines (catalytic projects) that stimulate the local economy by December 2017	Output	Internal Study Report done internally & Resolution of Council	New KPI	N/A	N/A	N/A	N/A	N/A	DPHS : LED	N/A	N/A	N/A	Robust Marketing to potential investors and developers	Robust Marketing to potential investors and developers	Robust Marketing to potential investors and developers
OSCLE011	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To ensure radicalisation of the local economy	Support livelihood initiatives and home based enterprises(i.e. sector specific infrastructure for hairdressers, motor mechanics, car wash, music production and film making, etc.) – enhance what is already there.	ED2.1.1	Support livelihood initiatives and home based enterprises(i.e. sector specific infrastructure for hairdressers, motor mechanics, car wash, music production and film making, etc.) – enhance what is already there.	OUTCOME	Reports to PFSC	None	N/A	N/A	N/A	N/A	N/A	DPHS : LED	N/A	N/A	N/A	Support livelihood initiatives and home based enterprises(i.e. sector specific infrastructure for hairdressers, motor mechanics, car wash, music production and film making, etc.) – enhance what is already there.	Support livelihood initiatives and home based enterprises(i.e. sector specific infrastructure for hairdressers, motor mechanics, car wash, music production and film making, etc.) – enhance what is already there.	Support livelihood initiatives and home based enterprises(i.e. sector specific infrastructure for hairdressers, motor mechanics, car wash, music production and film making, etc.) – enhance what is already there.
OSCLE012	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To ensure radicalisation of the local economy	Promotion of local procurement of goods and services to stimulate local economy and job creation	ED2.2.1	Approval of SMME Procurement Policy by September 2018 and implementation of Policy	Output	Approved Policy	Draft SMME Procurement Policy	Approval of SMME Procurement Policy by September 2018 and implementation of Policy	Approval of the SMME Procurement Policy by council	Establishment of the SMME Management program committee	Progress Report to Portfolio Committee on implementation of policy	Progress Report to Portfolio Committee on implementation of policy	DPHS : LED	QUARTERLY	Q1: Council Resolution, Q2: Report to exco and Q3-Q4: PSCM Minutes AND progress report	DPHS008 , ED7	Implementation and monitoring of the local preferential SMME Procurement policy and Facilitation of Retail space for the SMMEs	Implementation and monitoring of the local preferential SMME Procurement policy and Facilitation of Retail space for the SMMEs	Implementation and monitoring of the local preferential SMME Procurement policy and Facilitation of Retail space for the SMMEs
OSCLE013	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND	LOCAL ECONOMIC DEVELOPMENT	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	Local Economic Development (eradication of poverty and unemployment)	Local Economic Development (eradication of poverty and unemployment)	To promote economic development that will result in sustainable job creation	ED3.1.1	The Number of jobs created through municipality's local economic development initiatives including capital projects	Output	Number	700	1968	N/A	N/A	N/A	1968	DPHS : LED	ANNUALLY	Progress Report to Portfolio Committee	DPHS009, TS009	TBD	TBD	TBD

NEWCASTLE MUNICIPALITY SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19 BUDGET AND TREASURY OFFICE																									
SDBIP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/2019	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	
BTO001	OSCFM002	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To ensure implementation of capital programme	SED	167,720,681	-358,184,932	1,000,000	FV2.1.1	The percentage of a capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated Development Plan	Output	Percentage	90%	90%	N/A	N/A	N/A	90%	SED: BTO	Annual	Year to date (Month-end) expenditure reports from BTO.	
BTO002	OSCG0001	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG1.1.1	Monthly Execution of Resolutions progress report submitted to as per resolution register to Municipal Manager	Output	Reports	New KPI	12	3	3	3	3	SED: BTO	Quarterly	Proof of Submission to Municipal Managers Office, Monthly Executed Resolutions report	
BTO003		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED					Monthly Review by SED to implement departmental operational plans aligned to SDBIP's and Capital programme	Output	Reports	New KPI	12	3	3	3	3	SED: BTO	Quarterly	Minutes of monthly review meetings on departmental operational plan	
BTO004	OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				FV8.1	Monthly Progress reports on the implementation of Revenue Enhancement Strategies submitted to relevant Portfolio Committee and Exco	Output	Reports	New KPI	12	3	3	3	3	SED: BTO	Quarterly	Minutes of PFSC and Progress reports	
BTO005	OSCG0006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG2.1.3	Monthly Progress report on implementation of Risk Management Strategies submitted to CRO	Output	Reports	New KPI	12	3	3	3	3	SED: BTO	Quarterly	Proof of submission to CRO and monthly progress reports	
BTO006	OSCG0025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG13.1.1	Monthly Progress report on implementation of Oversight Report recommendations submitted to MPAC	Output	Reports	New KPI	12	3	3	3	3	SED: BTO	Quarterly	Minutes of MPAC and Monthly progress reports	
BTO007	OSCG0007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG2.2.1	Monthly Progress reports on implementation of Management Action Plan to AG findings to CRO	Output	Reports	New KPI	12	3	3	3	3	SED: BTO	Quarterly	Proof of submission to CRO and monthly progress reports	
BTO008	OSCTD012	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To implement the IPMS policy of Council	SED				IT10.1.1	%age of employees appraised as per the Individual Performance Management System	Output	Reports	New KPI	100%	Finalisation of Performance Plans (TG17-16)	100%	100%	100%	100%	SED: BTO	Quarterly	Q1, Signed Performance Plan by no later than 31 July 2018, Q2-Q4 Evaluation reports/ Evaluation records as submitted to Corporate Services
BTO009	OSCFM007	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Achieve Value for money	To have an effective Supply Chain Management system in place.	Supply chain management				FV6.1.1	Approved 2019/20 annual procurement plan by June 2019 by the Finance Portfolio Steering Committee	Output	Approved procurement plan aligned to the approved budget	New KPI	Approved 2019/20 annual procurement plan by June 2019 by the Finance Portfolio Steering Committee	N/A	N/A	N/A	Approved 2019/20 annual procurement plan by June 2019 by the Finance Portfolio Steering Committee	Director: Supply Chain Management	Annual	Minutes of PFSC and Approved Procurement Plan	
BTO010	OSCFM008	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Achieve Value for money	To have an effective Supply Chain Management system in place.	Supply chain management				FV6.2.1	%age Implementation of the procurement plan per quarter	Output	Percentage	New KPI	100% Implementation of the procurement plan.	100%	100%	100%	100%	Director: Supply Chain Management	Quarterly	Procurement plan progress report, Bid committees and appointment letters	
BTO011	OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Revenue enhancement	Facilitate the annual Review of the Revenue Enhancement Strategy	Budget and Treasury Office				FV8.1	Annual Review of the Revenue Enhancement Strategy by June 2019	Output	Council Minutes and Approved Revenue Enhancement Strategy	Review the Revenue Enhancement Strategy by June 2018	Annual Review the Revenue Enhancement Strategy by June 2019	N/A	N/A	N/A	Annual Review the Revenue Enhancement Strategy by June 2019	Director: Expenditure and Revenue Enhancement	Annual	Council resolution and approved Revenue Enhancement Strategy	
BTO012	OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Revenue enhancement	Report on the implementation of the Revenue Enhancement Strategy	Budget and Treasury Office				FV6.1.2	Quarterly reporting on Revenue Enhancement Strategy	Output	Report to PFSC	New KPI	Quarterly reporting on Revenue Enhancement Strategy, to PFSC	N/A	Quarterly reporting on Revenue Enhancement Strategy, to PFSC	Quarterly reporting on Revenue Enhancement Strategy, to PFSC	Quarterly reporting on Revenue Enhancement Strategy, to PFSC	Director: Expenditure and Revenue Enhancement	Quarterly	Revenue enhancement strategy plan, Progress report and calculation sheet	
BTO013	OSCFM017	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure compliance with the roll out of MSCOA	Budget and Treasury Office				FV9.2.1	% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	Output	Percentage	TBD	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	100% Compliance with MSCOA assessment by National Treasury as per quarterly requirements	Director: Expenditure and Revenue Enhancement	Quarterly	Assessment Report from National Treasury	
BTO014	OSCFM003	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Improve the payment factor by at least 2 percentage basis points annually (by June of every year)	To improve credit control processes by sending out sms, calling of defaulting customers excluding indigent customers	Budget and Treasury Office				FV3.1.1	%age of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	Output	Percentage	New KPI	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	75% of defaulting customers(excluding indigents) to be contacted atleast monthly via sms, calling	Director: Financial Management	Quarterly	List of defaulting customers, List of sms sent out per system, register of site visits performed, record of calls made	
BTO015	OSCFM004	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent account holders are eligible for the support	Budget and Treasury Office				FV4.1.1	Annual review of the indigent register by 30 June 2019	Output	Verification report	Verified indigent report by June 2018	Annual review of the indigent register at 30 June 2019	Annual review of the register by a third party (service provider) review (50% of the indigents)	Conduct indigent review processes based on the outcome of the third party (Service provider) review (50% of the remaining indigents)	Conduct indigent review processes based on the outcome of the third party (Service provider) review (50% of the remaining indigents)	Annual review of the indigent register at 30 June 2019	Director: Financial Management	Quarterly	Quarter 1: Verification report including methodology used and item submitted to Portfolio Committee, Quarter 2 & 3: Proof of sms sent out to indigents / confirmation return slips and monthly registration and desegregation reports submitted to FPC and Quarter 4: the final indigent register submitted in JUNE FPC	
BTO016	OSCFM005	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Improve the payment factor by at least 2 percentage basis points annually (by June of every year)	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent account holders are eligible for the support	Budget and Treasury Office				FV5.1.1	Increase of payment factor by 2 percentage basis point by 30 June 2019	Output	Percentage	70%	81%	79.5%	80%	80.5%	81%	Director: Financial Management	Quarterly	Payment factor report submitted to finance Portfolio Committee and portfolio minutes	
BTO017	OSCFM001	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To improve access to basic services	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent are eligible for the support and to eradicate a culture of non payment	Budget and Treasury Office				FV1.1.1	The percentage of households earning less than R1100 per month with access to free basic services; (R3500 as per the approved Newcastle Indigent Policy)	Outcome	Percentage	22% (19 487/90347*100)	20% (18000/90347*100)	20% (18000/90347*100)	20% (18000/90347*100)	20% (18000/90347*100)	20% (18000/90347*100)	Director: Financial Management	Quarterly	Indigent register at end of quarter together with STATS SA information	
BTO018	OSCFM014	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office				FV9.1.4	Financial viability in terms of debt coverage	Output	Percentage	6%	5%	N/A	N/A	N/A	5%	Director: Budget and Financial Reporting	Annual	Loan repayment schedule and Section 71 Reports	
BTO019	OSCFM015	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office				FV9.1.5	Financial viability in terms of cost coverage	Output	number of Months	1 Month	1 Month	N/A	N/A	N/A	1 Month	Director: Budget and Financial Reporting	Annual	Bank Statement, Investment Schedule and Section 71 Reports	
BTO020	OSCFM016	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office				FV9.1.6	Financial viability in terms of outstanding service debtors	Output	Percentage	85%	88%	n/a	n/a	n/a	88%	Director: Financial Management	Annual	Calculation support proof of total receipts for the year and the total debtors outstanding at year end (Audited AFS)	
BTO021	OSCFM011	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office				FV8.1.1	% compliance with MFMA reporting obligations as per MFMA calendar	Output	Percentage	100%	100% compliance with MFMA reporting obligations as per MFMA calendar	100% compliance with MFMA reporting obligations as per MFMA calendar	100% compliance with MFMA reporting obligations as per MFMA calendar	100% compliance with MFMA reporting obligations as per MFMA calendar	100% compliance with MFMA reporting obligations as per MFMA calendar	Director: Budget and Financial Reporting	Quarterly	National Treasury Compliance Report	

NEWCASTLE MUNICIPALITY SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19 BUDGET AND TREASURY OFFICE																								
SDBP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/2019	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
BTO022	OSCFM09	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	Review the financial policies to ensure sound financial and fiscal management and good governance	Budget and Treasury Office				FV7.1.1	Number of Financial policies reviewed by May 2019: 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	Output	Council resolution and Approved policies	Finance policies approved by 30 May 2019	15 policies submitted to council for final approval by 31 May 2019 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy			15 draft policies submitted to council for final approval by 31 May 2019 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	15 policies submitted to council for final approval by 31 May 2019 1. Provision for double debt and debtors write-off policy. 2. Tariff policy 3. Rates policy 4. Indigent policy 5. Customer care, Credit control, and Debt collection policy 6. Budget policy 7. Virement policy 8. Petty cash policy 9. Short Term insurance 10. Fund & Reserve policy 11. Cash management and Investment policy 12. Borrowing policy 13. Loss control policy 14 Asset management policy 15 SCM Policy	SED: BTO	Bi-Annual	Council resolution and approved policies
BTO023	OSCFM12	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office				FV9.1.2	Approval of Annual Budget for 2019/20 by 31 May 2019	Output	Council Resolution and Approved Budget	Approved annual budget for 2018/19 by 31 May 2019	Approval of Annual Budget for 2019/20 by 31 May 2019	N/A	N/A	Tabling of Draft Annual Budget for 2019/20 to Council by March 2019	Approval of Annual Budget for 2019/20 by the 31 May 2019	Director: Budget and Financial Reporting	Bi-annual	Council resolution
BTO024	OSCFM13	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office				FV9.1.3	Approval of Adjustment Budget by 28 February 2019	Output	Council Resolution and Approved adjusted Budget	Approved Adjustment Budget by 28 February 2019	Approval of Adjustment Budget by 28 February 2019	N/A	N/A	Approval of Adjustment Budget by 28 February 2019	N/A	Director: Budget and Financial Reporting	Annual	Council resolution
BTO025		Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office					Approval of Mid-year budget review by 31 January 2019	Output	Council Resolution and Approved Mid-year budget review	Approved mid-year review budget by 25 January 2019	Approval of Mid-year budget review by 31 January 2019	N/A	N/A	Approval of Mid-year budget review by 31 January 2019	N/A	Director: Budget and Financial Reporting	Annual	Council resolution
BTO026		Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office					Submission of Annual Financial Statements to Auditor-General on or before 31 August 2018	Output	Proof of submission and Financial Statements	Submitted Annual Financial Statements by 31 August 2017	Proof of submission of AFS by 31 August 2018	Submission of Annual Financial Statements to Auditor-General on or before 31 August 2018	N/A	N/A	N/A	Director: Budget and Financial Reporting	Annual	Proof of submission from Auditor-General
BTO027		Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office					Monthly Section 71 reports to the Mayor, National and Provincial Treasuries within 10 working days of each month.	Output	Proof of submission to the Mayor	12	12	3	3	3	3	Director: Budget and Financial Reporting	Monthly	Proof of submission to the Mayor
BTO028	OSCBS015	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Basic Service Delivery and Infrastructure	To ensure an effective fleet management system	To develop and/or review fleet management policy and fleet replacement plan	Budget and Treasury Office				BS5.1.1	Approved Fleet Management Policy by March 2019	Output	Minutes approving Fleet Management Policy	New KPI	Approved Fleet Management Policy by March 2019	N/A	N/A	Approved Fleet Management Policy by March 2019	N/A	Director: Budget and Financial Reporting	Annual	Approved Fleet Management Policy & Council Minutes
BTO029	OSCBS016	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Basic Service Delivery and Infrastructure	To ensure an effective fleet management system	To develop and/or review fleet management policy and fleet replacement plan	Budget and Treasury Office				BS5.1.2	Annual Review of Fleet Replacement Plan by March 2019	Output	Approved Vehicle Replacement Plan	2016/17 Replacement Plan	Annual Review of Fleet Replacement Plan by March 2019	N/A	N/A	Annual Review of Fleet Replacement Plan by March 2019	N/A	Director: Budget and Financial Reporting	Annual	Approved Fleet Replacement Plan by Municipal Manager/Exco/Council
									167,720,681	-358,184,832	1,000,000													

NEWCASTLE MUNICIPALITY SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19 COMMUNITY SERVICES																								
SDBP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
CS001	OSCFM002	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management, and	Improved access to public facilities (including educational facilities -provincial mandate)	To ensure implementation of capital programme	To ensure that good governance principles are implemented	SED	3,454,926	0	0	FV2.1.1	The percentage of a capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated Development Plan	OUTPUT	Percentage	90%	90%	0%	0%	2%	90%	SED: Community Services	Quarterly	Year to date (Month-end) expenditure reports from BTD.
CS002	OSCGG001	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG1.1.1	Monthly Execution of Resolutions progress report submitted to as per resolution register to Municipal Manager	Output	Reports	NEW	12	3	3	3	3	SED: Community Services	Quarterly	Proof of Submission to Municipal Managers Office , Monthly Execution of Resolutions report
CS003		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED					Monthly Review by SED to implement departmental operational plans aligned to SDBP's and Capital programme	Output	Reports	NEW	12	3	3	3	3	SED: Community Services	Quarterly	Minutes of monthly review meetings on departmental operational plan
CS004	OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management, and	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				FV.8.1	Monthly Progress reports on the implementation of Revenue Enhancement Strategies submitted to relevant Portfolio Committee and Exco	Output	Reports	NEW	12	3	3	3	3	SED: Community Services	Quarterly	Minutes of PFSC and Progress reports
CS005	OSCGG006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG2.1.3	Monthly Progress report on implementation of Risk Management Strategies submitted to CRO	Output	Reports	NEW	12	3	3	3	3	SED: Community Services	Quarterly	Proof of submission to CRO and monthly progress reports
CS006	OSCGG025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG13.1.1	Monthly Progress report on implementation of Oversight Report recommendations submitted to MPAC	Output	Reports	NEW	12	3	3	3	3	SED: Community Services	Quarterly	Minutes of MPAC and Monthly progress reports
CS007	OSCGG007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG2.2.1	Monthly Progress reports on implementation of Management Action Plan to AG findings to CRO	Output	Reports	NEW	12	3	3	3	3	SED: Community Services	Quarterly	Proof of submission to CRO and monthly progress reports
CS008	OSCTD012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To implement the IPMS policy of Council	SED				IT10.1.1	%age of employees appraised as per the Individual Performance Management System	Output	Reports	NEW	100%	Finalisation of Performance Plans (TG17- 16)	100%	100%	100%	100%	SED: Community Services	Quarterly
CS009		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first.	Improved Community Safety	To improve Awareness Campaigns and Information sharing Sessions to the Community and Schools	Facilitate safety awareness campaigns	SED	97,427,123	(126,175,940)	0		100% of a Communication Plan implemented	OUTPUT	Percentage	100%	100%	100%	100%	100%	100%	SED: Community Services	Quarterly	Communication plan and Presentations/registers/publications/minute s of meeting
CS010	OSCBS006	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services.	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To implement the Waste Management Strategy in line with relevant legislation	Cleansing				BS4.1.1	Annual review and approval of the Integrated Waste Management Plan by June 2019	OUTPUT	Integrated Waste Management Plan	Reviewed Integrated Waste Management Plan with inputs from stakeholders by June 2018	Annual review and approval of the Integrated Waste Management Plan by June 2019	N/A	N/A	Status quo Report	Annual review and approval of the Integrated Waste Management Plan by June 2019	Superintendent Waste Management	Bi-Annual	Q3 Status quo report Q4 Council Resolution
CS011	OSCBS007	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services.	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To provide a refuse removal service to the Newcastle Community	Cleansing				BS4.2.1	%age of households with access to basic level solid waste removal	OUTPUT	Percentage	65.90%	65.90%	0	0	0	65.90%	Superintendent Waste Management	Annual	BTO and progress reports against Stats SA census information
CS012	OSCBS008	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services.	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To establish a new landfill site including management of the existing facility	Cleansing				BS4.3.1	Annual audit compliance report from EDTEA on existing site by June 2019	OUTCOME	Audit Compliance Report	Existing Audit Compliance Report	Annual audit compliance report from EDTEA on existing site by June 2019	N/A	N/A	Annual audit compliance report from EDTEA on existing site by June 2019	Superintendent Waste Management	Bi-Annual	Q3 Internal monitoring checklist Q4 EDTEA Audit Compliance Report	
CS013		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Delivering basic services.	Improved Community Safety	To ensure a healthy environment in compliance with legislation	Conducting inspections at Funeral undertaker premises	Environmental Health	7,668,664	(70,583)	-		Number of funeral undertaker inspections conducted	OUTPUT	Number	20	20	0	10	N/A	10	Chief Environmental Health	Bi-Annual	Inspection Forms signed by the premise owner/ Reports/ Notices
CS014		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Delivering basic services.	Improved Community Safety	To ensure a healthy environment in compliance with legislation	Conduction of inspections at food premises	Environmental Health					Number of food premises inspected	OUTPUT	Number	120	120	30	30	30	30	Chief Environmental Health	Quarterly	Inspection Forms signed by the premise owner/ Reports/ Notices
CS015		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Delivering basic services.	Improved Community Safety	To ensure the Prevention and control of stray animals on roads and open spaces.	To submit quarterly reports on Pound Services to the Portfolio Committee	Environmental Health					Quarterly reports on pound services submitted to Portfolio Committee	OUTPUT	Number	New KPI	4	1	1	1	1	Chief Environmental Health	Quarterly	Portfolio Committee minutes and reports
CS016	OSCCD011	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To ensure the provision of Traffic Management Services	Intensify Law Enforcement activities	Traffic Control	36,872,538	(11,444,215)	0	CC4.1.1	Number of roadblocks conducted	OUTPUT	Number	24	24	6	6	6	6	Chief Traffic	Quarterly	Road block statistics and register
CS017		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To provide and maintain an efficient and effective Disaster Management Service to Newcastle.	Fire and Defence	28,884,111	(5,517)	-		Percentage of Disaster related incidents attended	OUTPUT	Percentage	New KPI	100%	100%	100%	100%	100%	Chief Fire	Quarterly	Distribution Forms and Summary of Calculation
CS018		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To improve the fire-fighting services.	Fire and Defence					Number of fire inspections conducted	OUTPUT	Number	120	120	30	30	30	30	Chief Fire	Quarterly	Fire Safety Inspection Form signed by the premise owner
CS019		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To improve the fire-fighting services.	Fire and Defence					3 minutes average dispatch time in line with SANS 10090:2003	PROCESS	Time	3 minutes	3 minutes average dispatch time in line with SANS 10090:2003	3minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	Chief Fire	Quarterly	Occurrence Book and Formula
CS020	OSCCD013	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To ensure provision of fire and disaster management services	To provide and maintain an efficient and effective disaster management service to Newcastle.	Fire and Defence				CC6.1.1	Annual Review of Policy for Disaster Risk Management in Newcastle by end of June 2019	OUTPUT	Disaster Risk Management Policy and Council Resolution	Adoption of Disaster Risk Management Policy and Newcastle Disaster Management Plan by June 2018	Annual Review of Policy for Disaster Risk Management in Newcastle by end of June 2019	Report on Disaster Risk reduction against climate change submitted to Portfolio Committee	Municipal departments workshop on policy for Disaster Risk management in Newcastle	Workshopping full Council on Disaster Risk Management Policy	Annual Review of Policy for Disaster Risk Management in Newcastle by end of June 2019	Chief Fire	Quarterly	Q1 Report on Disaster Risk reduction and climate change submitted to Portfolio Committee and Portfolio committee minutes with attendance register Q2 Attendance registers and presentation Q3 Council attendance register and presentation Q4 Council Resolution and Approved Policy for Disaster Risk Management in Newcastle
CS021		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To ensure provision of Security Services	Securing and Safe guarding of Councils assets, people, property and information.	Security	45,442,103	0	0		Number of Security Breach Incidents reported	OUTPUT	Number	8	8	0	0	0	8	Chief Security	Annual	Security Breach Incident Register
CS022		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services.	Environmental sustainability (Environmental conservation management)	To ensure efficient use, maintenance and management of community facilities and open space.	Improvement and provision of access to community facilities (Parks Recreation and Cemeteries).	Recreational Facilities	74,540,931	(2,449,519)	1,650,000		Percentage of cutting cycle plan implemented quarterly	OUTPUT	Register and cutting cycle plan	100%	100%	N/A	100%	100%	100%	Director: Parks Recreation and Cemeteries	Quarterly	Execution Report signed by the supervisor and Horticulturist, calculation sheet and Signed off cutting cycle plan
CS023	OSCCD014	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved access to public facilities (including educational facilities -provincial mandate)	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	Art, Culture & Amenities	24,912,327	(8,069,184)	990,000	CC7.1.1	Number of new libraries built	OUTPUT	Number	6	1	0	0	0	1	Director: Arts, Culture & Amenities	Annual	Completion Certificate
CS024		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved access to public facilities (including educational facilities -provincial mandate)	To provide an efficient and effective information service to the community	Improvement and provision of access to community facilities (Arts Culture & Amenities).	Art, Culture & Amenities					Number of programmes conducted at Libraries	OUTPUT	Number	210	210	50	50	60	50	Director: Arts, Culture & Amenities	Quarterly	Attendance Registers/librarian's report & Programmes Plan signed by SED
CS025		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved access to public facilities (including educational facilities -provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Amenities)	Art, Culture & Amenities					Number of research articles	OUTPUT	Number	18	18	5	4	5	4	Director: Arts, Culture & Amenities	Quarterly	Paper clippings/written article/presentations
CS026		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved access to public facilities (including educational facilities -provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Amenities)	Art, Culture & Amenities					Educational programmes or activities conducted at the Art Gallery and Fort Amiel Museum	OUTPUT	Number	80	80	24	16	24	16	Director: Arts, Culture & Amenities	Quarterly	Group visit forms/newspaper articles/attendance registers and Educational Programmes Plan signed by SED

SDBIP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
CS027		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first:	Improved access to public facilities (including educational facilities -provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Amenities).	Art, Culture & Amenities					Number of historical projects compiled	OUTPUT	Number	1	1	N/A	N/A	N/A	1	Director: Arts, Culture & Amenities	Annual	Project booklet
CS028		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first:	Improved access to public facilities (including educational facilities -provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Amenities).	Art, Culture & Amenities					Annual asset stock take by 30 June 2019	OUTPUT	Asset stock take	Annual asset stock take by 30 June 2019	Annual asset stock take by 30 June 2019	N/A	N/A	N/A	Annual asset stock take by 30 June 2019	Director: Arts, Culture & Amenities	Annual	Inventory Report
CS029		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first:	Improved access to public facilities (including educational facilities -provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Amenities).	Art, Culture & Amenities					Number of workshops on craft development conducted	OUTPUT	Number	6	6	2	1	2	1	Director: Arts, Culture & Amenities	Quarterly	Attendance Registers
CS30		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services:	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To provide a refuse removal service to the Newcastle Community	Cleaning					Purchase of a new Skip truck and skips	OUTPUT	Certificate of registration/ Invoices/Delivery notes	New KPI	Purchase of a new Skip truck and skips	Advertising of bid	Bid Committees in process	Final appointment	Supply, Delivery, Installation and payment	Superintendent Waste Management	Quarterly	Q1: Advert Q2: Minutes of Bid Committees Q3: Appointment letter MDG 7.1 Q4: Certificate of registration/ Invoices/Delivery notes
									319,142,743	(150,234,958)	2,640,000													

NEWCASTLE MUNICIPALITY																									
SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19																									
CORPORATE SERVICES																									
SDBP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	
CORP001	OSCGG001	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability.	To Report regularly on governance related matters	SED				G01.1.1	Monthly Execution of Resolutions progress report submitted to as per resolution register to Municipal Manager.	OUTPUT	Reports	New KPI	12	3	3	3	3	SED: Corporate Services	Quarterly	Proof of Submission to Municipal Managers Office. Monthly Executed Resolutions report	
CORP002		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability.	To Report regularly on governance related matters	SED					Monthly Review by SED to implement departmental operational plans aligned to SDBP's and Capital programme	OUTPUT	Reports	New KPI	12	3	3	3	3	SED: Corporate Services	Quarterly	Minutes of monthly review meetings on departmental operational plan	
CORP003	OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management and	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability.	To Report regularly on governance related matters	SED				FV 8.1	Monthly Progress reports on the implementation of Revenue Enhancement Strategies submitted to relevant Portfolio Committee and Exco	OUTPUT	Reports	New KPI	12	3	3	3	3	SED: Corporate Services	Quarterly	Minutes of PFSC and Progress reports	
CORP004	OSCGG006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability.	To Report regularly on governance related matters	SED				G02.1.3	Monthly Progress report on implementation of Risk Management Strategies submitted to CRO	OUTPUT	Reports	New KPI	12	3	3	3	3	SED: Corporate Services	Quarterly	Proof of submission to CRO and monthly progress reports	
CORP005	OSCGG025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability.	To Report regularly on governance related matters	SED				G013.1.1	Monthly Progress report on implementation of Oversight Report recommendations submitted to MPAC	OUTPUT	Reports	New KPI	12	3	3	3	3	SED: Corporate Services	Quarterly	Minutes of MPAC and Monthly progress reports	
CORP006	OSCGG007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability.	To Report regularly on governance related matters	SED				G02.2.1	Monthly Progress reports on implementation of Management Action Plan to AG findings to CRO	OUTPUT	Reports	New KPI	12	3	3	3	3	SED: Corporate Services	Quarterly	Proof of submission to CRO and monthly progress reports	
CORP007	OSCTD012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability.	To implement the IPMS policy of Council	SED				IT10.1.1	%age of employees appraised as per the Individual Performance Management System	OUTPUT	Reports	New KPI	100%	Finalisation of Performance Plans (TG17-16)	100%	100%	100%	100%	SED: Corporate Services	Quarterly	Q1: Signed Performance Plan by no later than 31 July 2018 Q2-Q4 Evaluation reports: Evaluation records as submitted to Corporate Services
CORP008	OSCTD006	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide quality administrative services to support optimal organisational performance by 2021.	To develop policies and redesign systems and procedures that ensure good governance and an efficient and effective general administration	Corporate Services Administration				IT6.1.1	Development and approval of parking policy by June 2019	OUTPUT	Number	New KPI	Development and approval of parking policy by June 2019	Draft parking policy tabled at departmental meeting	Consultation with departments SED's and Submission of the Draft policy to LLF	Tabling of the draft parking policy to Manco and Exco	Approval of parking policy by June 2019	Director : Administration	Quarterly	Q1: Draft parking policy signed by the SED: Corporate Services, Minute of departmental meeting (Corporate Services) Q2: Proof of consultation with departments and LLF Register and signed minutes. Q 3: Approved minutes of MANCO and EXCO Q 4: Council resolution	
CORP009	OSCTD007	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Facilitate effective logistics management & related activities to support Council committees, Management Committee & other related meetings, and provide timely protocol	To provide quality secretariat services to support optimal organisational performance	Corporate Services Administration				IT7.1.1	%age on compliance with Annual Meeting Plan as approved by Council	OUTPUT	Percentage	100%	100%	100%	100%	100%	100%	Director : Administration	Quarterly	Progress report against approved Annual Plan and Minutes of statutory committee meeting	
CORP010	OSCTD010	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To render an Effectively and efficient record management system.	Ensure sound records management through accessibility of electronic and paper based records by authorized users	Corporate Services Administration	123,484,047.00	(69,025,608)		IT9.1.1	Number of modules automated on Documentum system: 1. Requisitions module (under R30000) 2. Requisitions module (above R30000 but under R200000) 3. Requisitions module (above R200000 tender documents 4. Parking management module	OUTPUT	Number	New KPI	4 modules automated on Documentum System 1. Requisitions module (under R30000) 2. Requisitions module (above R30000 but under R200000) 3. Requisitions module (above R200000 tender documents 4. Parking management module	Modules automated on Documentum system (under R30000) 2. Requisitions module (above R30000 but under R200000) N/A	N/A	N/A	Modules automated on Documentum system 3. Requisitions module (above R200000 tender documents 4. Parking management Module	Director : Administration	Bi-annual	Attendance register and completed user acceptance form and User report generated by the system.	
CORP011	OSCTD011	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To render an Effectively and efficient record management system.	Ensure that records generated electronically are approved within the system using digital signatures	Corporate Services Administration				IT9.2.1	Procurement and installation of digital signatures for identified end-users	OUTPUT	Number	New KPI	Digital signatures procured and installed	Advise from Department of Science and Technology regarding SA post office as a sole service provider for class four digital signatures	Submission of Digital signature specification to BSC, BEC and BAC	Appointment letter	Digital signatures procured and installed	Director : Administration	Quarterly	Q1 Emails communication with Department of Science and Technology, Q2 SCM committee minutes, Q3 Appointment letter and Q4 Reports generated by the system.	
CORP012		Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To render an Effectively and efficient record management system.	To annually dispose records as authorised by KZN archives services	Corporate Services Administration					Annual disposal of Municipal records either by transferring them to KZN archives services or and destroying records without value	PROCESS	Documents	New KPI	Annual disposal of Municipal records either by transferring them to KZN archives services or and destroying records without value	Application to KZN archives services to dispose records.	Sorting, batching of records and compilation of the list for records to be disposed.	N/A	Annual disposal of Municipal records by transferring them to KZN archives services or and destroying records without value	Director : Administration	Quarterly	Quarter 1: Approved application from KZN archives. Quarter 2: List of records to be disposed Quarter 4: Destruction certificate and/or authorisation letter from archives services	
CORP013	OSCTD002	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To achieve equity in the workplace by promoting equal opportunities and fair treatment.	To ensure compliance with Employment Equity Act at all levels	Corporate Services : Human Resources Management				IT2.1.1	The 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	OUTPUT	Number	18	32	N/A	N/A	N/A	32	Director : Human Resources	Annual	Employment Equity Report and appointment letters	
CORP014	OSCTD012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Encourage an organisational culture that stimulates professional excellence and personal leadership	To foster a culture of peak performance and improvement across the organisation	Corporate Services : Human Resources Management				IT10.1.1	Percentage of IPMS phase 1 (Task grade) (7-16) implemented	PROCESS	Percentage	New KPI	100%	N/A	100%	100%	100%	Director : Human Resources	Quarterly	IPMS plan, Individual appraisal report and calculation	
CORP015	OSCTD013	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining the best talent by 2021	Develop and maintain an HR plan that will improve the municipality's ability to attract the best talent	Corporate Services : Human Resources Management				IT11.1.1	Develop and approved an HR Strategy aligned to organisational strategy by June 2019	OUTPUT	Human Resource Strategy	New KPI	Approved HR Strategy aligned to organisational strategy by June 2019	Initiate HR profiling process with assistance from Salga	Conduct HR profiling and develop draft HR strategy	Finalize HR profiling	Approved HR Strategy aligned to organisational strategy by June 2019	Director : Human Resources	Quarterly	Progress reports	
CORP016	OSCTD005	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Ensure attainment of labour stability	To promote employee relations (ER) and labour stability	Corporate Services : Human Resources Management				ITS.1.1	Number of LLF meetings held as per organisational rights agreement	OUTPUT	Number	3	12	3	3	3	3	Director : Human Resources	Quarterly	Attendance register and LLF minutes.	
CORP017	OSCTD004	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining the best talent by 2021	To develop and/or review HR policies, procedures and process flows	Corporate Services : Human Resources Management				IT4.1.1	Number of HR policies developed / reviewed and approved 1. Induction policy (review) 2. Acting policy (Review) 3. Sexual harassment (Review) 4. Leave policy (develop) 5. Employment practice policy (Review) 6. OHS policy (Review) 7. Retention policy (Develop)	OUTPUT	Number	Approved Policies 1. Employment practice policy permanent (review) 2. Acting policy (Review) 3. Overtime policy (Review) 4. Leave policy (develop) 5. Employment practice policy (Review) 6. OHS policy (Review) 7. Retention policy (Develop)	Review / developed and approval of HR policies 1. Induction policy (review) 2. Sexual harassment (Review) 3. S&T policy (Review) 4. Staff leave rules policy (Review) 5. Remuneration policy (Develop) 6. OHS policy (Review) 7. Retention policy (Develop)	Consultation with all employees	Submission to LLF	Submission to Corp Serv portfolio committee	Review / developed and approval of HR policies 1. Induction policy (review) 2. Sexual harassment (Review) 3. S&T policy (Review) 4. Staff leave rules policy (Review) 5. Remuneration policy (Develop) 6. OHS policy (Review) 7. Retention policy (Develop)	Director : Human Resources	Quarterly	Q1 Proof of consultation with employees Q2 LLF minutes and attendance register Q3 Corporate Services Portfolio Committee Q4 Council minutes and approved policies	
CORP018		Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining the best talent by 2021	Provide efficient HR support services	Corporate Services : Human Resources Management					Number of EAP awareness campaigns and wellness programmes conducted per quarter	INPUT	Number	12	4	1	1	1	1	Director : Human Resources	Quarterly	Attendance register and programme	
CORP019		Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Ensure attainment of labour stability	To provide an effective labour relations support service	Corporate Services : Human Resources Management					Institute proceedings within 3 months of receipt of disciplinary matter from the department	PROCESS	Number	3 Months	3 months	3 months	3 months	3 months	3 months	Director : Human Resources	Quarterly	Register of the disciplinary matters received and addressed	
CORP020		Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining the best talent by 2021	To ensure that budgeted costs are filled	Corporate Services : Human Resources Management	22,989,069.00				Percentage of budgeted positions filled	OUTPUT	Percentage	95%	100%	N/A	N/A	N/A	100%	Director : Human Resources	Quarterly	Appointment letters, budgeted post list, number of filled positions and calculations	
CORP021	OSCTD003	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining the best talent by 2021	To implement the Workplace Skills Plan	Corporate Services : Human Resources Management				IT3.1.1	The percentage of the municipality's budget actually spent on implementing its workplace skills plan	OUTPUT	Percentage	0.307%	0.356%	0.089%	0.178%	0.267%	0.356%	Director : Human Resources	Quarterly	Budget Printouts and annual workplace skills plan and calculation.	
CORP022	OSCTD001	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Maintain accountable, transparent best practice HR information structures and systems	To embark on an investigation aimed at understanding efficiency and effectiveness of organisational systems and procedures by 2021	Corporate Services : Human Resources Management				IT1.1.1	Number of work study investigations conducted on: 1. Business process evaluation and re-design (Corp Services) 2. Business process evaluation and re-design (Community Services) 3. Performance improvements : waste management, water services and parks 4. Business processes evaluation and re-design (Technical Services)	PROCESS	Number	New KPI	Number of work study investigations conducted on: 1. Business process evaluation and re-design (Corp Services) 2. Business process evaluation and re-design (Community Services) 3. Performance improvements : waste management, water services and parks 4. Business processes evaluation and re-design (Technical Services)	Business process evaluation and re-design (Corp Services)	Business process evaluation and re-design (Community Services)	Performance improvements : waste management, water services and parks	Business processes evaluation and re-design (Technical Services)	Director : Human Resources	Quarterly	Registers, Progress reports and Final reports	

NEWCASTLE MUNICIPALITY																											
SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN - 2018/19																											
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS																											
SDBP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASLINE	2018/19 ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	FINAL COMMENTS MANAGER M & E		
DPHS001	OSCGG001	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG1.1.1	Monthly Execution of Resolutions progress report submitted to as per resolution register to Municipal Manager	Output	Reports	NEW	12	3	3	3	3	SED: DP & HS	Quarterly	Proof of Submission to Municipal Managers Office, Monthly Execution of Resolutions report			
DPHS002		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED					Monthly Review by SED to implement departmental operational plans aligned to SDBIP's and Capital programme	Output	Reports	NEW	12	3	3	3	3	3	SED: DP & HS	Quarterly	Minutes of monthly review meetings on departmental operational plan		
DPHS003	OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				FV.8.1	Monthly Progress reports on the implementation of Revenue Enhancement Strategies submitted to relevant Portfolio Committee and Exco	Output	Reports	NEW	12	3	3	3	3	3	SED: DP & HS	Quarterly	Minutes of PFSC and Progress reports		
DPHS004	OSCGG006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG2.1.3	Monthly Progress report on implementation of Risk Management Strategies submitted to CRO	Output	Reports	NEW	12	3	3	3	3	3	SED: DP & HS	Quarterly	Proof of submission to CRO and monthly progress reports		
DPHS005	OSCGG025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG13.1.1	Monthly Progress report on implementation of Oversight Report recommendations submitted to MPAC	Output	Reports	NEW	12	3	3	3	3	3	SED: DP & HS	Quarterly	Minutes of MPAC and Monthly progress reports		
DPHS006	OSCGG007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG2.2.1	Monthly Progress reports on implementation of Performance Action Plan to AG findings to CRO	Output	Reports	NEW	12	3	3	3	3	3	SED: DP & HS	Quarterly	Proof of submission to CRO and monthly progress reports		
DPHS007	OSCTD012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To implement the IPMS policy of Council	SED				IT10.1.1	%age of employees appraised as per the Individual Performance Management System	Output	Reports	NEW	100%	Finalisation of Performance Plans (TG17-16)	100%	100%	100%	100%	SED: DP & HS	Quarterly	Q1. Signed Performance Plan by no later than 31 July 2018 Q2-Q4 Evaluation reports/ Evaluation records as submitted to Corporate Services		
DPHS008	OSCLEDD012	OUTPUT4 : Action support of human settlement outcomes	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Develop an efficient and effective land use management system so as to promote harmonious land development	To develop a system of delegation that will maximize administrative and operational offences	SED				ED2.2.1	Number of policies/bylaws formed and reviewed	OUTPUT	Number	1	1 (SMME Procurement Policy)	2 (SMME Procurement Policy)	N/A	N/A	N/A	n/a	SED: DP & HS	Annual	Q1.Council Minutes and approved SMME policy	Aligned to OSC - Open space Policy n/a in 18/19, REALIGNED Frequency	
DPHS009	OSCLEDD013	OUTPUT 1 : IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	LOCAL ECONOMIC DEVELOPMENT	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	Local Economic Development (eradication of poverty and unemployment)	To promote economic development that will result in sustainable job creation	Provide economic data	SED				ED3.1.1	The Number of jobs created through municipality's local economic development initiatives including capital projects	Output	Number	700	400	n/a	n/a	n/a	400	DPHS-SED	Annual	Progress Report to Portfolio Committee	Is this aligned to OSC,,how was target determined. KPI definition and SOP required		
ED1	OSCLEDD001	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To develop Tourism Strategy in line with the 4th generation IDP	Local Economic Development	8,566,357	(214,375)	-	ED1.1.1	Development and Approval of the New Tourism Strategy in line with 4th Generation IDP by 30 June 2019	Output	Council Resolution and Approved Tourism Strategy	Tourism Strategy (3rd Generation)	Development and Approval of the New Tourism Strategy in line with 4th Generation IDP by 30 June 2019	Appointment of Service Provider	Engagement with role players	Draft Strategy submitted to PFSC	Approval of the New Tourism Strategy in line with 4th Generation IDP by 30 June 2019	Manager : Airport Operation, Tourism Development and Marketing	Quarterly	Q1. Appointment Letter Q2. Attendance Register and Minutes. Q3 Draft Strategy and PFSC minutes Q4.Council Resolution and Approved LED Strategy	retyped to standardise font, refined targets, aligned to OSC		
ED2	OSCLEDD002	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To Promote Business Retention and Expansion (BRE) to support local businesses	Local Economic Development				ED1.2.1	Quarterly report to PFSC on implementation of BRE Strategy to support local business	OUTPUT	Minutes of PFSC, and reports and log sheets for visits to local business	Approved BRE Strategy	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Quarterly report to PFSC on implementation of BRE Strategy to support local business	Director: ED	Quarterly	Minutes of PFSC,, and reports and log sheets for visits to local business	Aligned to OSC		
ED3	OSCLEDD005	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	Local Economic Development				ED1.3.3	Number of SMMEs linked to Markets by 30 June 2019	OUTCOME	Number	5	10	N/A	N/A	N/A	10	Manager : LED	Annual	Minutes of Portfolio Committee approving Report on SMME's			
ED4	OSCLEDD006	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	Local Economic Development				ED1.3.4	Number of SMME's Trained	OUTPUT	Number	50	50	n/a	25	n/a	25	Manager LED	Bi-annual	Attendance Registers of the SMME's Training Events			
ED5	OSCLEDD008	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development	To facilitate economic development that will result in sustainable job creation and growth of the Town	Establishment of Newcastle as a Regional Airport Hub for Northern KZN	Local Economic Development				ED1.5.1	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31 March 2018	Outcome	Reports	New KPI	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31 March 2018	Tender advertisement	Award of tender to successful air line	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31 March 2018	n/a	Manager : Airport Operation, Tourism Development and Marketing	Quarterly	Q1 advert and Q2 appointment letterQ3 Event report on Launch/ Newspaper articles Q4 N/A	Changed frequency to Quarterly		
ED6	OSCLEDD009	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Ensure operationalization of Newcastle Techno Hub	Local Economic Development				ED1.6.1	Occupation of phase1 of the Techno Hub	Output	Lease agreements	Completed Techno Hub Building	Occupation of phase1 of the Techno-Hub	SCM Process for the lease of space	Concluding of Lease Agreements	N/A	N/A	Manager : Airport Operation, Tourism Development and Marketing	Bi-annual	Q1. Tender advert Q2. Lease agreements Q3. N/A Q4. N/A	Changed frequency to Quarterly		
ED7	OSCLEDD012	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To ensure radicalization of the local economy	Promotion of local procurement of goods and services to stimulate local economy and job creation	Local Economic Development				ED2.2.1	Progress on the Implementation of SMME Procurement Policy as approved	Process	Reports	Draft SMME Procurement policy	Progress on the Implementation of SMME Procurement Policy as approved	n/a	Establishment of the SMME Management program committee	Progress Report to Portfolio Committee on implementation of policy	Progress Report to Portfolio Committee on implementation of policy	Manager LED	Quarterly	Q1: n/a Q2: Report to exco and Q3-Q4: PFSC Minutes and progress report to PFSC	Refined KPI as Approval of policy is covered in KPI for SED, revised annual target and SOE. Removed Q1 target as n/a		
TP1	OSCCC003	Output 1: Implement a differentiated approach to municipal financing, planning and support.	Cross cutting	Putting people first	improve access to land (including land reform)	Develop an efficient and effective land use management system so as to promote harmonious land development	Finalisation of the land use survey	Town Planning	18,326,838	(22,861,834)	-	CC2.1.1	Completed land use survey by 30 June 2019	Output	Reports	New KPI	Completed land use survey by 30 June 2019	Desk top analysis	Field verification	N/A	Completed land use survey by 30 June 2019	Manager LUM	Quarterly	Q1.report to PSC Q2 report to PSC Q3.N/A Q4. council resolution and completed land use survey	Refined KPI type. Aligned to OSC		
TP2		Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Administration of By-laws and polices and guidelines that are aligned to the Land Use matters	Town Planning					%age compliance to prescribed timeframes on processing of development and/or planning applications	Output	Percentage	100%	100%	100%	100%	100%	100%	100%	Manager : LUM	Quarterly	Progress Report / Registers		
TP3		Output 1: Implement a differentiated approach to municipal financing, planning and support.	Cross cutting	Putting people first	improve access to land (including land reform)	Develop an efficient and effective land use management system so as to promote harmonious land development	to ensure compliance with legislation(i.e., SPLUMA and land use scheme)	Town Planning					Completion of a report on the identification of illegal and un-authorised land uses	OUTPUT	Reports	New KPI	Completed report for illegal and un-authorised land uses submitted to council	N/A	N/A	N/A	Completed report for illegal and un-authorised land uses submitted to council	Manager LUM	Annual	Council minutes and report on identification of illegal and unauthorised land uses	Refined KPI and POE, KPI type etc		
TP4	OSCCC004	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	To undertake efficient and effective building controls.	Town Planning				CC2.2.1	Completed feasibility and approval of bylaws in relation to green buildings development by 30 June 2019	OUTPUT	Reports	New KPI	Completed feasibility and approval of bylaws in relation to green buildings development by 30 June 2019	Approved Process Plan	Final status co-report on feasibility study	Approval of draft by-law	Adoption of final by-law	Director : TP	Quarterly	Q1. Progress report Q2. Approval by SED Q3 & Q4. council resolution and completed land use survey	Non alignment of KPI and targets, refined as per quarterly targets		
TP5		Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Administration of By-laws and polices and guidelines that are aligned to the Land Use matters	Town Planning					% of building plans completed within statutory time frames	Output	Percentage	New KPI	100%	100%	100%	100%	100%	100%	100%	Director : TP	Quarterly	Progress Report / Registers	
TP6	OSCCC005	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To ensure an effective and integrated Geographic Information Management System.	GIS System integration with other municipal systems.	Town Planning				CC3.1.1	Number of Analysis reviews and mapping of indigent properties within the formal areas	OUTPUT	maps and reports	financial data integration to the gis system	48 analysis maps for indigents and 4 report	12 Analysis maps for indigents and 1 report	12 Analysis maps for indigents and 1 report	12 Analysis maps for indigents and 1 report	12 Analysis maps for indigents and 1 report	Manager: GIS	Quarterly	Q1: maps and progress report; Q2:maps and Progress Report; Q3 map and progress report; Q4 map and progress Report	Refined KPI to Number, Changed KPI type to Output and aligned to OSC		
TP7		Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To ensure an effective and integrated Geographic Information Management System.	GIS System integration with other municipal systems.	Town Planning					Number of Analysis reviews and mapping of Debtors properties within the formal areas	OUTPUT	maps and reports	financial data integration to the gis system	48 analysis maps for Debtors and 4 report	12 Analysis maps for debtors and 1 report	12 Analysis maps for debtors and 1 report	12 Analysis maps for debtors and 1 report	12 Analysis maps for debtors and 1 report	Manager: GIS	Quarterly	Q1: maps and progress report; Q2:maps and Progress Report; Q3 map and progress report; Q4 map and progress Report	Refined KPI to Number, Changed KPI type to Output, drop down list for Objectives etc		
TP8	OSCCC006	Output 7: Single window of coordination.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Development of municipal SDF in line with the 4th Generation of IDP	Town Planning				CC4.1.1	Approved Spatial Development Framework by 31 May 2018	Output	Approved SDF	Newcastle SDF	Approved Spatial Development Framework by 31 May 2019	N/A	N/A	N/A	Approved Spatial Development Framework by 31 May 2019	Manager: SP	Annual	Council Resolution and Approved SDF	Unpack by Quarter to be aligned to IDP process, realigned to OSC KPI		
TP9	OSCCC007	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Development of municipal SDF in line with the 4th Generation of IDP	Town Planning				CC4.2.1	Approval/Review of one Local Area Plan / Precinct Plan by 30 June 2019	Output	Approved precinct plan/approved area plan	1	Approval/Review of one Local Area Plan / Precinct Plan by 30 June 2019	N/A	Status Quo Analysis	N/A	Approved Local Area Plan / Precinct Plan	Manager: SP	Bi-annual	Q1 : N/A, Q2 Status Quo Analysis Report, Q4 Approved Local Area Plan/Precinct Plan or Approved Review	Not specific, as to which LAP is identified		
TP10	OSCCC010	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Identification of suitable land for cemeteries and relevant Geotech studies	Town Planning				CC3.3.1	Establishment of a cemetery by 30 June 2020	Output	Reports	TBC	Lodgement of the EIA document with Environ Affairs by 30 June 2019	N/A	N/A	EIA	Lodgement of the EIA document with Environ Affairs by 30 June 2019	Director : TP	Annual	Q3: Progress report: Q4: Progress Report	Nonalignment of KPI and targets.Refined as per discussion with Ntsiki. Q3 target not specific and targets to be unpacked as per KPI Definition		

SDBIP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA / LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASLINE	2018/19 ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	FINAL COMMENTS MANAGER M & E
TP11	OSCB009	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To create a safe and healthy environment	To establish a new landfill site including management of the existing facility	Town Planning				BS4.3.2	Planning and identification of Land Fill Site by 30 June 2019	Output	Progress Reports submitted to PFSC	TBC	identification of new land field site	n/a	Waste License	n/a	n/a	Director: TP	Annual	Progress reports as submitted to PSC and copy of waste license	Aligned targets etc as per SDBIP, outer year targets to be revised, Non alignment of annual target. Kpi and quarter 2 target. Q2 target not specific. Department to submit KPI definition and SOP. Dept to clarify.
URP 1		Output 1: Implement a differentiated approach to municipal financing, planning and support.	Basic Services and Infrastructure Delivery	Putting People First	Local Economic Development (Eradication of poverty and unemployment)	To uplift communities socially, economically and environmentally, including infrastructure development.	Promotion of focused Urban Renewal in the Madadeni, Bissawoboch (including Cavan and Johnstown) and Delwood areas including	Urban Renewal					Construction of TEKU SMME Business Trade Centre	Output	completion certificate	New KPI	Construction of 45 hawkers shelters by 30 March 2019	appointment of service provider(contractor)	construction	Final construction of 45 hawker shelters by 30 March 2019	N/A	Manager: SP	Quarterly	Q1. appointment letter ,Q2 progress report Q3. completion certificate. Q4 N/A	How is this KPI funded as there isnt anything on Capex??? Department to clarify. No KPI's for Director : URP in so far as UR refers
IDP1	OSCGG015	Output 7: Single window of coordination.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To improve both internal and external communication	Public Participation				GG5.1.1	Approval of Public Participation Strategy by June 2019	OUTPUT	Approved Public Participation Strategy	New KPI	Approved Public Participation Strategy by June 2019	Appointment of Service Provider	Development of Draft Public Participation Strategy	Consultation of relevant Stakeholders on Public Participation Strategy	Approval of Public Participation Strategy by June 2019	Director IDP	Quarterly	Quarter 1: Advert of Bid, Appoint letter for Service Provider; Quarter 2: Draft Public Participation Strategy; Quarter 3: Attendance register /minutes for meeting, and Quarter 4: Council minutes	
IDP2	OSCGG016	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functionality of ward committees	Public Participation				GG5.2.1	Ward Committee Operational Plan policy review by June 2019	OUTPUT	Ward Committee Operational Plan	New KPI	Review of Ward Committee Operational Plan by June 2019	n/a	Draft review of Ward Committee Operational Plan by June 2019	n/a	final review of Ward Committee Operational Plan by June 2019	Director IDP	Bi-annual	1. N/A Q2* Draft Ward Committee Operational Plan 3. N/A Q4 1.Final reviewed operational 2.EXCO MINUTES 3. Council minutes	Revised Frequency to Bi-annual, Baseline ????
IDP3		Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functioning of Ward Committees.	Public Participation					Quarterly reports on Ward Committee meetings submitted to COGTA.	OUTPUT	Reports	4	4	1	1	1	1	Director IDP	Quarterly	Reports from Ward Committee meetings, submission to Cogta/Acknowledgement of receipt from Cogta	Revised SOE based on IA findings for 17/18
IDP4	OSCGG026	Output 7: Single window of coordination.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To develop IDP in line with 4th generation guide packs / guidelines	IDP		7,558,057		GG14.1.1	Review and Adoption of IDP by 31 May 2019	OUTPUT	Adopted IDP	Adoption of IDP by 31 May 2019 for implementation on the next financial year.	Review and Adoption of IDP by 31 May 2019	Approved process plan by 31 August 2018	N/A	Tabling of Draft IDP to Exco and Council by 31 March 2019	Review and Adoption of IDP by Exco and Council by 31 May 2019	Director IDP	Quarterly	Q1 : Approved Process Plan , Q2 N/A, Q3 Draft IDP, Q4 Council Resolution	Where in the OSC is this as I cannot find IDP KPI link . This is actually a GG KPI, I added as new NKPI, Q3 target to be specified in line with Process Plan
IDP5	OSCGG027	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To ensure that a Public Participation process is followed for the IDP review	IDP				GG14.2.1	Number of IDP RF meetings held	OUTPUT	Number	2	2	N/A	1	N/A	1	Director IDP	Bi-annual	Attendance Register and minutes	Refined Strategy, Added new KPI on OSC, revised SOE
IDP6		Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	Accelerated municipal transformation and corporate development	To ensure the development and maintenance of a credible 4 th Generation IDP (2017/18 – 2021/22)	To develop the IDP Process Plan in line with the legislative requirements	IDP					Review/Approval/adoption of the IDP/Budget/PMS Process Plan (2019/20) by 31 August 2018	Process	process plan	process plan 2018/19	Review/approval/adoption of the IDP/Budget/PMS Process Plan (2019/20) by 31 August 2018	Review/approval/adoption of the IDP/Budget/PMS Process Plan (2019/20) by 31 August 2018	n/a	n/a	n/a	Director IDP	Annual	1: Final process plan;2: Exco resolution 3: Council resolution 4: Advert for both draft and final	, REMOVED idp kpi LINK AS I CANNOT FIND THIS ON OSC. THIS IS TOO OPERATIONAL FOR OSC. Non alignment of Annual target and Q1 target.
IDP7		Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	Accelerated municipal transformation and corporate development	To ensure the development and maintenance of a credible 4 th Generation IDP (2017/18 – 2021/22)	Interdepartmental Relations meetings on the development of the IDP/Budget/PMS Process Plan (2019/20)	IDP					Number of interdepartmental Relations meeting held	OUTPUT	number	tbc	2	2	N/A	N/A	N/A	Director IDP	Annual	Minutes of the meeting and attendance register	, REMOVED idp kpi LINK AS I CANNOT FIND THIS ON OSC. THIS IS TOO OPERATIONAL FOR OSC. Frequency??? Is this only going to be in Q1
HL1		Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To reduce housing backlog to meet the provincial and national targets	Housing & Land					Number of applications for funding submitted to the Department of Human Settlements	Output	Number	2	2	N/A	1	N/A	1	Director: Human Settlements	Bi-annual	Application Submitted to KZN Dept. of Human Settlements and acknowledgement of receipt from KZN Human Settlements	
HL2	OSCB018	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Basic Service Delivery	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To reduce housing backlog to meet the provincial and national targets	Housing & Land				BS9.2.1	Number of Top-structures built in a year	Output	Number	tbc	400	N/A	200	N/A	200	Director: Human Settlements	Bi-annual	Progress Reports and D6 Certificates	Targets to be more specific to housing projects, how was target determined. This KPI is linked to other basic services KPI's, refined KPI as per SED to top structures
HL3		Output 4: Actions supportive of the human settlement outcome.	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To reduce housing backlog to meet the provincial and national targets	Housing & Land					Number of serviced sites completed	Output	Number	tbc	200	N/A	N/A	N/A	200	Director: Human Settlements	Annual	Progress Report & Engineers Certificate	Targets to be more specific to housing projects, how was target determined. This KPI is linked to other basic services KPI's
HL4		Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Basic Service Delivery	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land					Submission of Trench 1 application for Dry Cut Housing project to Dept human settlement for approval	Process	Number	Completion and submission of Stage 1 Application	Submission of Trench 1 application for Dry Cut Housing project to Dept human settlement for approval	n/a	n/a	n/a		Manager: Rural Development	Annual	Tripartite agreement / the email from KZN Human Settlement confirming the application	Non alignment of KPI and target, What is KEN, removed it and added Dept, targets to be unpacked, KPI definition to be submitted to assist in unpacking targets, Unit of measure revised and KPI type. Only 1 KPI for Manager Rural Develop????
HL5	OSCB019	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Basic Service Delivery	Improved access to land (including Land Reform)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	Fast-track Title Deed Restoration Project	Housing & Land	44,874,493	(13,330,725)		BS10.1.1	Number of houses transferred through Enhanced Extended Discount Benefit Scheme (EEDBS)	Output	Number	40	200	N/A	100	N/A	100	Manager: Estate	Bi-annual	Copies of Title Deeds	Confirm Baseline????
HL6	OSCB020	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Basic Service Delivery	Improved access to land (including Land Reform)	To facilitate secure tenure and clear property rights	Disposal of municipal land in line with Land Disposal Policy	Housing & Land				BS10.2.1	Number of Residential Sites released for disposal	Output	Number	15	20	0	0	0	20	Manager: Estate	Annual	Advertisement of properties for sale	Confirm Baseline????
HL7		Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Basic Service Delivery	Improved access to land (including Land Reform)	To facilitate secure tenure and clear property rights	Disposal of municipal land in line with Land Disposal Policy	Housing & Land					Number of Sites released for disposal for business/industrial	Output	Number	5	5	0	0	0	5	Manager: Estate	Annual	Adverts for release of sites	Confirm Baseline????? Confirm SOE, is it difference from above????
HL8	OSCB021	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Basic Service Delivery	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To facilitate secure tenure and clear property rights	To develop and maintain a reliable National Housing Needs Register (NHNHR)	Housing & Land				BS10.3.1	%of approved beneficiaries captured on National Housing Needs Register	Output	%age	100%	100%	100%	100%	100%	100%	Director: Human Settlements	Quarterly	Updated report from MHNHR , Walk in Register and calculation sheet	
HL9	OSCB022	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Basic Service Delivery	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of affordable housing opportunities	Provision of affordable housing opportunities for middle income to address gap market (i.e. Social Housing/ Gap / Flips)	Housing & Land				BS10.4.1	Progress on the planning and implementation of at least one Gap/Flips Housing Project	Process	Reports	council approval of at least one Gap/Flips Housing Project	Disposal of land to developers for development of at least one Gap / Flips Housing Project by June 2019	N/A	N/A	N/A	Disposal of land to developers for development of at least one Gap / Flips Housing Project by June 2019	Manager: Estate	Annual	Adverts for release of land	
									79,325,745	-36,406,934	0														

NEWCASTLE MUNICIPALITY
SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19

OFFICE OF THE MUNICIPAL MANAGER

SDBIP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	
MM001	OSCG001	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy and service charter by 2021	Municipal Manager	14,203,775			G01.1.1	Monthly Progress reports on execution of resolutions for Manco, Exco, Council and MPAC	Output	Reports	11	11	3	2	3	3	Manager : Executive Support	Quarterly	Minutes of Exco/Council / MPAC	
MM002		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager					Monthly Review to implement departmental operational plans aligned to SDBIP's and Capital programme	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Minutes of monthly review meetings on departmental operational plan	
MM003	OSCFM010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management, and	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager				PV&1	Monthly Progress reports on the implementation of Revenue Enhancement Strategies submitted to relevant Portfolio Committee and Exco	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Minutes of PFSC and Progress reports	
MM004	OSCG006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager				G02.1.3	Monthly Progress report on implementation of Risk Management Strategies submitted to CRO	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Proof of submission to CRO and monthly progress reports	
MM005	OSCG0025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager				G013.1.1	Monthly Progress report on implementation of Oversight Report recommendations submitted to MPAC	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Minutes of MPAC and Monthly progress reports	
MM006	OSCG007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	Municipal Manager				G02.2.1	Monthly Progress reports on implementation of Management Action Plan to AG Findings to CRO	Output	Reports	NEW	12	3	3	3	3	Manager : Executive Support	Quarterly	Proof of submission to CRO and monthly progress reports	
MM007	OSCT0012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To implement the IPMS policy of Council	Municipal Manager				IT06.1.1	%age of employees appraised as per the Individual Performance Management System	Output	Reports	NEW	100%	Finalisation of Performance Plans (TG17-16)	100%	100%	100%	100%	Manager : Executive Support	Quarterly	Q1, Signed Performance Plan by no later than 31 July 2018 Q2-Q4 Evaluation reports/ Evaluation records as submitted to Corporate Services
MM008	OSCG002	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop a system of delegation that will maximise administrative and operational efficiencies	Municipal Manager				G01.2.1	Annual Review of Delegations Policy by 30 June 2019	Output Indicator	Council Minutes and Approved Delegation Policy	Approved Delegations on 30 June 2014	Annual Review of Delegations Policy by 30 June 2019	N/A	N/A	N/A	Annual Review of Delegations Policy by 30 June 2019	Manager : Executive Support	Annual	Council resolution and approved Delegation Policy	
MM009	OSCG003	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To strengthen executive support .	Municipal Manager				G01.3.1	Number of District IGR MM's forum meetings held and attended	Output Indicator	Number	New KPI	4	1	1	1	1	Manager : Executive Support	Quarterly	Attendance registers, minutes and resolutions related to department implemented within specified timeframes	
MM010	OSCG0017	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy	Public relations	1,805,321			G06.1.1	Approved Communication Strategy by March 2019	Output Indicator	Approved Communication strategy	Draft communication strategy	Approved Communication Strategy by March 2019	Submission of Draft Communication Strategy to Manco for comments and Exco for Adoption	Incorporate comments from Exco and Manco on the Draft Communication Strategy and Workshop of Councillors	Submission to Council for Approval and Approved Communication Strategy	N/A	Manager : Executive Support	Quarterly	Q1 Manco & Exco minutes and attendance register Q2 Councillors Workshop and attendance register, Draft Communication Strategy with Exco & Manco comments/recommendations Q3 Council resolution and Approved Communication Strategy	
MM011	OSCG0018	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide an enhanced internal and external communication service.	Public relations				G07.1.1	Number of Internal Communications Forum meetings held	Output Indicator	Number	12	12	3	3	3	3	Manager : Executive Support	Quarterly	ICF Minutes and attendance registers	
MM012		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	Publication of Quarterly Internal Newsletter	Public relations					Number of Internal Newsletters	Output Indicator	Number	8	8	2	2	2	2	Manager : Executive Support	Quarterly	Internal Newsletters	
MM013		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	Publication of External Newsletter	Public relations					Number of External Newsletters published	Output Indicator	Number	New KPI	2	N/A	1	N/A	1	Manager : Executive Support	Bi-annual	Published External Newsletters	
MM014		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To improve both internal and external communication.	Public relations					Development and Approval of a Communication Plan by March 2019	OUTPUT	Communication Plan	Annual Departmental Communication Plans	Development and Approval of a Communication Plan by March 2019	Submission of Draft Communication Strategy to Manco for comments and Exco for Adoption	Incorporate comments from Exco and Manco on the Draft Communication Strategy and Workshop of Councillors	Submission to Council for Approval and Approved Communication Strategy	N/A	Manager : Executive Support	Quarterly	Q1 Draft Communication Plan, Exco & Manco minutes with attendance register Q2 Councillors Workshop attendance register and presentation Draft Communication Plan with Exco & Manco comments/recommendations Q3 Council resolution and Approved Communication Plan	
MM015		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To address issues raised by the Public	Public relations					% of customer complaints submitted and addressed	OUTCOME	% complaints addressed	96%	100%	100%	100%	100%	100%	Manager : Executive Support	Quarterly	Register of complaints addressed.A signed Municipality Official response and a calculation sheet	
MM016		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure good relations with the media houses	Public relations					% of media enquiries addressed	OUTCOME	% of media enquiries address	96%	100%	100%	100%	100%	100%	100%	Manager : Executive Support	Quarterly	Media Enquiries addressed register.A signed Municipality Official response,publication,email communications from the publisher enquiring, email from the municipality responding to a media enquiry and a calculation sheet
MM017		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele principles	Public relations	22,117,992				Approved Service Charter and Service Standards by March 2019	OUTPUT	Service Charter and Service Standard	Approved Service Charter and Service Standards	Approved Service Charter and Service Standard by March 2019	Submission of Draft Service Charter and Service Standard to Manco for comments and Exco for Adoption	Incorporate comments from Exco and Manco on the Draft Service Charter and Service Standard and Workshop of Councillors	Approved Service Charter and Service Standard by March 2019	N/A	Manager : Executive Support	Quarterly	Q1 Draft Service Charter and Service Standard,Manco & Exco minutes and attendance register Q2 Councillors Workshop attendance register and presentation, Draft Service Charter and Service Standards with Exco & Manco comments/recommendations Q3 Council resolution and an Approved Service Charter and Service Standard	
MM018		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele Principles	Public relations					Annual Customer Satisfaction Survey Conducted by 31 January 2019	OUTPUT	Survey	Annual Customer Satisfaction Survey Conducted by 31 January 2017	Annual Customer Satisfaction Survey Conducted by 31 January 2019	N/A	N/A	Annual Customer Satisfaction Survey Conducted by 31 January 2019	N/A	Manager : Executive Support	Annual	Customer Satisfaction Survey Report/minutes of Exco, Council	
MM019		Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele principles	Public relations					Number of media briefings and press releases	OUTCOME	Number	8	8	2	2	2	2	Manager : Executive Support	Quarterly	Press release register and press statement	
MM020	OSCG0019	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure that the municipality has and maintains an accountable and standardised ICT systems	To facilitate the annual implementation of good ICT governance processes	IT				G08.1.1	Number of ICT Steering Committee meetings	Output	Number	4	4	1	1	1	1	Director : IT	Quarterly	ICT Steering Committee Minutes and attendance register	
MM021		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	Provide stable, robust and secure ICT infrastructure for Municipal users	To provide continuous IT solutions and support services	IT					% of uptime maintained	OUTCOME	Percentage	96%	96%	96%	96%	96%	96%	Director : IT	Quarterly	System Uptime Report and (additional evidence supporting the report)	
MM022		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	Provide stable, robust and secure ICT infrastructure for Municipal users	To provide continuous IT solutions and support services	IT					Number of Disaster Recovery Tests conducted	OUTPUT	Number of Disaster Test	1	1	N/A	N/A	N/A	1	Director : IT	Annual	Disaster recovery test report	
MM023		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	Provide stable, robust and secure ICT infrastructure for Municipal users	To implement more effective ICT controls	IT					Number of ICT Security Audits	OUTPUT	Number of ICT Security Audits	4	4	1	1	1	1	Director : IT	Quarterly	Active Directory Audit Report and additional evidence supporting the report	
MM024		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure that the municipality has and maintains an accountable, transparent and standardised ICT systems	To provide ICT systems access to authorized users	IT					Frequency of user access reviews	OUTPUT	User access reviews	4	4	1	1	1	1	Director : IT	Quarterly	User Access Review Report and evidence supporting the report	
MM025	OSCG020	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure that good governance principles are implemented	To review and implement policies and strategies	IT				G09.1.1	Number of reviewed ICT Strategy / ICT policies / ICT procedures	OUTPUT	Number of ICT policies/procedures	1	1	N/A	N/A	N/A	1	Director : IT	Annual	Council Resolution/ SED Approval for procedures	
MM026	OSCG004	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management				G02.1.1	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2019	OUTPUT	Policy and Strategy	Existing Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2019	N/A	N/A	N/A	Approval of Risk Management Policy and Strategy, Anti-Fraud & Corruption Policy and Strategy by 30 June 2019	Chief Risk Officer	Annual	Council resolution and Approved Strategy and Policy (Where applicable y) Proof of review	

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OFFICE OF THE MUNICIPAL MANAGER																										
SDBP REFERENCE NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE		
MM027	OSCG0005	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management	280,000			G02.1.2	Annual risk assessment report for 2019/20 as approved by Manco by 31 May 2019	OUTPUT	Minutes of Manco and Annual Risk Register	Risk Register 2017/18	Annual risk assessment report for 2019/20 as approved by Municipal Manager by 31 May 2019	N/A	N/A	N/A	Annual risk assessment report for 2019/20 as approved by Municipal Manager by 31 May 2019	Chief Risk Officer	Annual	Manco Resolution / Attendance registers for risk assessment workshops and Annual Risk assessment report/Risk assessment report and risk registers.		
MM028	OSCG0006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management				G02.1.3	Quarterly Risk Management reports on implementation of risk management action plan submitted to Audit Committee	OUTPUT	Audit Committee Minutes and Progress Report on Risk Management	To specify last report submitted to AC	4	1	1	1	1	Chief Risk Officer	Quarterly	Audit Committee Resolution and Quarterly risk Management reports		
MM029	OSCG0007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	Risk management				G02.2.1	Quarterly reports on AG and Internal Audit Action Plan	OUTPUT	Reports	New KPI	4	1	1	1	1	Chief Risk Officer	Quarterly	Progress report against approved Internal Audit Plan and internal audit reports		
MM030	OSCG0008	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	Risk management				G02.2.2	Bi-annual Compliance Monitoring report submitted to Audit Committee	OUTPUT	Number of reports	Current Compliance Monitoring reporting reports	2	N/A	1	N/A	1	Chief Risk Officer	Bi-annual	Minutes of Audit Committee		
MM031	OSCG0009	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit	8,549,225			G03.1.1	%age of Projects implemented as per Internal Audit Plan	Outcome	Number	100%	100%	100%	100%	100%	100%	Chief Audit Executive	Quarterly	Progress report against approved Internal Audit Plan and Internal audit reports		
MM032	OSCG0010	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit				G03.1.2	Council Approval of audit committee charter by March 2019	Output	Council resolution approving Audit Committee Charter	Approved Audit Committee Charter by Council in April 2018	Council Approval of audit committee charter by March 2019	N/A	N/A	Council Approval of audit committee charter by March 2019	N/A	Chief Audit Executive	Annual	Council resolution approving Audit Committee Charter		
MM033		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit					Number of audit committee meetings convened	Output	Number	7	4	1	1	1	1	Chief Audit Executive	Quarterly	Audit committee minutes and agenda of meetings		
MM034	OSCG0011	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services				G04.1.1	%age of contracts drafted and vetted as requested by departments	Output	Percentage	New KPI	100%	100%	100%	100%	100%	100%	Executive Manager : Legal Services	Quarterly	Registers of all contracts received with a date received and date finalised , and contracts vetted and drafted with calculation sheet	
MM035	OSCG0013	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services	4,527,911			G04.1.3	%age of objections addressed within 60days as per SCM Regulations	Output	Number of days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	Executive Manager : Legal Services	Quarterly	Quarter 1 - 4: Objections register with dates of objection received and resolved, Objections and communication to Objector and Calculation sheet	
MM036	OSCG0014	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services				G04.1.4	%age of bylaws published as prioritised by ManCo	Output	Published Bylaws	new KPI	100%	N/A	N/A	N/A	100%	Executive Manager : Legal Services	Annual	Proof of publication of bylaws		
MM037	OSCG0012	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services				G04.1.2	Approved Contract Management Policy by June 2019	Output	Approved Contract Management Policy	New KPI	Approved Contract Management Policy by June 2019	N/A	N/A	N/A	Approved Contract Management Policy by June 2019	Executive Manager : Legal Services	Annual	Council Resolution		
MM038	OSCG0022	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To obtain a clean audit on the Audit of Performance Objectives by 2020	To facilitate the development , review and implementation of the PMS annually	PMS				G010.1.1	Number of performance reports submitted to Audit Committee	Output Indicator	Number	3	4	1	1	1	1	1	Manager : Monitoring and Evaluation	Quarterly	Audit Committee resolution and Quarterly performance report	
MM039	OSCG0023	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To obtain a clean audit on the Audit of Performance Objectives by 2020	To implement outreach and awareness workshops on PMS to departments and other role-players	PMS	4,322,683			G011.1.1	Number of PMS workshops held	Output Indicator	Number	4	4	1	1	1	1	1	Manager : Monitoring and Evaluation	Quarterly	Workshops attendance register	
MM040	OSCG0024	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual performance Reporting process	PMS				G012.1.1	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Output Indicator	Reports	Annual Performance report submitted to AG on the 31 August 2017	Annual Performance Report submitted to the Auditor-General by 31 August 2018	Annual Performance Report submitted to the Auditor-General by 31 August 2018	N/A	N/A	N/A	Manager : Monitoring and Evaluation	Annual	Acknowledgement of receipt from AG.		
MM041	OSCG0025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual report process	PMS				G013.1.1	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	Output Indicator	Reports	Approved Annual Report by Council 31 March 2018	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	N/A	N/A	Tabling of Annual Report to Council by 31 January 2019 and Approval of Annual Report by 31 March 2019	N/A	Municipal Manager	Annual	Council Resolution and Approved Annual Report		
MM042		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To strengthen executive support services.	Manage programs in the office of the Mayor	Mayoral Office					%age implementation of Mayoral Programme	Output Indicator	Programmes	100%	100%	100%	100%	100%	100%	100%	100%	Manager : Executive Support	Quarterly	Mayoral Program indicating progress achieved, Press releases (where applicable), invoices (where applicable), press articles.
MM043	OSCCC0016	Output 1: Implement a differentiated approach to municipal financing, planning and support	CROSS CUTTING	Putting people first.	Improved Community Safety	To facilitate the responsive role of government/Civil society and private sector.	To mainstream programmes with the National and Provincial government, Civil society and private sector	GOVERNANCE UNIT (Special Programmes)	2,454,030			CC8.1.1	% Percentage of OSS issues received and referred	Process Indicator	Percentage	100%	100%	100%	100%	100%	100%	100%	Manager : Special Programmes	Quarterly	Registers of issues received and referred	
MM044	OSCCC0017	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To facilitate the responsive role of the municipality in OSS.	To mainstream OSS through Internal OSS and Special Programmes Steering Committee	GOVERNANCE UNIT (Special Programmes)				CC9.1.1	Number of Special Programme and OSS meetings	Output	Number	2	2	N/A	1	N/A	1	1	Manager : Special Programmes	Bi-annual	Special Programme and OSS Steering Committee Minutes and Attendance registers	
MM045	OSCCC0018	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To respond to needs of vulnerable groups within Newcastle jurisdictional area.	Empowerment of target groups (Senior citizens, Disability, People living with HIV/AIDS, Women Men)	GOVERNANCE UNIT (Social Programmes)				CC10.1.1	Number of functional Special Programmes FORA	Outcome Indicator	Number	8	8	2	2	2	2	2	2	Manager : Special Programmes	Quarterly	Forum meetings register and Attendance register
MM046	OSCCC0019	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Putting people first.	Improved Community Safety	To respond to the needs of vulnerable groups	To host human rights activities to address issues affecting the vulnerable groups	GOVERNANCE UNIT (Special Programmes)				CC11.1.1	Number of special programs events implemented	Output	Number	20	20	5	5	5	5	5	5	Manager : Special Programmes	Quarterly	Attendance registers, minutes and photos
									61,908,937.00	0.00	0.00															

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SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19																									
TECHNICAL SERVICES																									
SDBP REF NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL-REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	2018/19 ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE	
T5001	OSCGG001	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG1.1.1	Monthly Execution of Resolutions progress report submitted to as per resolution register to Municipal Manager	Output	Reports	NEW	12	3	3	3	3	SED: Technical Services	Quarterly	Proof of Submission to Municipal Managers Office , Monthly Execution of Resolutions report	
T5002		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED					Monthly Review by SED to implement departmental operational plans aligned to SDBP's and Capital programme	Output	Reports	NEW	12	3	3	3	3	SED: Technical Services	Quarterly	Minutes of monthly review meetings on departmental operational plan	
T5003		Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				FV.8.1	Monthly Progress reports on the implementation of Revenue Enhancement Strategies submitted to relevant Portfolio Committee and Exco	Output	Reports	NEW	12	3	3	3	3	SED: Technical Services	Quarterly	Minutes of PFSC and Progress reports	
T5004	OSCGG006	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG2.1.3	Monthly Progress report on implementation of Risk Management Strategies submitted to CRO	Output	Reports	NEW	12	3	3	3	3	3	SED: Technical Services	Quarterly	Proof of submission to CRO and monthly progress reports
T5005	OSCGG025	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG13.1.1	Monthly Progress report on implementation of Oversight Report recommendations submitted to MPAC	Output	Reports	NEW	12	3	3	3	3	3	SED: Technical Services	Quarterly	Minutes of MPAC and Monthly progress reports
T5006	OSCGG007	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To Report regularly on governance related matters	SED				GG2.2.1	Monthly Progress reports on implementation of Management Action Plan to AG findings to CRO	Output	Reports	NEW	12	3	3	3	3	3	SED: Technical Services	Quarterly	Proof of submission to CRO and monthly progress reports
T5007	OSCITD012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance and accountability	To implement the IPMS policy of Council	SED				IT10.1.1	%age of employees appraised as per the Individual Performance Management System	Output	Reports	NEW	100%	Finalisation of Performance Plans (TGL17-16)	100%	100%	100%	100%	SED: Technical Services	Quarterly	Q1. Signed Performance Plan by no later than 31 July 2018. Q2-Q4 Evaluation reports/ Evaluation records as submitted to Corporate Services
T5008	OSCFM002	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Accelerated Municipal Transformation and Corporate Development	To ensure implementation of capital programme	To ensure compliance with budget planning and implementation	SED				FV2.1.1	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's Integrated Development Plan (IDP)	OUTPUT	Percentage	90%	90%	31%	63%	82%	90%	SED: Technical Services	Quarterly	Year to date (Month-end) expenditure reports from BTO.	
T5009	OSCLE013	Output 3: Implementation of the Community Work Programme.	LOCAL ECONOMIC DEVELOPMENT	Good governance;	Local Economic Development (Eradication of poverty and unemployment)	Local Economic Development (eradication of poverty and unemployment)	To promote economic development that will result in sustainable job creation	SED				ED3.1.1	The Number of jobs created through municipality's local economic development initiatives including capital projects	OUTPUT	Number	800	1568	0	0	0	1568	SED: Technical Services	Annual	EPWP report as submitted to Public Works	
T5010	OSCBS001	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved quality of roads and stormwater infrastructure (including sidewalks)	To create an efficient system for infrastructure operations and management	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	Technical Services - Civils and Water	241,425,590	(10,699,000)	116,435,500	BS1.1.1	Full installation of Infrastructure Management Query System (IMQS) with all functional attributes by June 2019	Output	Infrastructure Management Query System	Final Appointment of Consultant	Fully installation of Infrastructure Management Query System (IMQS) with all functional attributes by June 2019	N/A	Finalise funding for installing of Infrastructure Management Query System (IMQS)	N/A	Fully installation of Infrastructure Management Query System (IMQS) with all functional attributes by June 2019	SED: Technical Services	Bi-annual	Q2 - Approval of the funds by EXCO under the non-revenue water funding or by COGTA under MIG Funding or DWS under any funding supported by Department of Water and Sanitation, Q4 - Report with all end user personnel connected to the IMQS	
CV1	OSCBS010	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved quality of roads and stormwater infrastructure (including sidewalks)	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	Civil				BS5.1.1	Km of Roads ressealed/rehabilitated	Output	Kilometres (km)	12km	25,7 km	0km	7 km	18,7 km	0 km	Manager: Roads and Storm-water	Bi-annual	Completion certificates signed by the Director and confirmed by the relevant ward Councillor.	
CV2	OSCBS011	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved quality of roads and stormwater infrastructure (including sidewalks)	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	Civil				BS5.1.2	km's of roads gravelled	Output	Kilometres (km)	2,5km	8,8km	0 km	4,4km	4,4km	0km	Manager: Roads and Storm-water	Bi-annual	Completion certificates signed by the Director and confirmed by the relevant ward Councillor.	
CV3		Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Delivering basic services;	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	To address ad-hoc complaints related to building maintenance from different sections within the municipality	Civil					%age of maintenance complaints addressed as received	Output	Percentage (%)	90%	90%	90%	90%	90%	90%	Manager: Buildings	Quarterly	Maintenance Register and report signed by the Director (summary and calculations)	
CV4		Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Delivering basic services;	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	Develop a comprehensive buildings maintenance plan and a short term plan for implementation in the current year	Civil					% Implementation of the building maintenance plan	Output	Percentage (%)	NEW KPI	100%	0	50%	0	100%	Manager: Buildings	Bi-annual	Maintenance Plan and Maintenance Register and report signed by the Director (summary and calculations)	
CV5		Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Delivering basic services;	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	Develop a comprehensive buildings maintenance plan and a short term plan for implementation in the current year	Civil					Number of Building Maintenance Steering Committee Meetings convened	output	number	1	4	1	1	1	1	Manager: Buildings	Quarterly	Signed Minutes of the meeting and the register	
CV6		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved quality of roads and stormwater infrastructure (including sidewalks)	Upgrade of gravel roads to tarred roads with storm water infrastructure and street furniture	Ensure 100% expenditure on approved grant funding and explore other sources of funding	Civil					% of MIG budget spent	Process	Percentage (%)	100%	100%	10%	40%	60%	100%	Manager: PMU	Quarterly	Budget versus expenditure report from the financial system including the funding source and calculation	
CV7	OSCBS012	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved quality of roads and stormwater infrastructure (including sidewalks)	Upgrade of gravel roads to tarred roads with storm water infrastructure and street furniture	Implementation of the Capital Program (MIG+INTERNAL FUNDING)	Civil				BS6.1.1	Km's of roads upgraded from gravel to blacktop including street furniture	Output	Kilometres (km)	1,7km	8,07km	0km	0km	8,07km	0km	Manager: PMU	Annual	(Invoices will be linked to relevant PPP's) Completion certificates, progress reports signed by the Consultant engineer/ Director/SED	
CV8		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved quality of roads and stormwater infrastructure (including sidewalks)	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	Civil					Number of storm-water culverts constructed	Output	Number	NEW KPI	2	0	0	0	2	Manager: Roads and Storm-water	Annual	Completion certificates signed by the Director and confirmed by the relevant ward Councillor.	
CV9	OSCCC014	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to public facilities (including educational facilities- provincial mandate)	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	Civil				CC7.1.1	Progress made with Charlestown Library	Process	Progress reports	New kpi	Completion of Charlestown library	Construction of sub-structure brickwork, finishing of concrete floor slab and the completion of steel structure, roof and roof sheeting.	Completion of superstructure brickwork, completion of security gate and completion of electrical work.	Completion of the Amphitheatre, completion of external works and final completion of the project.	0	Manager: PMU	Quarterly	Progress reports, Completion certificate, invoices linked to the expenditure	
CV10		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved quality of roads and stormwater infrastructure (including sidewalks)	Upgrade of gravel roads to tarred roads with storm water infrastructure and street furniture	Implementation of the Capital Program (MIG+INTERNAL FUNDING)	Civil					Progress on the planning and design of Newcastle East roads	Process	Progress reports	NEW KPI	Appointment of service provider and Contractual Obligation	Appointment of consultant engineer	EIA Scoping Report & Detail Design Approved	Tender advertisement	Appointment of service provider and Contractual Obligation	Manager: PMU	Quarterly	Quarter 1: Appointment letter, Quarter 2: progress reports, Quarter 3: Tender advert and Quarter 4: Appointment letter	
WS1		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To create an efficient system for infrastructure operations and management	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	Water					Implementation of the Web Based WSOP	Process Indicator	Progress reports	100% Web based WSOP	Quarterly Updating of the WSOP and an annual review of the WSOP to create a baseline for the 2019/20 FY	Uploading of the progress of the water projects on the WSOP Website	Uploading of the progress of the water projects on the WSOP Website	Uploading of the progress of the water projects on the WSOP Website	(a) Uploading of the progress of the water projects on the WSOP Website (b) Review of the web based WSOP to create a baseline for 2019/20 FY	Manager: WSA	Quarterly	Quarter 1- 4: Council approval resolution of capital budget, Exco approvals of water projects to be uploaded into the web based WSOP, DWS confirmation of successful uploading of data.	
WS2		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure that the service level agreement is implemented	To monitor the performance of the entity (financial and non-financial performance)	Water					Number of UTW reports submitted to Portfolio Standing Committee	output	Number	NEW KPI	12	3	3	3	3	Manager: WSA	Quarterly	Register, Reports and minutes of the meeting	

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SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN : 2018/19																								
TECHNICAL SERVICES																								
SOBIP REF NUMBER	OSC REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- EXPENDITURE)	BUDGET 2018/19 BY FUNCTIONAL AREA (OPERATIONAL- REVENUE)	BUDGET 2018/19 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	2018/19 ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
WS3	OSCBS002	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Increase number of households with access to basic potable (drinkable) water.	Water	591,881,051	(455,844,665)	85,500,000	BS2.1.1	% Of households with access to a basic level of water	Output indicator	Percentage (%)	93.40%	93.40%	0	0	0	93.40%	Director: WSA	Annual	Progress report based on Stats SA census figures, BTO reports on new connections OR supported by completion certificates and final payment certificates/invoices signed by the Director and SED.
WS4	OSCBS003	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Increase number of households with access to basic sanitation.	Water				BS2.2.1	% Of households with access to a basic level of sanitation	Output indicator	Percentage (%)	80.60%	81.05%	0	0	0	81.05%	Director: WSA	Annual	Progress report based on Stats SA census figures, BTO reports on new connections OR supported by completion certificates and final payment certificates/invoices signed by the Director and SED.
WS5	OSCBS005	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To reduce water loss	To reduce the percentage of water losses. (Non- revenue water loss)	Water				BS3.1.1	Reduction of water loss by 2% per annum for Non- Revenue Water loss	Outcome indicator	Percentage (%)	42.00%	40.00%	0	0	0	40.00%	Manager: WSA	Annual	Water balance scorecard with all calculations
WS6		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Increase number of households with access to basic potable (drinkable) water.	Water					Number of Households with access to water within a 200m radius (standpipes)	Output Indicator	Number	1290	2350	0	0	0	2350	Manager: Projects and Construction	Annual	Completion certificates approved by the SED and a close out report
WS7		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Provide housing and other development projects reticulated water service through provision of new infrastructure and existing infrastructure upgrades	Water					Progress on the Construction of bulk water supply for the Blaauwbosch Housing Project	Process Indicator	Reports	70% of materials for the project have been procured	Construction phase of the project	BEC	Appointment of the service provider and site establishment	Construction phase of the project	Construction phase of the project	Manager: Projects and Construction	Quarterly	Quarter 1 - 4: Progress reports and invoices aligned to the expenditure on the financial system
WS8		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Provide housing and other development projects reticulated water service through provision of new infrastructure and existing infrastructure upgrades	Water					Progress on the Construction of Ngagane bulk water supply project	Process Indicator	Reports	NEW KPI	Construction phase of the project	BAC	Appointment of the service provider and site establishment	Construction phase of the project	Construction phase of the project	Manager: Projects and Construction	Quarterly	Quarter 1 - 4: Progress reports and invoices aligned to the expenditure on the financial system
WS9		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Upgrade wastewater collection and treatment facilities	Water					% completion on the construction phase for the Madadeni Waste Water Treatment Plant	Process Indicator	% (percentage)	40% completion of the construction phase	100%	0	60%	0	100%	Manager: Projects and Construction	Bi-annual	Quarter 2 and 4: Progress reports and invoices aligned to the expenditure on the financial system
WS10		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Upgrade wastewater collection and treatment facilities	Water					% completion on the construction phase for the Ngagane Waste Water Treatment Plant	Process Indicator	% (percentage)	NEW KPI	40%	0	30%	0	40%	Manager: Projects and Construction	Bi-annual	Quarter 2 and 4: Progress reports and invoices aligned to the expenditure on the financial system
WS11		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Increase number of households with access to basic sanitation.	Water					Number of households with access to sanitation (VIP toilets)	Output indicator	Number	28704	440	0	0	0	440	Manager: Projects and Construction	Annual	Completion certificates approved by the SED and a close out report
WS12		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To promote water conservation and environmental awareness	To develop a water and sanitation customer relations management plan (community awareness, etc.)	Water					Approval of a water and sanitation customer relations management plan by 30 June 2019	Output indicator	Approval of the customer relations management plan	Approved water and sanitation customer relations management plan by 30 June 2019	Approval by the SED of a water and sanitation customer relations management plan by 30 June 2019	N/A	Draft customer relations management plan	N/A	Approval by the SED of a water and sanitation customer relations management plan by 30 June 2019	Manager: Customer Relations	Bi-annual	Quarter 2: Draft customer relations plan and Quarter 4: Approved customer relations management plan by the SED
WS13		Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote water conservation and environmental awareness	To improve both internal and external communication.	Water					% of communication plan implemented	OUTPUT	Percentage (%)	100%	100%	25%	50%	75.00%	100%	Manager: Customer Relations	Quarterly	Communication plan and Registers/minutes/press releases/articles/ publications
WS2		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure that the service level agreement is implemented	To engage all relevant stakeholders on the transfer of the bulk water function to a new bulk water institution	Water					Quarterly reports on the transfer of the bulk water function to a new bulk water institution to Portfolio Committee	output	Number	NEW KPI	4	1	1	1	1	Director : Water Services	Quarterly	Reports and minutes of the meeting with stakeholders and Portfolio Committee
ELM001	OSCBS013	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure access to electricity within the Newcastle Licence area	To develop and implement the Electricity Services Delivery Plan (ESDP)	Electrical	712,413,653	(762,908,624)		BS7.1.1	Development and approval of Electricity Service Delivery Plan (ESDP) by June 2019	PROCESS	Electricity Service Delivery Plan	Appointment of Service Provider to develop Electricity Service Delivery Plan (ESDP) by June 2018	Development and approval of Electricity Service Delivery Plan (ESDP) by June 2019	Electricity Service Delivery Plan (ESDP) Inception Report	Development of Electricity Service Delivery Plan (ESDP) Implementation Plan	Draft Electricity Service Delivery Plan (ESDP)	Development and approval of Electricity Service Delivery Plan (ESDP) by June 2019	SED : Electrical & Mechanical Services	Quarterly	Q1 - ESDP Inception Report Q2 - ESDP Implementation Plan Q3 - Draft ESDP Q4 - Electricity Service Delivery Plan and Council minutes
ELM002		Output 1: Implement a differentiated approach to municipal financing, planning and support.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Good governance;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure access to electricity within the Newcastle Licence area	To comply with NERSA set standard	Electrical					Maintain electricity losses within 0-12% of total usage	OUTCOME	Percentage	0-12% of total usage	0-12% of total usage	0-12% of total usage	0-12% of total usage	0-12% of total usage	0-12% of total usage	Director : Electrical & Mechanical Services	Quarterly	Control operating report, invoices from Eskom and calculation sheet
ELM003		Output 1: Implement a differentiated approach to municipal financing, planning and support.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Good governance;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To render a mechanical services to municipal fleet	To render a mechanical services to municipal fleet	Electrical					% of vehicles repaired as reported	OUTPUT	Percentage	94%	90%	90%	90%	90%	90%	Director : Electrical & Mechanical Services	Quarterly	Vehicle log sheet, signed job cards and Calculation sheet
ELM004	OSCBS014	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure access to electricity within the Newcastle Licence area	To provide electricity within the Newcastle Municipality Licensed Areas.	Electrical				BS7.2.1	Percentage of households with access to a basic level of electricity	OUTPUT	Percentage	95.00%	95%	N/A	N/A	N/A	95%	Manager: Distributions	Annual	BTO and progress reports against Stats SA census information
ELM005		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To ensure access to electricity within the Newcastle Licence area	To provide electricity within the Newcastle Municipality Licensed Areas.	Electrical					Average time to restore electricity after failure	INPUT	Time	0-3 hours	0-3 hours	0-3 hours	0-3 hours	0-3 hours	0-3 hours	Manager: Distributions	Quarterly	Complaint register, control log sheets and calculations
ELM006		Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To ensure an effective street lighting service	To provide and maintain street lighting for Newcastle	Electrical					Percentage of street lighting complaints addressed as reported	INPUT	Percentage	70%	70%	70%	70%	70%	70%	Manager: Distributions	Quarterly	Streetlight complaints register with job cards and calculation sheet
ELM007		Output 1: Implement a differentiated approach to municipal financing, planning and support.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To promote zero fatalities and ensure a healthy and safe working environment	To promote zero fatalities and ensure a healthy and safe working environment	Electrical					Number of Safety Meetings convened	OUTPUT	Number	3	4	1	1	1	1	Manager: Distributions	Quarterly	Signed Minutes and attendance registers

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SDBIP REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	ENTITY OBJECTIVE	ENTITY STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE BUDGET)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2 TARGET	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
UTW1	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, housing, waste removal)	Manage Stakeholder Relationships	Align Business Plans & Budgets with Municipal IDPs, Budgets & Plans, and National / Provincial Development Objectives	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Submit an annual business plan to Municipality by 31 January each year	OUTPUT	Business Plan as approved by the Board, Minutes of meeting of the Board, Proof of submission	1 Business Plan submitted by the 31 January 2018	Annual business plan to Municipality by 31 January each year	n/a	Annual business plan to Municipality by 31 January each year	n/a	n/a	Managing Director	Annual	Business Plan as approved by the Board, Minutes of meeting of the Board, Proof of submission
UTW2	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, housing, waste removal)	Manage Stakeholder Relationships	Align Business Plans & Budgets with Municipal IDPs, Budgets & Plans, and National / Provincial Development Objectives	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Monthly Operational, Admin and Financial meetings with municipality	OUTPUT	Number	6	12	3	3	3	3	Executive Director: Operations and Engineering Services	Quarterly	Notice of Meeting, Minutes of meetings and Attendance registers
UTW3	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, housing, waste removal)	Manage Stakeholder Relationships	Institutional Arrangements	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Submit quarterly institutional arrangement status quo reports to Municipality	OUTPUT	Number	NEW KPI	4	1	1	1	1	Managing Director	Quarterly	Status Quo Report, Proof of submission
UTW4	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, housing, waste removal)	Manage Stakeholder Relationships	Institutional Arrangements	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Number of Board, Shareholder and Audit Committee Meetings convened	OUTPUT	Number	9	9(Quarterly Board Meetings, annual Shareholder meeting, Quarterly Audit Committee Meetings)	2(1 Board Meeting and 1 Audit Committee Meeting)	2(1 Board Meeting and 1 Audit Committee Meeting)	2(1 Board Meeting and 1 Audit Committee Meeting)	3(1 Board Meeting, 1 Audit Committee Meeting and 1 Shareholder Meeting)	Managing Director	Quarterly	Notice of Meeting, Minutes of meetings and Attendance registers
UTW5	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Communicate company performance to stakeholders and public	Submission of Monthly Section 71 reports to Municipality	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Submission of Monthly Section 71 reports to Municipality by the 7th of each month	OUTPUT	Number	12	12 Monthly Section 71 reports to Municipality by the 7th of each month	3 Monthly Section 71 reports to Municipality by the 7th of each month	3 Monthly Section 71 reports to Municipality by the 7th of each month	3 Monthly Section 71 reports to Municipality by the 7th of each month	3 Monthly Section 71 reports to Municipality by the 7th of each month	Chief Financial Officer	Quarterly	Monthly section 71 Reports, Proof of Submission
UTW6	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Communicate company performance to stakeholders and public	Submission of Performance Reports as legislated by the MFMA	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Submission of Annual Report for previous financial year by the 31 December 2018	OUTPUT	Number	1 of each Report (3)	Submission of Annual Report for previous financial year by the 31 December 2018	Submission of Draft Annual Report for previous financial year by 25 August 2018	Submission of Annual Report for previous financial year by the 31 December 2018	n/a	n/a	Managing Director	Quarterly	Q1. Draft AR and proof of submission Q2. Final AR and proof of submission
UTW7	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Communicate company performance to stakeholders and public	Submission of Performance Reports as legislated by the MFMA	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Submission of Mid Year Performance report to Newcastle Municipality by 20 January 2019	OUTPUT	Mid year assessment and Proof of submission	1	Submission of Mid Year Performance report to Newcastle Municipality by 20 January 2019	n/a	n/a	Submission of Mid Year Performance report to Newcastle Municipality by 20 January 2019	n/a	Managing Director	Annual	Mid year assessment and Proof of submission
UTW8	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Communicate company performance to stakeholders and public	Submission of Performance Reports as legislated by the MFMA	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Submission of Annual Performance Report for previous financial year by the 31 December 2018	OUTPUT	Number	1 of each Report (3)	Submission of Draft Annual Performance Report for previous financial year by the 31 December 2018	Submission of Draft Annual Performance Report for previous financial year by 20 August 2018	Submission of Draft Annual Performance Report for previous financial year by the 31 December 2018	n/a	n/a	Managing Director	Quarterly	Q1. Draft APR and proof of submission Q2. Final APR and proof of submission
UTW9	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	To Manage and Reduce Risks	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Submission of Annual risk assessment to the Entity's Audit Committee by June 2019	OUTPUT	Annual Risk Assessment and Minutes of Audit Committee	Submission of Annual Risk Assessment in June 2017	Submission of Annual risk assessment to the Entity's Audit Committee by June 2019	n/a	n/a	n/a	Submission of Annual risk assessment to the Entity's Audit Committee by June 2019	Managing Director	Annual	Annual Risk Assessment and Minutes of Audit Committee
UTW10	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	To Manage and Reduce Risks	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Quarterly Risk Management reports submitted to Audit Committee	OUTPUT	Number	4	Quarterly Risk Management reports submitted to Audit Committee	Quarterly Risk Management reports submitted to Audit Committee	Quarterly Risk Management reports submitted to Audit Committee	Quarterly Risk Management reports submitted to Audit Committee	Quarterly Risk Management reports submitted to Audit Committee	Managing Director	Quarterly	Quarterly Risk Management Report and Minutes of Audit Committee
UTW11	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	To ensure that critical positions are filled as provided for on the budget	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Filling of critical posts of Managing Director and CFO	OUTPUT	Number	NEW KPI	2 (MD and CFO)	n/a	n/a	n/a	2 (MD and CFO)	Managing Director	Quarterly	Appointment Letters
UTW12	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Increase Financial Sustainability	Revenue Management	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Monthly invoicing of municipality within 10 days of each new month for services rendered	OUTPUT	Number	12	12 Invoices submitted to Municipality within 10 days of each new month for services rendered	3 Invoices submitted to Municipality within 10 days of each new month for services rendered	3 Invoices submitted to Municipality within 10 days of each new month for services rendered	3 Invoices submitted to Municipality within 10 days of each new month for services rendered	3 Invoices submitted to Municipality within 10 days of each new month for services rendered	CFO	Quarterly	Monthly Invoices, Proof of Submission, Proof of Receipt by Municipality
UTW13	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Increase Financial Sustainability	To produce Annual Financial Statements by the 31 August each year	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Submission of Annual Financial Statements by the 31 August each year To Auditor-General's Office	OUTPUT	Annual Financial Statements and Proof of submission to AG	Annual report submitted by the 31st August 2017	Submission of Annual Financial Statements by the 31 August each year To Auditor-General's Office	Submission of Annual Financial Statements by the 31 August each year To Auditor-General's Office	n/a	n/a	n/a	CFO	Annual	Annual Financial Statements and Proof of submission to AG
UTW14	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Increase Financial Sustainability	To ensure that Procurement plan is finalised annually	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Approved Procurement Plan by Managing Director by June 2019	OUTPUT	Approved Procurement Plan by Managing Director	NEW KPI	Approved Procurement Plan by Managing Director by June 2019	n/a	n/a	n/a	Approved Procurement Plan by Managing Director by June 2019	CFO	Annual	Approved Procurement Plan by Managing Director
UTW15	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Improve Service Delivery	To supply agreed bulk water volumes to Newcastle Municipality	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Volume (KL's) of uninterrupted bulk water supplied in terms of WSP / WSA Agreements and budgeted volumes.	OUTPUT	Number	24645086 KL supplied till End April 2018	34675000kl	8668750kl	8668750kl	8668750kl	8668750kl	Executive Director: Operations and Engineering Services	Quarterly	Monthly Operations Report

NEWCASTLE MUNICIPALITY																				
SDBIP 2018/19																				
UTHUKELA WATER (PTY) LTD																				
SDBIP REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	ENTITY OBJECTIVE	ENTITY STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE BUDGET)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2018/19	QUARTER 1	QUARTER 2 TARGET	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
UTW16	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Improve Service Delivery	To supply quality bulk water in terms of SANS 241:2015	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Produce bulk water testing 95 % or above across all Determinants of SANS 241:2015	OUTPUT	%age	99%	95%	95%	95%	95%	95%	Executive Director: Operations and Engineering Services	Quarterly	Monthly Operations Report
UTW17	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Improve Service Delivery	Water Conservation Management	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	To Restrict bulk water losses on raw water and potable bulk pipelines to less than 15% per annum	OUTPUT	%age	9%	15%	15%	15%	15%	15%	Executive Director: Operations and Engineering Services	Quarterly	Monthly Operations Report
UTW18	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Increase Water Resource Sustainability	To coordinate the regional bulk water master plan	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Quarterly meetings of the regional bulk water master plan steering committee	OUTPUT	Number	2	4	1	1	1	1	Executive Director: Operations and Technical Services	Quarterly	Notice of Meetings, Agendas and Minutes
UTW19	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Increase Water Resource Sustainability	Increasing the resiliency of the institution	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Number of Disaster Recovery Planning Meetings to develop an Institutional Disaster Recovery Plan	OUTPUT	Number	4	4	1	1	1	1	Managing Director	Quarterly	Monthly Meeting Notices, Agendas and Minutes
UTW20	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Increase Water Resource Sustainability	Perform regular asset conditional assessments and Maintenance Planning	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Annual asset conditional assessment by June 2019	OUTPUT	Annual asset conditional assessment	Annual asset conditional assessment December 2017	Annual asset conditional assessment by June 2019	n/a	n/a	n/a	Annual asset conditional assessment by June 2019	CFO	Annually	Annual asset conditional assessment
UTW21	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	Increase Water Resource Sustainability	To compile an Annual Maintenance Plan by December 2018	WATER AND SANITATION	BS2.1.1 & BS 2.2.1	Annual Maintenance Plan submitted by December 2018	OUTPUT	Annual Maintenance Plan, Minutes LEADCO submission	Annual Maintenance Plan submitted by December 2017	Annual Maintenance Plan submitted by December 2018	n/a	Annual Maintenance Plan submitted by December 2018	n/a	n/a	Executive Director: Operations and Engineering Services	Annually	Annual Maintenance Plan, Minutes LEADCO submission

NEWCASTLE MUNICIPALITY															
CONSOLIDATED CAPITAL CASH FLOW PROJECTIONS 2018' 19															
SOURCE OF FUNDING	PROJECT DESCRIPTION	WARD LOCALITY	2018/19 DRAFT BUDGET	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
MIG	MF55	19	8,522,585	800,000	1,000,000	1,100,000	1,200,000	1,000,000	850,000	800,000	900,000	872,585			
MIG	MD35	24	6,916,168	866,168	900,000	900,000	1,100,000	1,200,000	700,000	650,000	600,000				
MIG	MD30	26	3,298,605	550,000	700,000	850,000	700,000	498,605							
MIG	ME11 (A)	28	1,854,816	300,000	300,000	300,000	400,000	230,000	120,000	100,000	104,816				
MIG	ME11 (B)	28	5,559,406	650,000	750,000	800,000	1,000,000	750,000	650,000	500,000	459,406				
MIG	OE41	9	3,038,128	350,000	400,000	500,000	600,000	400,000	300,000	250,000	238,128				
MIG	OA85 (A)	8	4,887,572	500,000	600,000	650,000	800,000	750,000	600,000	500,000	487,572				
MIG	OA85 (B)	8	7,874,500	800,000	900,000	1,200,000	1,200,000	1,300,000	840,500	834,000	800,000				
MIG	OC20	10	5,544,201	600,000	750,000	800,000	1,000,000	800,000	600,000	550,000	444,201				
MIG	OA103	30	5,786,019	650,000	650,000	700,000	700,000	800,000	700,000	600,000	500,000	486,019			
MIG	NEWCASTLE EAST ROADS PLANNING & DESIGN	TBD	3,950,000										2,550,000	250,000	1,150,000
INTERNAL FUNDS	RESEALING OF ROADS - NEWCASTLE WEST	2,3,4,5,25,34	13,000,000		5,000,000	3,000,000	3,000,000	1,000,000	1,000,000		2,550,000	250,000			
INTERNAL FUNDS	RESEALING OF ROADS - MADADENI	19,22,23,24	6,000,000		1,500,000	2,000,000	2,000,000	500,000							
INTERNAL FUNDS	RESEALING OF ROADS - OSIZWENI	8,9,10,11,12,17,18,30	6,000,000		1,500,000	2,000,000	2,000,000	500,000							
INTERNAL FUNDS	RESEALING OF ROADS - KILBARCHAN	21	2,000,000				500,000	500,000	500,000	500,000					
INTERNAL FUNDS	RESEALING OF ROADS - CHARLESTOWN	1	1,000,000					500,000	500,000						
INTERNAL FUNDS	STORMWATER MANAGEMENT (NN,MAD AND OSIZ)	All wards	2,000,000								1,000,000	1,000,000			
GRANT FUNDING	CHARLESTOWN LIBRARY	1	18,703,500	1,400,000	2,200,000	2,500,000	3,500,000	4,000,000	2,200,000	2,000,000	903,500				
INTERNAL FUNDS	LAND DEVELOPMENT - WATER & ELECTRICITY	34 - MEDICAL PRESCINT	6,000,000												6,000,000
INTERNAL FUNDS	LAND DEVELOPMENT - ENGINEERING	34 - REVERSIDE INDUSTRIAL	4,500,000												4,500,000
MIG	PIPE REPLACEMENT AND UPGRADE PROJECT	3	8,500,000	250,000	750,000	1,250,000	1,500,000	1,750,000	1,250,000	1,000,000	750,000	-	-	-	-
MIG	MADADENI WWTP	31	15,000,000	2,000,000	2,000,000	2,000,000	2,900,000	2,200,000	1,300,000	1,400,000	1,200,000	-	-	-	-
MIG	BLAAUWBOSCH BULK WATER PROJECT	16; 18; 19	9,000,000				550,000	1,000,000	1,200,000	1,500,000	1,690,000	900,000	1,660,000	300,000	200,000
MIG	UPGRADE OF NGAGANE WWTW PHASE1	21	9,000,000				800,000	900,000	1,000,000	1,110,000	1,240,000	1,150,000	1,100,000	900,000	800,000
MIG	NGAGANE BULK WATER SUPPLY PROJECT	21	4,000,000		500,000	1,000,000	750,000	500,000	500,000	750,000	-	-	-	-	-
MWIG	NEWCASTLE NON-REVENUE WATER REDUCTION	8,9,10,11,12,13,17,18,32	10,000,000	-		-	1,500,000	1,500,000	2,200,000	1,300,000	1,000,000	1,000,000	800,000	500,000	200,000
MWIG	NEWCASTLE EAST WATER SUPPLY EXTENSION	ALL WARD IN NN EAST	30,000,000	5,000,000	7,000,000	5,000,000	2,000,000	2,000,000	2,500,000	3,000,000	2,000,000	1,000,000	500,000		
			201,935,500	14,716,168	27,400,000	26,550,000	29,700,000	24,578,605	19,510,500	17,344,000	16,867,623	6,658,604	7,760,000	1,950,000	12,850,000
						61,799,551			128,209,746			164,992,950			185,296,950
						31%			63%			82%			92%
GOVERNMENT GRANT - PROVINCE	Air Conditioner & Humider: Art Gallery	2	190,000	-	-	-	-	-	-	-	-	-	-	-	190,000
GOVERNMENT GRANT - PROVINCE	Fencing: Fort Amiel	4	150,000	-	-	-	-	-	-	-	-	-	-	-	150,000
GOVERNMENT GRANT - PROVINCE	Furniture & Equipment: Libraries	4	50,000	-	-	-	-	-	-	-	-	50,000	-	-	-
GOVERNMENT GRANT - PROVINCE	Generators: Libraries	24 & 11	600,000	-	-	-	-	-	-	-	-	-	-	600,000	-
INTERNAL	Purchase of Skip Loading Truck	ALL	1,500,000	-	-	-	-	-	-	-	-	-	-	1,500,000	-
INTERNAL	Purchase of 6m3 skips	ALL	150,000	-	-	-	-	-	-	-	-	-	-	150,000	-
			2,640,000	-	-	-	-	-	-	-	-	50,000	-	2,250,000	340,000
												45,000			2,376,000
												2%			1
INTERNAL	FURNITURE & EQUIPMENT	INSTITUTIONAL	1,000,000	-	-	-	-	-	-	-	-	-	-	-	1,000,000
															900,000
															90%
TOTAL			205,575,500	14,716,168	27,400,000	26,550,000	29,700,000	24,578,605	19,510,500	17,344,000	16,867,623	6,708,604	7,760,000	4,200,000	14,190,000
						61,799,551			128,209,746			165,037,950			188,572,950
						30%			62%			80%			92%

PROJECT IMPLEMENTATION PLAN :2018/2019 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		Airconditioner and humidifer: Art Galley	RESPONSIBLE DEPARTMENT	Community Services: Arts, Culture & Amenities										
VOTE/PROJECT NO.			RESPONSIBLE MANAGER	E.P Niemand										
COST OF PROJECT(AS APPROVED)		R 190,000	WARD LOCALITY	2										
PROJECT OBJECTIVE :	Conservation and preservation of art collection and assets													
PERFORMANCE TARGET:	Procument and installation of airconditioner and humidifer at the Art Gallery													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Compile specifications	Specifications													
Advertising	Advertisement													
Evaluations	Report													
Award	Appointment Letter and MBD 7.1													
Supply, delivery & installation	Delivery note													
Payment	Invoice													190,000
		TOTAL												190,000
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0											
Reason for Variance														
No. of Jobs Created														
No. of Persons Trained														
COMMENTS														

PROJECT IMPLEMENTATION PLAN :2018/2019 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		Fencing: Fort Amiel	RESPONSIBLE DEPARTMENT	Community Services: Arts, Culture & Amenities										
VOTE/PROJECT NO.			RESPONSIBLE MANAGER	E.P Niemand										
COST OF PROJECT(AS APPROVED)		R 150,000	WARD LOCALITY	4										
PROJECT OBJECTIVE :	To safe guard Council facilities and asset													
PERFORMANCE TARGET:	Procument and installation of fencing at Fort Amiel													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Compile specifications	Specifications													
Advertising	Advertisement													
Evaluations	Report													
Award	Appointment Letter and MBD 7.1													
Supply, delivery & installation	Delivery note													
Payment	Invoice													150,000
		TOTAL												150,000
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0											
Reason for Variance														
No. of Jobs Created														
No. of Persons Trained														
COMMENTS														

PROJECT IMPLEMENTATION PLAN :2018/2019 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		Furniture & Equipment: Libraries	RESPONSIBLE DEPARTMENT			Community Services: Arts, Culture & Amenities								
VOTE/PROJECT NO.			RESPONSIBLE MANAGER			E.P Niemand								
COST OF PROJECT(AS APPROVED)		R 50,000	WARD LOCALITY			4								
PROJECT OBJECTIVE :	To enhance service delivery to the community													
PERFORMANCE TARGET:	Procument of furniture and equipment for various libraries													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Compile specifications	Specifications													
Advertising	Closed quotes													
Award	Purcahse orders													
Supply & delivery	Delivery notes													
Payment	Invoice										50,000			
		TOTAL									50,000			
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0											
Reason for Variance														
No. of Jobs Created														
No. of Persons Trained														
COMMENTS														

PROJECT IMPLEMENTATION PLAN :2018/2019 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		Generators: Libraries			RESPONSIBLE DEPARTMENT			Community Services: Arts, Culture & Amenities						
VOTE/PROJECT NO.					RESPONSIBLE MANAGER			E.P Niemand						
COST OF PROJECT(AS APPROVED)		R 600,000			WARD LOCALITY			24 & 11						
PROJECT OBJECTIVE :		To upgrade Council facilities and to enhance service delivery												
PERFORMANCE TARGET:		Supply, delivery and commissioning of generators at the Madadeni and Osizweni Libraries												
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Compile specifications	Specifications													
BSC	Minutes													
Advert	Advertisement													
Evaluations	Report													
BEC	Minutes													
BAC	Minutes													
Award	Provisional Appointment letter													
Final appointment	Appointment letter & MBD 7.1													
Supply, delivery and installation	Delivery note													
Payment	Invoice												600,000	
		TOTAL											600000	
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0											
Reason for Variance														
No. of Jobs Created														
No. of Persons Trained														
COMMENTS														

PROJECT IMPLEMENTATION PLAN :2018/2019 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		Purchase of Skip Truck	RESPONSIBLE DEPARTMENT		Community Services: Waste Management									
VOTE/PROJECT NO.			RESPONSIBLE MANAGER		NF Swanepoel									
COST OF PROJECT(AS APPROVED)		R 1,500,000	WARD LOCALITY		All									
PROJECT OBJECTIVE :	Rendering a skip service													
PERFORMANCE TARGET:	Supply and delivery of Skip Loading Truck													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Compile specifications	Specifications													
BSC	Minutes													
Advert	Advertisement													
Evaluations	Report													
BEC	Minutes													
BAC	Minutes													
Award	Provisional Appointment letter													
Final appointment	Appointment letter & MBD 7.1													
Supply, delivery and installation	Delivery note													
Payment	Invoice												1,500,000	
	TOTAL												1,500,000.00	
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0											
Reason for Variance														
No. of Jobs Created														
No. of Persons Trained														
COMMENTS														

PROJECT IMPLEMENTATION PLAN :2018/2019 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		Purchase of Skips	RESPONSIBLE DEPARTMENT		Community Services: Waste Management									
VOTE/PROJECT NO.			RESPONSIBLE MANAGER		NF Swanepoel									
COST OF PROJECT(AS APPROVED)		R 150,000	WARD LOCALITY		All									
PROJECT OBJECTIVE :	Rendering a skip service													
PERFORMANCE TARGET:	Supply and delivery of 6m3 Skips													
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Compile specifications	Specifications													
BSC	Minutes													
Advert	Advertisement													
Evaluations	Report													
BEC	Minutes													
BAC	Minutes													
Award	Provisional Appointment letter													
Final appointment	Appointment letter & MBD 7.1													
Supply, delivery and installation	Delivery note													
Payment	Invoice												150,000	
	TOTAL												150000	
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0											
Reason for Variance														
No. of Jobs Created														
No. of Persons Trained														
COMMENTS														

Description	Ref	Vote 1 - CORPORATE SERVICES	Vote 2 - COMMUNITY SERVICES	Vote 3 - BUDGET AND TREASURY	Vote 4 - MUNICIPAL MANAGER	Vote 5 - DEVELOPMENT PLANNING AND	Vote 6 - TECHNICAL SERVICES	Vote 7 - ELECTRICAL AND	TOTAL BUDGET	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
R thousand		1																			
Revenue By Source																					
Property rates		—	—	295,785	—	—	—	—	295,785	24,648,775	24,648,775	24,648,775	24,648,775	24,648,775	24,648,775	24,648,775	24,648,775	24,648,775	24,648,775	24,648,775	24,648,775
Service charges - electricity revenue		—	—	—	—	—	—	—	686,768	57,230,629	57,230,629	57,230,629	57,230,629	57,230,629	57,230,629	57,230,629	57,230,629	57,230,629	57,230,629	57,230,629	57,230,629
Service charges - water revenue		—	—	—	—	—	161,896	—	161,896	13,491,329	13,491,329	13,491,329	13,491,329	13,491,329	13,491,329	13,491,329	13,491,329	13,491,329	13,491,329	13,491,329	13,491,329
Service charges - sanitation revenue		—	—	—	—	—	—	95,532	95,532	7,961,016	7,961,016	7,961,016	7,961,016	7,961,016	7,961,016	7,961,016	7,961,016	7,961,016	7,961,016	7,961,016	7,961,016
Service charges - refuse revenue		—	64,354	—	—	—	—	—	64,354	5,362,810	5,362,810	5,362,810	5,362,810	5,362,810	5,362,810	5,362,810	5,362,810	5,362,810	5,362,810	5,362,810	5,362,810
Service charges - other		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Rental of facilities and equipment		2,937	758	202	—	4,745	—	—	8,642	720,158	720,158	720,158	720,158	720,158	720,158	720,158	720,158	720,158	720,158	720,158	720,158
Interest earned - external investments		3,122	—	919	—	—	—	—	4,041	336,767	336,767	336,767	336,767	336,767	336,767	336,767	336,767	336,767	336,767	336,767	336,767
Interest earned - outstanding debtors		—	—	—	13,218	—	—	—	13,218	1,101,479	1,101,479	1,101,479	1,101,479	1,101,479	1,101,479	1,101,479	1,101,479	1,101,479	1,101,479	1,101,479	1,101,479
Dividends received		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits		—	8,710	—	—	—	—	—	8,710	725,797	725,797	725,797	725,797	725,797	725,797	725,797	725,797	725,797	725,797	725,797	725,797
Licenses and permits		—	1	—	—	—	—	—	13	1,076	1,076	1,076	1,076	1,076	1,076	1,076	1,076	1,076	1,076	1,076	1,076
Agency services		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other revenue		378	—	—	—	—	—	—	42,829	3,569,059	3,569,059	3,569,059	3,569,059	3,569,059	3,569,059	3,569,059	3,569,059	3,569,059	3,569,059	3,569,059	3,569,059
Transfers and subsidies		62,389	40,463	—	—	—	—	—	48,734	32,061,167	32,061,167	32,061,167	32,061,167	32,061,167	32,061,167	32,061,167	32,061,167	32,061,167	32,061,167	32,061,167	32,061,167
Gains on disposal of PPE		—	—	—	—	2,200	—	—	2,200	183,333	183,333	183,333	183,333	183,333	183,333	183,333	183,333	183,333	183,333	183,333	183,333
Total Revenue (excluding capital transfers and contributions)		68,826	114,285	343,457	—	49,416	49														

[illegible]