

PERFORMANCE MANAGEMENT 2014/15



Contents

Abbreviations.....	3
Municipal Manager's Foreword	Error! Bookmark not defined.
Approval by the Mayor	5
Introduction	6
Legislative Framework.....	6
The IDP Process	7
The Budget for 2014/2015	9
Reconciliation Of The IDP And The Budget	13
Newcastle Municipality Performance Management System (PMS).....	15
Organisational Score-card aligned to the approved IDP Review 2014/15.....	15
Service Delivery Budget Implementation Plan (SDBIP)	16
Monthly Projections of Revenue to be Collected for each Source.....	18
Monthly Projections of Expenditure and Revenue for each Vote (Department).....	22
Monthly projections of capital expenditure as per the approved Capital budget 2014/15.....	24
High level project implementation plans (PIP) aligned to the Capital budget	26
Reporting and Monitoring of the PMS	26
Capital Budget By Ward Locality	29
Bibliography.....	37
Contact information	37

Appendix :

1. Organisational Score-card aligned to the approved IDP Review 2014/15
2. 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 2014/15
3. Capital Programme
 - i] Monthly projections of capital expenditure as per the approved Capital budget 2014/15
 - ii] High level project implementation plans aligned to the Capital budget
4. Framework for Performance Management for the Newcastle Municipality

Abbreviations

AG	-	Auditor-General
BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CBP	-	Community Based Planning
CIF	-	Capital Investment Framework
COGTA	-	Co-operative Governance and Traditional Affairs
DBSA	-	Development Bank of South Africa
DAERD	-	Department of Agriculture, Environmental Affairs and Rural Development
DLTGA	-	Department of Local Government and Traditional Affairs (Now Cogta)
DME	-	Department of Minerals and Energy
DOE	-	Department of Education
DOH	-	Department of Housing
DORA	-	Division of Revenue Act
DOT	-	Department of Transport
DWAF	-	Department of Water Affairs and Forestry
EIA	-	Environmental Impact Assessment
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	-	Information Communication Technology also referred to as IT
IT	-	Information Technology
S		
IDP	-	Integrated Development Plan
IDP RF	-	Integrated Development Plan Representative Forum
IWMP	-	Integrated Waste Management Plan
KPI	-	Key Performance Indicator
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LGTAS	-	Local Government Turn Around Strategies
LRAD	-	Land Redistribution for Agricultural Development
LUMS	-	Land Use Management System
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MDB	-	Municipal Demarcation Board
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MPAC	-	Municipal Public Accounts Committee
MTCF	-	Medium-term Capital Framework
MTEF	-	Medium-Term Expenditure Framework
MTSF	-	Medium-Term Strategic Framework
NHBRC	-	National Home Builders Registration Council
NNTAS	-	Newcastle Turnaround Strategy

<i>NSDP</i>	-	<i>National Spatial Development Perspective</i>
<i>NWMS</i>	-	<i>National Waste Management Strategy</i>
<i>PSEDS</i>	-	<i>Provincial Spatial Economic Development Strategies</i>
<i>PGDS</i>	-	<i>Provincial Growth and Development Strategy</i>
<i>PMS</i>	-	<i>Performance Management System</i>
<i>PIMS</i>	-	<i>Planning, Implementation and Management System</i>
<i>PMS</i>	-	<i>Performance Management System</i>
<i>PMU</i>	-	<i>Project Management Unit</i>
<i>PPP</i>	-	<i>Public-Private Partnership</i>
<i>PSEDS</i>	-	<i>Provincial Spatial Economic Development Strategy</i>
<i>PTP</i>	-	<i>Public Transport Plan</i>
<i>RDP</i>	-	<i>Reconstruction and Development Programme</i>
<i>RSC</i>	-	<i>Regional Service Centre</i>
<i>SADC</i>	-	<i>Southern Africa Development Community</i>
<i>SCOPA</i>	-	<i>Standing Committee on Public Accounts</i>
<i>SEA</i>	-	<i>Strategic Environmental Assessment</i>
<i>SDF</i>	-	<i>Spatial Development Framework</i>
<i>SDBIP</i>	-	<i>Service Delivery and Budget Implementation Plan</i>
<i>SDP</i>	-	<i>Site Development Plan</i>
<i>SMME</i>	-	<i>Small, Medium and Micro Enterprise</i>
<i>TA</i>	-	<i>Tribal Authority</i>
<i>TLC</i>	-	<i>Transitional Local Council</i>
<i>VTC</i>	-	<i>Voluntary Testing and Counselling</i>
<i>WSB</i>	-	<i>Water Services Backlog</i>
<i>WCDM</i>	-	<i>Water Conservation and Demand Management</i>
<i>WSDP</i>	-	<i>Water Services Development Plan</i>



I, Councillor Afzul Farouk Rehman, In My Capacity As Mayor Of The Newcastle Municipality, Hereby In Terms Of Section 53 Of The Municipality Finance Management Act (Act 56 Of 2003), Approve the Performance Management System for the Newcastle Municipality which includes the following :-

- ✓ Organisational Score-card aligned to the approved IDP Review 2014/15
- ✓ 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 2014/15
- ✓ Monthly Projections of Revenue to be Collected for each Source
- ✓ Monthly Projections of Expenditure and Revenue for each Vote
- ✓ Monthly projections of capital expenditure as per the approved Capital budget 2014/15
- ✓ High level project implementation plans aligned to the Capital budget

MAYOR, A REHMAN (Mr)

DATE

Introduction

The purpose of this document is to present the Performance Management System (PMS) of the Newcastle municipality for the 2014/15 financial year. 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 approval 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 PMS 2014/15 will not only ensure appropriate monitoring in the execution of the Municipality's budget and processes involved in the allocations of budgets to achieve key strategic priorities as set by the Municipality's Integrated Development Plan (IDP), but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for the overall annual and quarterly organizational performance for the 2014/15 financial year.

This P M S also assists the executive, council and the community in their respective oversight responsibilities since it serves as an implementation and monitoring tool.

Legislative Framework

According to the requirements of the Municipal Systems Act, (2000), the municipality must develop a performance management framework. 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)

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and its annual budget and which must indicate:

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

The MFMA requires that municipalities develop a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy. In terms of Section 53 (1)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

The IDP Process

The IDP is prepared in compliance with the requirements of Chapter 5, particularly Section 25 of Local Government Municipal Systems Act (32 of 2000), which obliges a municipal council to adopt a single, all inclusive and strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. It outlines a development agenda for the municipality for the period 2012 to 2017. The Newcastle IDP informs the budget and also tries to respond to community aspirations and needs. It is a document that set the level of economic growth for the City thereby identifying economic opportunities and areas of investments. Newcastle is well known for its abundance of industrial development particularly the manufacturing sector and service sector which are central to its growth and development.

The approach adopted in the review of the IDP for the 2013/14 financial year was strongly guided by the guidelines prepared by the Department of Co-Operative Governance and Traditional Affairs (COGTA) as set out in the Revised KZN IDP Framework Guide dated 12 February 2013. The guide pack advocates a process that is integrative, sustainable, issue driven, people centred, practical and action oriented

The IDP preparation process involved extensive stakeholder and public participation as required in terms of the MSA. At least four IDP Representative Forum meetings were held, each coinciding with a distinct phase in the process. In addition, several meetings were held at ward level to establish community development needs and consult communities on municipal business generally. Budget/IDP Road shows also provided valuable input into the process. The review of the IDP over the next four years will also follow the same process.

Although the NLM has made significant progress in addressing service backlogs and promoting development within its area of jurisdiction, there are still a number of key development challenges that face the municipal area and its people.

NLM development strategy is based on a long-term vision, but acknowledges the significance of issues that needs to be addressed in the short to medium term. As such, the municipality has formulated development goals that seek to address the challenges facing the institution currently and reposition the area in a development path as follows:

- ✓ To develop Newcastle as a service and industrial hub.
- ✓ To eradicate all forms of poverty and destitution/indigence.
- ✓ To be an example of service and governance excellence.
- ✓ To improve the quality of life.
- ✓ To achieve environmental sustainability.
- ✓ To promote gender equality and empowerment.

In the short to medium term, the municipality will initiate projects with clear targets and outputs towards the attainment of these goals. It will accelerate delivery of services and gradually consolidate outcomes so as to attain the desired future situation.

Particular focus will be paid to the following key areas of strategic intervention:

Spatial integration and environmental sustainability: Particular focus will be paid on developing systems and procedures for effective land use and environmental management.

Local economic development: The municipality has a responsibility to create a climate conducive for public and private sector investment. As such, the municipality is committed to work with other government agencies and departments to deliver state of the art economic infrastructure that will facilitate development of effective service and industrial sectors.

Service delivery and infrastructure development: The NLM is the sphere of government that is closer to the communities. This bestows a huge responsibility to deliver services where the municipality is directly responsible and coordinate the delivery of services that fall outside the constitutional obligations of the municipality.

Municipal transformation and organisational development: The attainment of development goals as outlined above requires the municipality to establish effective systems and procedures for both municipal administration and local governance. This includes attracting and retaining well trained, experienced and committed employees.

Municipal financial viability and management: Funds will be a critical input in process towards the attainment of the above-outlined goals. As such, it is critically important to ensure that the municipality is able to generate sufficient funds to be able to deliver services and facilitate development. Also important is ability to account for the use and disbursements of public funds.

Good governance and public participation: The municipality is committed to putting in place systems and procedures for accountable local governance. This includes oversight responsibilities, auditing

function, risk management, etc. Members of the public will be kept informed and engaged in all municipal affairs.

Accordingly the Newcastle Municipality PMS is founded on these strategic focus areas/ key performance areas with the following Vision and Mission :-

Vision : -



Mission Statement :

Newcastle Municipality commits to the following mission Statement:

- ***Render sustainable services***
- ***Creating an environment conducive to economic growth.***
- ***To become the Regional Centre for Investment attraction for Northern KZN.***
- ***Improve service delivery.***
- ***Offer good governance and public participation.***
- ***Best ITC municipality in the local government sphere***

The budget process is an effective process that every local government must undertake to ensure good governance and accountability, taking into account the financial viability and the sustainability of the municipality. This process outlines the current and future direction that the Municipality would follow in order to meet legislative stipulations. The budget process enables the Municipality to involve residents and other stakeholders in the budgeting process.

In terms of Section 15 of the MFMA, a municipality may except where otherwise provided in the Act, incur expenditure only in terms of an approved budget, and within the limits of the amounts appropriated for the different votes in an approved budget. The MFMA prescribes further that the Council must for each financial year approve an annual budget for the municipality before the start of that financial year. An annual budget must set out realistically anticipated revenue for the budget year from each revenue source and expenditure appropriated under the different votes of the municipality.

The Newcastle Municipality's Budget/ Integrated Development Plan (IDP) Review process for the 2014/15 financial year started with the development and approval in August 2013 of the "IDP/Budget/PMS Process Plan ". The timetable provided broad timeframes for the IDP and budget preparation process. The main aim of the timetable was to ensure integration between the Integrated Development Plan and the budget towards tabling a balanced budget.

The National Treasury MFMA Circular No's 66 and 67 provided guidance on content and format for the municipal budget documentation in respect of the 2014/15 Medium Term Revenue and Expenditure framework (MTREF).

The tabling of the Draft budget and approval in principle by Council in March 2014, was followed by publication of the budget in order to involve citizens. Through the Mayoral roadshows, intensive public participation and community consultative meetings were scheduled during March-May 2014. This allowed the municipality to receive representations and submissions from ward committees, residents, community organizations, organized business and other stakeholder formations.

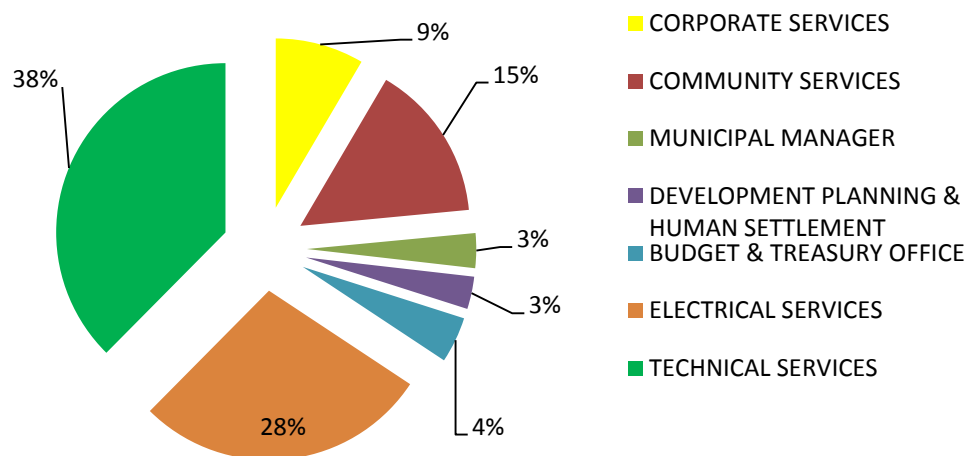
In terms of the Municipal Systems Act and in conjunction with the Municipal Finance Management Act, public hearings on the budgets were held in May 2014 as part of the process of consultation. Council considered all submissions and responses to the draft budget before finalisation and ultimate approval of the budget on the 22 May 2014.

The following is a high level summary of the Operating budget :-

2014/15 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK				
STANDARD ITEM	2013/14 ADJUSTMENTS BUDGET	2014/15 FINAL BUDGET	2015/16 FINAL BUDGET	2016/17 FINAL BUDGET
OPERATIONAL REVENUE PER SOURCE				
PROPERTY RATES	(186,121,150)	(250,759,000.00)	(288,148,000.00)	(308,319,000.00)
ELECTRICITY	(567,581,179)	(609,525,428.13)	(660,601,219.99)	(712,690,239.73)
WATER	(153,603,998)	(164,356,277.86)	(175,861,217.31)	(188,171,502.52)
SANITATION	(84,381,556)	(90,288,264.92)	(96,608,443.46)	(103,371,034.51)
SOLID WASTE	(68,644,573)	(73,449,693.11)	(78,591,171.63)	(84,092,553.64)
RENTAL OF FACILITIES	(5,889,547)	(6,478,501.70)	(7,126,351.87)	(7,838,987.06)
INTEREST ON INVESTMENTS	(16,872,072)	(16,872,072.00)	(16,872,072.00)	(16,872,072.00)
INTEREST ON ARREAR ACCOUNTS	(7,598,960)	(8,130,887.20)	(8,700,049.30)	(9,309,052.76)
FINES	(2,570,188)	(2,827,206.80)	(3,109,927.48)	(3,420,920.23)
LICENCES AND PERMITS	(3,003)	(3,303.30)	(3,633.63)	(3,996.99)
TRANSFERS RECOGNISED	(298,651,889)	(298,618,069.00)	(309,008,632.00)	(309,729,597.00)
OTHER REVENUE	(11,189,486)	(12,308,434.60)	(13,539,278.06)	(14,893,205.87)
TOTAL OPERATIONAL REVENUE	(1,403,107,601)	(1,533,617,138.62)	(1,658,169,996.73)	(1,758,712,162.29)
OPERATIONAL EXPENDITURE PER TYPE				
EMPLOYEE RELATED COSTS	375,509,506	399,721,437	424,495,365	449,412,210
REMUNERATION FOR COUNCILLORS	16,778,590	18,120,877	19,570,547	21,136,191
DEBT IMPAIRMENT	90,148,510	296,728,014	317,498,974	339,723,903
DEPRECIATION	293,327,903	238,001,942	238,001,942	208,197,743
COLLECTION COSTS	12,240,144	13,158,155	13,371,287	15,205,893
FINANCE CHARGES	10,429,845	22,158,395	27,104,604	27,104,604
ELECTRICITY PURCHASES	400,000,000	432,240,000	467,078,544	504,725,075
MATERIAL	3,238,222	3,556,889	3,049,975	3,162,112
AUDIT FEES	3,136,319	3,324,498	3,457,478	3,595,777
AGENT FEES	62,172,675	66,064,402	70,502,350	75,241,627
CONSULTANTS FEES	31,676,775	35,415,695	32,045,393	32,043,695
REPAIRS AND MAINTENANCE	77,637,066	95,257,826	53,514,991	52,672,197
GENERAL EXPENSES	193,175,473	241,975,508	234,852,577	245,443,711
Grand Total	1,569,471,028	1,865,723,638	1,904,544,027	1,977,664,738
SURPLUS/DEFICIT	166,363,427	332,106,499	246,374,030	218,952,576

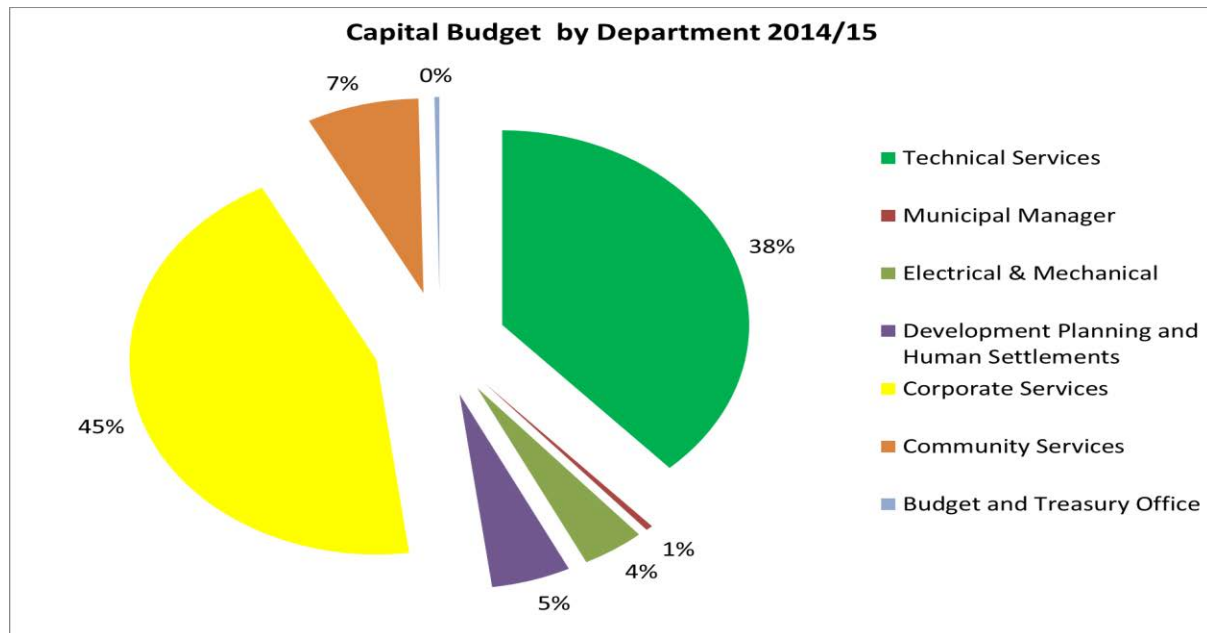
The following is an illustration of budget allocation by Vote/Department :-

EXPENDITURE BUDGET 2014/15 BY DEPARTMENT



The capital budget is summarised below :-

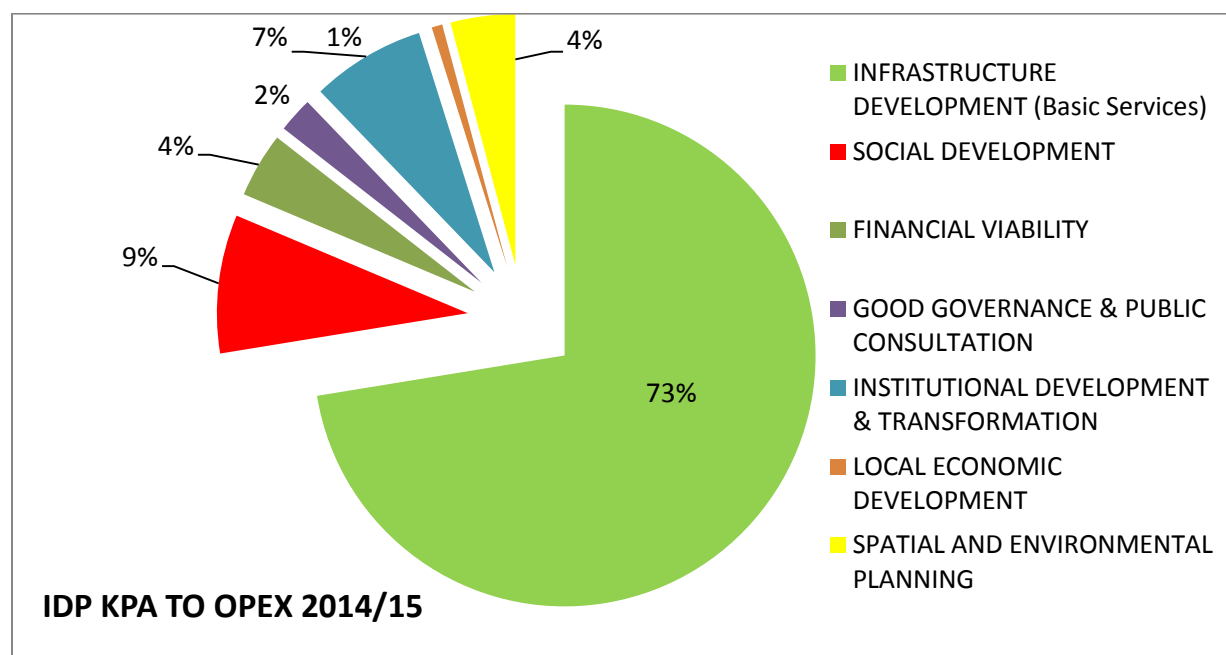
DIRECTORATE DESCRIPTION	2014/15 DRAFT BUDGET	2015/16 DRAFT BUDGET	2016/17 DRAFT BUDGET
CORPORATE SERVICES	197,370,000	-	-
COMMUNITY SERVICES	32,675,000	1,270,000	
MUNICIPAL MANAGER	2,034,000	1,100,000	-
BUDGET & TREASURY OFFICE	1,450,000	2,000,000	2,000,000
TOWN PLANNING	23,039,959		
ELECTRICAL SERVICES	18,200,000	13,400,000	13,800,000
TECHNICAL SERVICES	169,460,000	459,500,000	284,500,000
TOTAL CAPITAL BUDGET	444,228,959	477,270,000	300,300,000
GRANTS	147,914,000		
LOANS	284,839,959		
INTERNAL FUNDING	11,475,000		
	444,228,959		



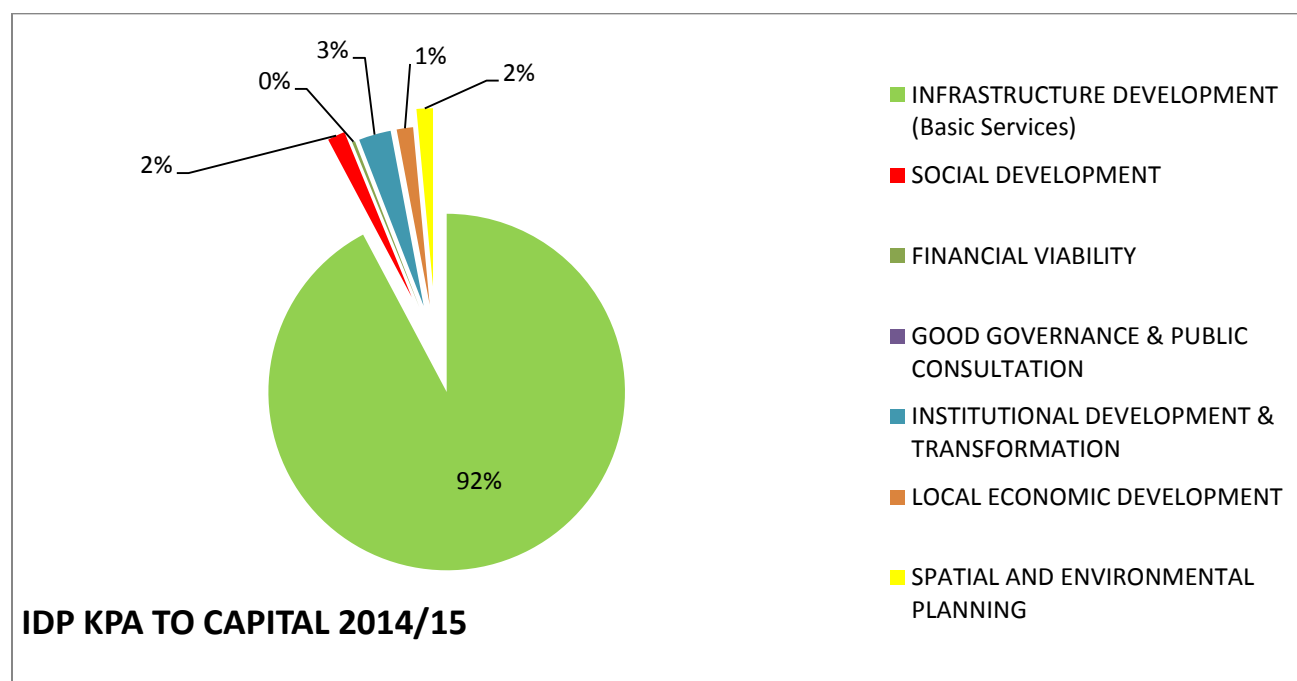
Reconciliation Of The IDP And The Budget

Strategic Objective/KPA	APPROVED BUDGET (Rm)	
	OPEX	CAPEX
INFRASTRUCTURE DEVELOPMENT (Basic Services)	1,346,052	409,721
SOCIAL DEVELOPMENT	165,906	7,129
FINANCIAL VIABILITY	77,769	1,204
GOOD GOVERNANCE & PUBLIC CONSULTATION	42,000	0
INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	136,415	12,975
LOCAL ECONOMIC DEVELOPMENT	12,841	6,600
SPATIAL AND ENVIRONMENTAL PLANNING	77,485	6,600
TOTAL	1,858,469	444,229

The following graph illustrates the alignment of the operating budget to the IDP in so far as the strategic focus areas/ key performance areas are concerned :-



The following graph illustrates the alignment of the capital budget to the IDP in so far as the strategic focus areas/ key performance areas are concerned :-



The following components form the basis of the PMS for the Newcastle Municipality :

- ✓ **Organisational Score-card aligned to the approved IDP Review 2014/15**
- ✓ **SDBIP by Vote - Quarterly projections of Service Delivery Targets and Performance Indicators for each Vote aligned to the approved Budget 2014/15**
- ✓ **Monthly Projections of Revenue to be Collected for each Source**
- ✓ **Monthly Projections of Expenditure and Revenue for each Vote**
- ✓ **Monthly projections of capital expenditure as per the approved Capital budget 2014/15**
- ✓ **High level project implementation plans aligned to the Capital budget**
- ✓ **Detailed Capital Budget per Ward**

Organisational Score-card aligned to the approved IDP Review 2014/15

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 below.

Step 1	<i>Outline the National Key Performance Areas (KPA's) and IDP alignment (2 additional KPA's)</i>
Step 2	<i>Define Strategic Focus Areas (SFA's) that fall under each KPA</i>
Step 3	<i>Formulate appropriate development objectives (IDP Objectives) for each SFA</i>
Step 4	<i>Develop suitable Key Performance Indicators (KPIs)</i>

Step 5	<i>Indicate the types of Key Performance Indicators</i>
Step 6	<i>Provide baseline information</i>
Step 7	<i>Set annual targets for each KPI over the 5 year period to be reviewed annually</i>
Step 8	<i>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</i>
Step 9	<i>Allocate responsibility to departments for execution of actions</i>
Step 10	<i>Provide frequency of reporting on progress</i>
Step 11	<i>Specify the source of evidence to be used for verification and auditing purposes</i>

The Organisational score-card as per **Appendix 1** is compiled using the following Strategic Focus Areas/Key Performance Areas as specified in the IDP :-

- ✓ **Municipal Transformation and Institutional Development;**
- ✓ **Good Governance and Public Participation;**
- ✓ **Local Economic Development;**
- ✓ **Municipal Financial Viability;**
- ✓ **Service Delivery and Infrastructure Development); and**
- ✓ **Social Development**
- ✓ **Municipal Planning and Environment**

Service Delivery Budget Implementation Plan (SDBIP)

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. This is done for each department / vote as defined in the Budget. For the purpose of this SDBIP, KPI's and targets are set for each Strategic Business Unit(SBU) aligned to functional areas.

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.

This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's MFMA Circular No. 13 is the utilization of scorecards to monitor service delivery.

The SDBIP process comprises the following stages, which forms part of a cycle:

- **Planning:**

During this phase the SDBIP process Plan is developed, to be tabled with the IDP Process Plan. SDBIP related processes e.g. workshop schedules, distribution of circulars and training workshops, are also reviewed during this phase.

- **Strategising:**

During this phase the IDP is reviewed and subsequent SDBIP programmes and projects for the next 5 years based on local, provincial and national issues, previous year's performance and current economic and demographic trends etc.

- **Tabling:**

The draft measurable performance objectives is tabled with the draft IDP and budget before Council. Consultation with the community and stakeholders of the IDP/Budget/PMS is done through budget hearings and formal local, provincial and national inputs or responses are also considered in developing the final document.

The submission of the Draft SDBIP is done within 14 days of approval of the budget to the Mayor, whereafter it must be approved by the Mayor within 28 days of approval of the budget.

- **Adoption:**

The Mayor approves the SDBIP no later than 28 days after the adoption of the Municipality's budget.

This is submitted to the EXCO and Council to ensure that the oversight role on the implementation thereof is addressed.

- **Publishing:**

The adopted SDBIP is made public and is published on Council's website.

- **Implementation, Monitoring and Reporting:**

SDBIP projects are implemented and quarterly reporting takes place. Mid-year reporting is done to assess performance on the SDBIP in terms of section 72 of the MFMA, the document is revised in line with the adjustment budget during February/March for approval by the Mayor and submission to Exco and Council.

The Departmental SDBIP's are submitted as **Appendix 2** hereto.

Monthly Projections of Revenue to be Collected for each Source

The failure to collect its revenue as budgeted will severely impact on the Municipality's ability to provide services to the community. The Municipality therefore has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the Municipality to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

The Monthly projection of Revenue to be collected for each source is shown below :

Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>R thousand</u>															
<u>R thousand</u>															
Revenue By Source	20,532	20,532	20,532	20,532	20,532	20,532	20,532	20,532	20,532	20,532	20,532	(225,851)	–	–	–
Property rates												242,670	242,670	259,657	277,833
Property rates - penalties & collection charges	50,794	50,794	50,794	50,794	50,794	50,794	50,794	50,794	50,794	50,794	50,794	(558,731)	–	–	–
Service charges - electricity revenue	13,696	13,696	13,696	13,696	13,696	13,696	13,696	13,696	13,696	13,696	13,696	458,866	609,525	660,601	712,690
Service charges - water revenue	7,524	7,524	7,524	7,524	7,524	7,524	7,524	7,524	7,524	7,524	7,524	81,592	164,356	175,861	188,172
Service charges - sanitation revenue	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	6,121	22,959	90,288	96,608	103,371
Service charges - refuse revenue												73,450	73,450	78,591	84,093
Service charges - other	540	540	540	540	540	540	540	540	540	540	540	(5,939)	–	–	–
Rental of facilities and equipment	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	1,406	(8,987)	6,479	7,126	7,839
Interest earned - external investments	678	678	678	678	678	678	678	678	678	678	678	9,419	16,872	16,872	16,872
Interest earned - outstanding debtors												8,131	8,131	8,700	9,309
Dividends received	236	236	236	236	236	236	236	236	236	236	236	(2,591)	–	–	–
Fines	0	0	0	0	0	0	0	0	0	0	0	2,824	2,827	3,110	3,421
Licences and permits												3	3	4	4
Agency services	74,162			74,162			74,162			74,162		(296,647)	–	–	–
Transfers recognised - operational	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	1,026	287,336	298,618	309,009	309,730
Other revenue												13,142	13,142	15,392	14,894

Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Gains on disposal of PPE	176,714	102,552	102,552	176,714	102,552	102,552	176,714	102,552	102,552	176,714	102,552	101,645	1,526,362	1,631,532	1,728,226
0															
Expenditure By Type	33,243	33,243	33,243	33,243	33,243	33,243	33,243	33,243	33,243	33,243	33,243	(365,670)	–	–	–
Employee related costs	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	383,052	399,663	423,745	448,662
Remuneration of councillors	24,727	24,727	24,727	24,727	24,727	24,727	24,727	24,727	24,727	24,727	24,727	(253,880)	18,121	19,571	21,136
Debt impairment	19,834	19,834	19,834	19,834	19,834	19,834	19,834	19,834	19,834	19,834	19,834	78,560	296,728	317,499	339,724
Depreciation & asset impairment	1,847	1,847	1,847	1,847	1,847	1,847	1,847	1,847	1,847	1,847	1,847	217,690	238,002	238,002	208,198
Finance charges	36,020	36,020	36,020	36,020	36,020	36,020	36,020	36,020	36,020	36,020	36,020	(374,062)	22,158	27,105	27,105
Bulk purchases	297	297	297	297	297	297	297	297	297	297	297	428,979	432,240	467,079	504,725
Other materials	5,505	5,505	5,505	5,505	5,505	5,505	5,505	5,505	5,505	5,505	5,505	(57,001)	3,558	3,050	3,162
Contracted services												161,322	161,322	124,017	127,914
Transfers and grants	31,585	31,585	31,585	31,585	31,585	31,585	31,585	31,585	31,585	31,585	31,585	(292,516)	54,913	58,394	62,123
Other expenditure												231,763	231,763	219,280	225,654
Loss on disposal of PPE	154,566	154,566	154,566	154,566	154,566	154,566	154,566	154,566	154,566	154,566	154,566	158,237	1,858,469	1,897,742	1,968,403
0	22,147	(52,015)	(52,015)	22,147	(52,015)	(52,015)	22,147	(52,015)	(52,015)	22,147	(52,015)	(56,592)	(332,107)	(266,210)	(240,177)
Surplus/(Deficit)												(332,107)	(332,107)	(266,210)	(240,177)
Transfers recognised - capital												–	–	–	–
Contributions recognised - capital												–	–	–	–

Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Contributed assets	22,147	(52,015)	(52,015)	22,147	(52,015)	(52,015)	22,147	(52,015)	(52,015)	22,147	(52,015)	(388,699)	(664,214)	(532,421)	(480,353)
Surplus/(Deficit) after capital transfers & contributions												(332,107)	(332,107)	(266,210)	(240,177)
Surplus/(Deficit) after taxation												(332,107)	(332,107)	(266,210)	(240,177)
Surplus/(Deficit) attributable to municipality												(332,107)	(332,107)	(266,210)	(240,177)
0	22,147	(52,015)	(52,015)	22,147	(52,015)	(52,015)	22,147	(52,015)	(52,015)	22,147	(52,015)	(1,385,020)	(1,660,534)	(1,331,052)	(1,200,883)

Monthly Projections of Expenditure and Revenue for each Vote (Department)

The monthly projection of revenue and expenditure per vote, relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actuals.

Description	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>R thousand</u>															
Revenue by Vote	6,024	6,024	6,024	6,024	6,024	6,024	6,024	6,024	6,024	6,024	6,024	(66,259)	–	–	–
Vote 1 - CORPORATE SERVICES	9,563	9,563	9,563	9,563	9,563	9,563	9,563	9,563	9,563	9,563	9,563	(32,057)	73,133	75,638	74,644
Vote 2 - COMMUNITY SERVICES	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	22,865	(137,410)	114,107	121,833	128,720
Vote 3 - BUDGET AND TREASURY OFFICE	103	103	103	103	103	103	103	103	103	103	103	269,437	270,568	290,900	308,282
Vote 4 - MUNICIPAL MANAGER	356	356	356	356	356	356	356	356	356	356	356	(2,982)	934	967	1,018
Vote 5 - PLANNING DEVELOPMENT AND HUMAN SETTLEMENTS	33,099	33,099	33,099	33,099	33,099	33,099	33,099	33,099	33,099	33,099	33,099	(356,821)	7,272	6,699	7,169
Vote 6 - TECHNICAL SERVICES	55,263	55,263	55,263	55,263	55,263	55,263	55,263	55,263	55,263	55,263	55,263	(210,699)	397,193	418,099	438,115
Vote 7 - ELECTRICAL & MECHANICAL												663,155	663,155	717,395	770,278
Vote 15 - [NAME OF VOTE 15]	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	126,364	1,526,362	1,631,532	1,728,226
Expenditure by Vote	10,672	10,672	10,672	10,672	10,672	10,672	10,672	10,672	10,672	10,672	10,672	(117,392)	–	–	–
Vote 1 - CORPORATE SERVICES	22,085	22,085	22,085	22,085	22,085	22,085	22,085	22,085	22,085	22,085	22,085	(114,870)	128,064	129,049	135,963
Vote 2 - COMMUNITY SERVICES	6,661	6,661	6,661	6,661	6,661	6,661	6,661	6,661	6,661	6,661	6,661	200,708	273,976	277,791	281,839
Vote 3 - BUDGET AND TREASURY OFFICE	5,242	5,242	5,242	5,242	5,242	5,242	5,242	5,242	5,242	5,242	5,242	16,981	74,642	301,107	319,995
Vote 4 - MUNICIPAL MANAGER	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	12,608	62,903	61,461	64,356
Vote 5 - PLANNING DEVELOPMENT AND HUMAN SETTLEMENTS	62,922	62,922	62,922	62,922	62,922	62,922	62,922	62,922	62,922	62,922	62,922	(637,279)	54,867	51,961	54,535
Vote 6 - TECHNICAL SERVICES	42,412	42,412	42,412	42,412	42,412	42,412	42,412	42,412	42,412	42,412	42,412	288,532	755,068	533,151	528,683
Vote 7 - ELECTRICAL & MECHANICAL												508,949	508,949	543,222	583,032
Vote 15 - [NAME OF VOTE 15]	154,567	154,567	154,567	154,567	154,567	154,567	154,567	154,567	154,567	154,567	154,567	158,236	1,858,469	1,897,742	1,968,403

Monthly projections of capital expenditure as per the approved Capital budget 2014/15

The monthly projection of capital expenditure per vote (Appendix 3 [i]) , relate to the planned expenditure patterns against the implementation of the capital programme. The focus under this component is on monthly projections per project in the Capital budget. This read together with the projected milestones as specified on project implementation plan (PIP) will be used to monitor projects specifically to ensure the alignment of financial and non-financial targets in respect of the capital programme.

The table below reflects the high level projections against the Capital programme by Vote/Department :-

Capital expenditure projections by Vote

Department/Vote	2014/15 BUDGET	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
Technical Services	169,460,000	3,550,000	6,800,000	6,230,000	15,390,000	18,540,000	18,105,000	17,540,000	19,765,000	19,220,000	17,580,000	15,620,000	11,120,000
Municipal Manager	2,034,000	0	0	0	0	0	0	1,734,000	0	300,000	0	0	0
Electrical & Mechanical	18,200,000	0	0	0	822,000	1,290,714	3,080,714	2,400,714	1,348,714	2,919,047	2,019,048	1,619,048	2,700,000
Development Planning and Human Settlements	23,039,959	0	350,959	0	0	919,340	359,120	2,718,680	1,419,340	1,472,520	800,000	810,000	14,190,000
Corporate Services	197,370,000		20,000	81,175,431	220,000	200,000	78,830,924	220,000	200,000	28,727,540	545,000	525,000	6,706,105
Community Services	32,675,000	268,671	905,015	2,024,191	3,486,506	2,716,189	2,502,435	1,303,983	0	40,000	468,010	6,760,000	12,200,000
Budget and Treasury Office	1,450,000	0	0	0	0	0	300,000	0	0	0	0	150,000	1,000,000
TOTAL	444,228,959	3,818,671	8,075,974	89,429,622	19,918,506	23,666,243	103,178,193	25,917,377	22,733,054	52,679,107	21,412,058	25,484,048	47,916,105

High level project implementation plans (PIP) aligned to the Capital budget

The high level project implementation plans for the capital programme (Appendix 3 [ii]), relate to the key milestones against individual projects per department. The key milestones as listed below were considered to be consistent for most projects, and departments where required to specify these accordingly. The high level key milestones are :

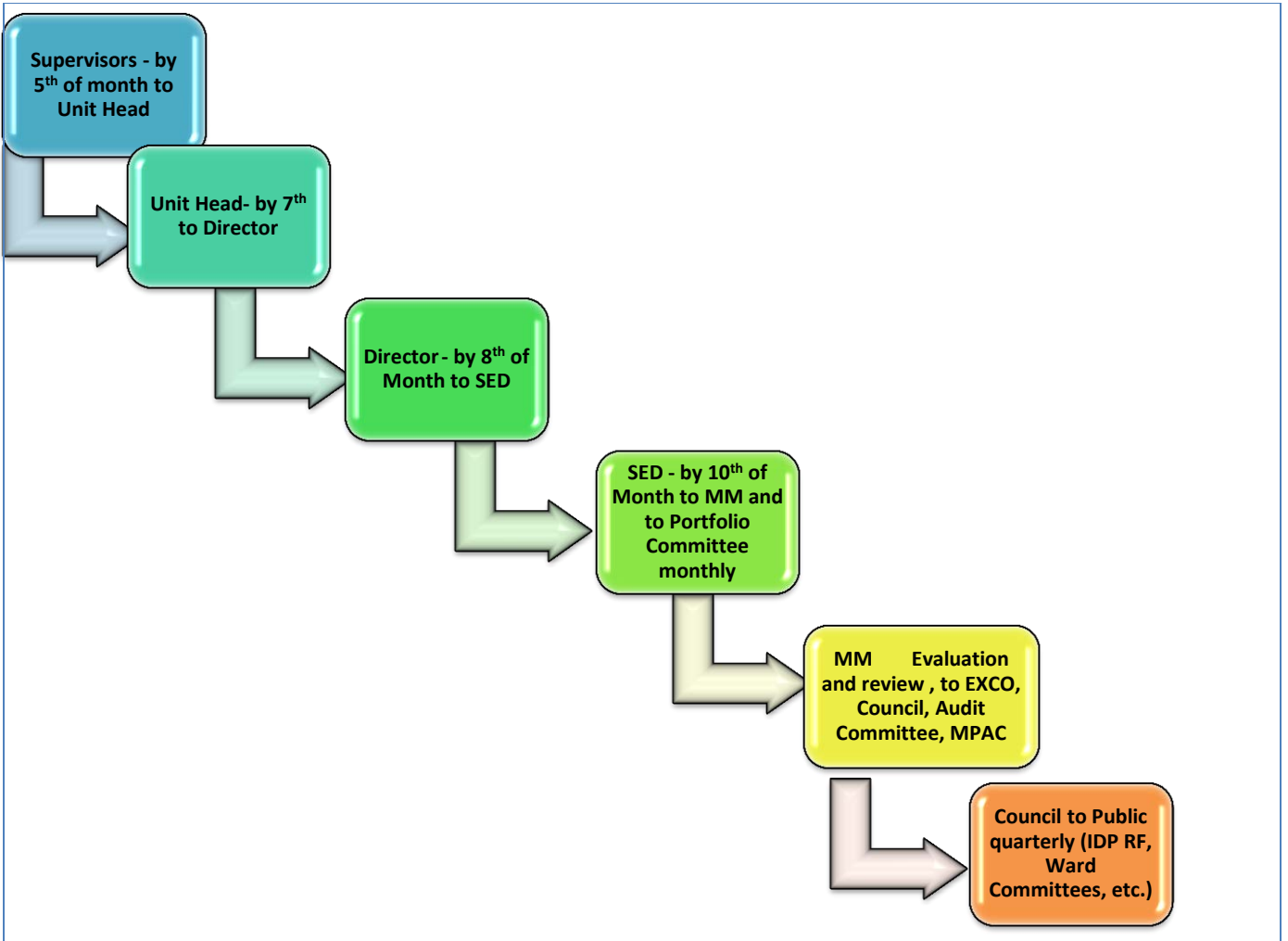
• Consultant Appointed (to start with design)
• EIA Scoping Report & Detail Design Approved
• Bid Specification Committee
• Advertised
• Tender Closing Date
• Bid Evaluation Committee
• Bid Adjudication Committee
• Contractual Obligation
• Construction Commence Date
• Project Completion Date
• Project Duration (Month)

Reporting and Monitoring of the PMS

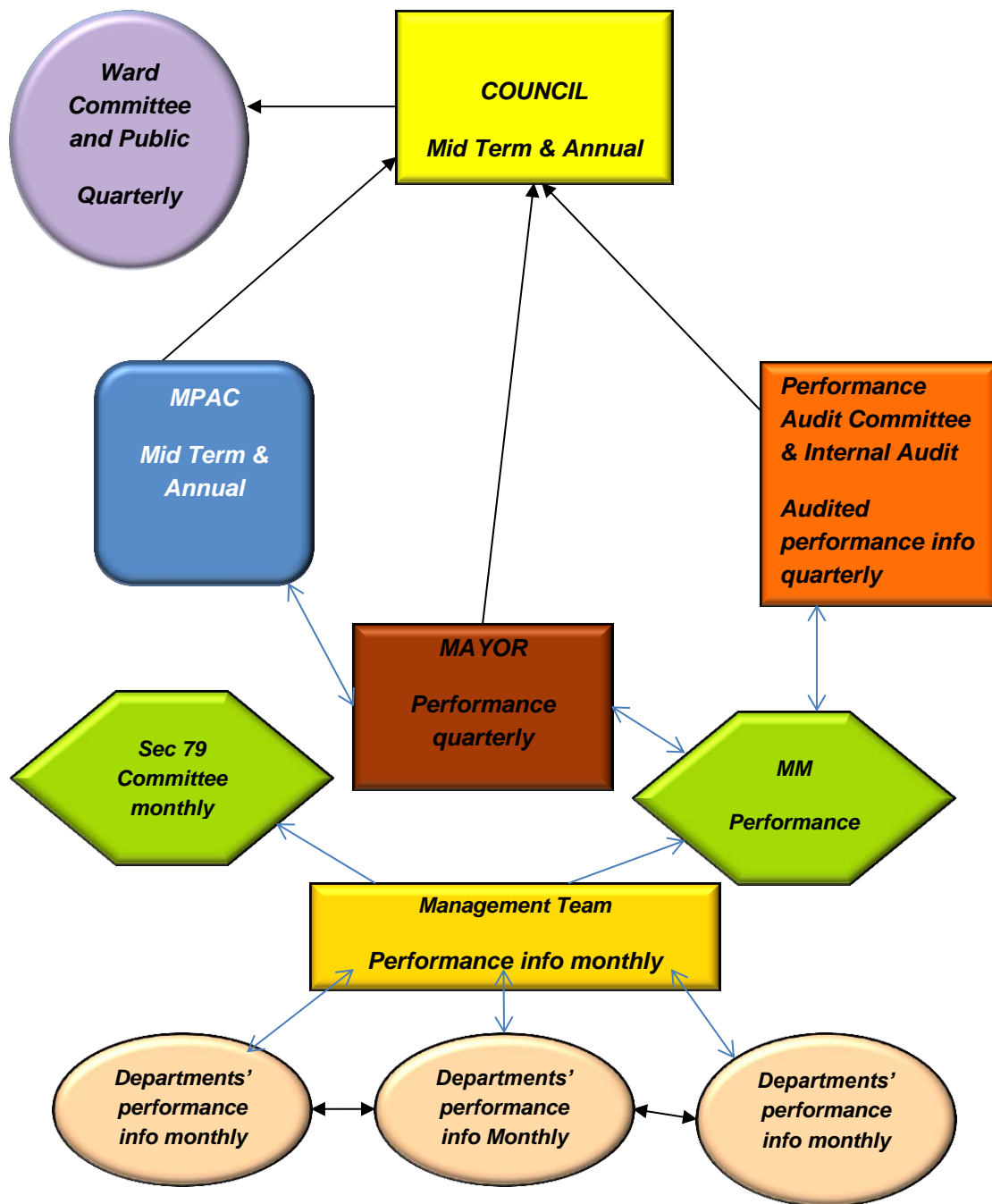
Newcastle Municipality's monitoring system places responsibility on each Department, Division/Section and Individual employee to collect relevant data and information to support the monitoring process. Evidence of performance will be gathered, stored by each department and presented to substantiate claims 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 performance reporting and monitoring flow chart is illustrated below.



The following flow process illustrates reporting accountability :-



Capital Budget By Ward Locality

The capital budget by ward locality is scheduled below :-

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	Vote Description	Ward Locality	2014/15 BUDGET
WSAIP16	INFRASTRUCTURE CIVIL	WATER RETICULATION	Provision Of Basic Sanitation Services To Charlestown	1	500,000
WSAIP17	INFRASTRUCTURE CIVIL	WATER RETICULATION	Provision Of Basic Sanitation Services To Ingogo	1	500,000
WSAIP18	INFRASTRUCTURE CIVIL	WATER RETICULATION	Provision Of Basic Sanitation Services To Normandien	1	500,000
COMM PIP1	COMMUNITY SERVICES	HALL: CHARLESTOWN	Chalestown Hall	1	5,620,000
COMM PIP12	COMMUNITY SERVICES	REFUSE REMOVAL	New Landfill Site	1	3,800,000
COMM PIP20	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	Fencing: Charlestown Cemetery (Zone 1)	1	2,200,000
COMM PIP18	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	Ferrum Pool Piping	2	1,000,000
DPHS PIP4	URSP	URSP	Provision Of Infrastructure- New Services	3	4,500,000
CIVPIP11	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Kirkland Street Off Road Parking - Madressa School	4	180,000
CIVPIP22	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Rehabilitation Of Jenken Str	4	2,000,000
CIVPIP26	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Widening And Rehabilitation Of Murchison Ext	4	1,500,000
CIVPIP27	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Widening Of Allen Street	4	28,000,000
COMM PIP4	COMMUNITY SERVICES	FORT AMIEL & ARMOURY	Fort Amiel Ablution Fascilities	4	300,000
WSAIP9	INFRASTRUCTURE CIVIL	WATER RETICULATION	Jbc Sanitation Ward 6	6	814,286

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	Vote Description	Ward Locality	2014/15 BUDGET
CIVPIP5	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Construction Of Long Bridge	7	4,500,000
WSAPIP10	INFRASTRUCTURE CIVIL	WATER RETICULATION	Jbc Sanitation Ward 7	7	814,286
CIVPIP17	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Oe5,Osiz 5	9	9,500,000
CIVPIP10	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Construction Of oc16, Oc14 & Oc2 (Road R)	10	2,000,000
DPHS PIP7	URSP	URSP	Osizweni Taxi Rank	10	3,000,000
COMM PIP19	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	42 Cemetery Fencing	11	2,500,000
WSAPIP4	INFRASTRUCTURE CIVIL	WATER RETICULATION	Jbc Sanitation Ward 12	12	814,286
WSAPIP5	INFRASTRUCTURE CIVIL	WATER RETICULATION	Jbc Sanitation Ward 13	13	814,286
WSAPIP6	INFRASTRUCTURE CIVIL	WATER RETICULATION	Jbc Sanitation Ward 15	15	814,286
COMM PIP2	COMMUNITY SERVICES	JBC HALL	Jbc Hall & Fence	15	6,900,000
WSAPIP7	INFRASTRUCTURE CIVIL	WATER RETICULATION	Jbc Sanitation Ward 16	16	814,284
CIVPIP16	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Ob97	17	1,700,000
WSAPIP8	INFRASTRUCTURE CIVIL	WATER RETICULATION	Jbc Sanitation Ward 18	18	814,286
WSAPIP2	INFRASTRUCTURE CIVIL	WATER RETICULATION	Bulk Sewer H39	19	2,500,000
WSAPIP22	INFRASTRUCTURE CIVIL	WATER RETICULATION	Sewer Pump Station H39	19	2,500,000

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	Vote Description	Ward Locality	2014/15 BUDGET
WSAIP23	INFRASTRUCTURE CIVIL	WATER RETICULATION	Staffordhill Waterborne Sewerage Scheme:Phase 4	19	11,120,000
DPHS PIP3	ED	ED	Brick Manufacturing Yard Phase 4	19	2,000,000
DPHS PIP5	URSP	URSP	Brick Manufacturing Plant	19	1,539,959
CIVPIP6	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Construction Of Kwa-Mathukuza Road	20	5,500,000
WSAIP13	INFRASTRUCTURE CIVIL	WATER RETICULATION	Madadeni Wwtp (Upgrade)	20	11,000,000
WSAIP20	INFRASTRUCTURE CIVIL	WATER RETICULATION	Refurbishment Of Kwamathukuza Sewage Pump Stations & Electrical Works	20	700,000
CIVPIP12	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	ME1,ME2,ME3 And ME7	21	8,700,000
WSAIP24	INFRASTRUCTURE CIVIL	WATER RETICULATION	Upgrade Of Ngagane WTW	21	2,000,000
DPHS PIP1	ED	ED	Airport Facilities Refurbishment	21	1,500,000
COMM PIP11	COMMUNITY SERVICES	PARKS & GARDENS	Ingagane Sportsfield Upgrade	21	1,000,000
CIVPIP7	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Construction Of Madadeni Side Walks	22	1,500,000
DPHS PIP8	URSP	URSP	Madadeni Taxi Rank	23	2,500,000
CIVPIP2	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Albert Wessels Stormwater	25	2,000,000

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	Vote Description	Ward Locality	2014/15 BUDGET
WSAIP3	INFRASTRUCTURE CIVIL	WATER RETICULATION	Bulk Sewer Siyahlala	25	4,600,000
WSAIP19	INFRASTRUCTURE CIVIL	WATER RETICULATION	Pumping Mains From Hilldrop Reservoir & Gravity Main To Siyahlala La (Viljoenpark)	25	6,000,000
COMM PIP10	COMMUNITY SERVICES	PARKS & GARDENS	Fencing Newcastle Cemetry	25	1,000,000
COMM PIP15	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	Fairleigh Ground Change Rooms	25	400,000
COMM PIP21	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	Fencing: Rooipoint Cemetery (Existing And New)	25	2,400,000
ELPIP1	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	Siyahlala Upgrade	25	2,500,000
ELPIP9	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	Waste Water/Pumpstation Plant Energy Efficiency	25	500,000
CIVPIP3	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Completion Of ME18	28	1,700,000
CIVPIP4	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Completion Of ME 28	28	2,000,000
CIVPIP15	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Ob39	30	2,200,000
CIVPIP18	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Osizwe Stock Pile Yard Fencing	30	200,000
WSAIP12	INFRASTRUCTURE CIVIL	WATER RETICULATION	Madadeni Ponds	31	5,000,000

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	Vote Description	Ward Locality	2014/15 BUDGET
CIVPIP1	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Ob7	13 & 18	3,600,000
ELPIP6	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	Alternative Energy Source (Swh)	20/27/28	1,000,000
DPHS PIP2	ED	ED	Hawker Stands (Madadeni & Theku Mall)	23/18(12)	1,500,000
CIVPIP9	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Construction Of Osizweni Side Walks	30 ; 13; 11; 17	1,500,000
WSAPIP15	INFRASTRUCTURE CIVIL	WATER RETICULATION	Osizweni E & F: Phase 3	9 & 11	4,000,000
CIVPIP13	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Mobile Radios For Vehicles And Staff	INSTITUTIONAL	250,000
CIVPIP19	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Purchasing Of Airconditioners	INSTITUTIONAL	70,000
CIVPIP20	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Purchasing Of Two Way Radios	INSTITUTIONAL	100,000
MMPIP1	MUNICIPAL MANAGER	I.T.	Exchange Server	Institutional	1,100,000
MMPIP2	MUNICIPAL MANAGER	I.T.	Hardwares	INSTITUTIONAL	600,000
MMPIP3	MUNICIPAL MANAGER	I.T.	Softwares	INSTITUTIONAL	334,000
DPHS PIP6	URSP	URSP	Mbo Development Plan Implementation	Multi Wards	6,500,000

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	Vote Description	Ward Locality	2014/15 BUDGET
COMM PIP13	COMMUNITY SERVICES	REFUSE REMOVAL MADADENI	Litter Bins	Multi Wards	600,000
COMM PIP14	COMMUNITY SERVICES	PARKS & GARDENS	Upgrade Of Playparks (Madadeni, Blaaubosch, Osizweni)	Multi Wards	2,000,000
COMM PIP16	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	Establishment Of Playparks	Multi Wards	2,000,000
CIVPIP8	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Construction Of OB24,OB44,OB62 & OB65 Construction	MULTI-WARDS	10,000,000
CIVPIP14	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Newcastle West: Contruction Of Sidewalks	MULTI-WARDS	500,000
CIVPIP21	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Rehabilitation Of Dongas	MULTI-WARDS	2,000,000
CIVPIP23	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	Traffic Calming Device: Madadeni	Multi-Wards	200,000
CIVPIP24			Traffic Calming Device:Osizweni	Multi-Wards	200,000
CIVPIP25			Traffic Calming Device: Newcastle West	Multi-Wards	200,000
WSAIP1	INFRASTRUCTURE CIVIL	WATER RETICULATION	AC Pipe Replacement Phase 1	MULTI-WARDS	5,000,000
WSAIP11	INFRASTRUCTURE CIVIL	WATER RETICULATION	Vip Toilets	Multi-Wards	1,200,000
WSAIP14	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	New Meter Instalations And Replacements	MULTI-WARDS	800,000
WSAIP21	INFRASTRUCTURE CIVIL	WATER RETICULATION	Replacement Of Fences And Signage At Sewage Works	MULTI-WARDS	1,000,000
WSAIP25	INFRASTRUCTURE CIVIL	WATER RETICULATION	WCDM : Newcastle West Bulk Meters	MULTI-WARDS	2,000,000
WSAIP26	INFRASTRUCTURE CIVIL	WATER RETICULATION	Wcdm Madadeni	Multi-Wards	4,000,000
WSAIP27	INFRASTRUCTURE CIVIL	WATER RETICULATION	Wcdm Osizweni	Multi-Wards	7,040,000
ELPIP7	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	Streetlighting Led Retrofit	Multi-Wards	2,700,000
ELPIP8	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	Building Energy Efficiency	Multi-Wards	800,000
ELPIP11	INFRASTRUCTURE	ELECTRICITY	Service Connections	Multi-	2,500,000

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	Vote Description	Ward Locality	2014/15 BUDGET
	ELECTR & MECH	SERVICE CONNECTION		Wards	
ELPIP5		ELECTRICITY DISTRIBUTION	Streetlighting	Multi-Wards	3,000,000
CORP PIP1	ADMINISTRATION	CIVIC CENTRE	Extension Of Madadeni Offices	Organisational	400,000
CORP PIP2	ADMINISTRATION	COUNCIL GENERAL	Replace Air Conditioners	Organisational	50,000
	ADMINISTRATION	COUNCIL GENERAL	Public Address System	Organisational	0
CORP PIP3	ADMINISTRATION	COUNCIL GENERAL	Records Management System	Organisational	2,000,000
CORP PIP4	ADMINISTRATION	COUNCIL GENERAL	Tape Recorder	Organisational	120,000
CORP PIP5	ADMINISTRATION	COUNCIL GENERAL	Councillors Offices	Organisational	800,000
CORP PIP6	ADMINISTRATION	COUNCIL GENERAL	Extension Of Municipal Offices	Organisational	194,000,000
COMM PIP3	COMMUNITY SERVICES	ART GALLERY	Art Purchases	Organisational	60,000
COMM PIP5	COMMUNITY SERVICES	FIRE BRIGADE	Digital, Mobile And Portable Radios	Organisational	145,000
COMM PIP6	COMMUNITY SERVICES	FIRE BRIGADE	Fire And Rescue Equipment	Organisational	300,000
COMM PIP7	COMMUNITY SERVICES	TRAFFIC CONTROL	Digital, Mobile And Portable Radios	Organisational	145,000
COMM PIP8	COMMUNITY SERVICES	TRAFFIC CONTROL	Breatherlizer	Organisational	40,000
COMM PIP9	COMMUNITY SERVICES	SECURITY	Digital, Mobile And Portable Radios	Organisational	145,000
COMM PIP17	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	Lockers For Staff	Organisational	120,000
BTO PIP1	FINANCIAL TREASURY SERVICES	FINANCIAL/TREASURY SERVICES	Fencing Of Stores	Organisational	150,000
BTO PIP2	FINANCIAL TREASURY SERVICES	FINANCIAL/TREASURY SERVICES	Upgrading Of Stores	Organisational	300,000
BTO PIP3	FINANCIAL TREASURY SERVICES	FINANCIAL/TREASURY SERVICES	Furniture & Equipment	Organisational	1,000,000

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	Vote Description	Ward Locality	2014/15 BUDGET
ELPIP2	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	Network Refurbishment	Organisational	5,000,000
ELPIP3	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	Mechanical Workshop	Organisational	100,000
ELPIP4	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	Office Upgrade	Organisational	100,000
TOTAL					444,228,959

Bibliography

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2. *IDP Review 2014/15*
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4. *Ethekweni SDBIP 2013/14*
5. *National Treasury website (www.treasury@gov.za)*
6. *Local Government : Municipal Systems Act (Act 32 of 2000)*
7. *Local Government : Municipal Finance Management Act (Act 56 of 2003)*

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NEWCASTLE MUNICIPALITY																	
ORGANISATIONAL SCORECARD 2014/15 : INFRASTRUCTURE DEVELOPMENT (SERVICE DELIVERY).																	
Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	2014/15												
					BASELINE	SOURCE OF EVIDENCE	KPI No.:	KPI	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TARGET (2015/16)	TARGET (2016/17)	Responsible Department/Vote	SDBIP REF NO:
Output 2: Improving access to basic services.	ID24	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	ID24.1	To ensure that the water and sanitation service is rendered in an efficient and affordable manner.	78794	Reports	ID24.1.1	Number (as well as percentage) of households with access to potable (drinkable) water.	79344	N/A	N/A	N/A	79344	TBA	TBA	SED: Technical Services	WSA1
					61155	Reports	ID24.1.2	Number (as well as percentage) of households with access to sanitation.	63415	N/A	N/A	N/A	63415	TBA	TBA	SED: Technical Services	WSA2
							ID24.1.3	Appointment of service provider to develop a strategy to take over of UTW functions.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Municipal Manager	N/A
		To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	ID24.2	To promote water conservation and environmental awareness.	Annual review of the WSDP 2014.	Minutes	ID24.2.1	Annual review of WSDP by 31 January 2015.	Approved WSDP Review by 31 January 2015.	n/a	Draft WSDP submitted to PSC by 31 October 2014.	Approved WSDP Review by 31 January 2015.	N/A	Approved annual reviewed WSDP	Approved annual reviewed WSDP	SED: Technical Services	WSA7
					10	Water Services Reports	ID24.2.2	Number of awareness campaigns to promote water conservation and environmental awareness.	10	3	2	2	3	4	4	SED: Technical Services	WSA6
					48%	Water balance scorecard	ID24.2.3	Reduction of water loss by 5% per anum for NRW	43%	N/A	N/A	N/A	43%	38%	33%	SED: Technical Services	WSA4
					n/a		ID24.2.4	Approved Business Plans for rural areas and urban areas.	n/a	n/a	n/a	n/a	n/a	25% New Water and sanitation infrastructure for	25% New Water and sanitation infrastructure for	SED: Technical Services	N/A
		To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	ID24.3	To develop the Capital Investment Program.	n/a	Reports	ID24.3.1	% Spent of capital budget as per aproved cash flows (DWA Funding)	90%	90%	90%	90%	90%	90%	90%	SED: Technical Services	WSA11
					Asset register 2013/14	Signed plan by SED	ID24.3.2	% completion of asset replacement plan	Draft asset replacement plan(pipes,pump stations)	N/A	N/A	N/A	Draft asset replacement plan(pipes,pump stations)	75% Refurbishment and Upgrading of infrastructure	100% Refurbishment and Upgrading of infrastructure	SED: Technical Services	WSA8
			ID25.1	To keep the municipal roads and stormwater drainage in an acceptable condition.	90%	Complaints Register	ID25.1.1	% of Roads and Stormwater Maintenance Plan implemented.	90%	N/A	50%	N/A	90%	100%	100%	SED: Technical Services	RS2

Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	BASELINE	SOURCE OF EVIDENCE	KPI No.:	KPI	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TARGET (2015/16)	TARGET (2016/17)	Responsible Department/Vote	SDBIP REF NO:
Output 2: Improving access to basic services.	ID25	To ensure the provision and maintenance of safe roads and effective stormwater infrastructure.	ID25.2	To provide streets beautification and pavements.	2000	Expenditure Reports/ Internal Production Reports signed by ward councillor	ID25.2.1	m² of sidewalks paved.	2000	1000	1000	N/A	N/A	2000	2000	SED: Technical Services	RS4
			ID25.3	To develop and implement the Roads and Stormwater Infrastructure Plan.	2000	Expenditure Reports/ Internal Production Reports signed by ward councillor	ID25.3.1	m² of sidewalks paved.	2000	1000	1000	N/A	N/A	2000	2000	SED: Technical Services	RS4
					22.4	Bi-annual Reports	ID25.3.2	Km's of roads resealed.	16.5	N/A	8.25	8.25	N/A	20	20	SED: Technical Services	RS1
Output 2: Improving access to basic services.	ID26	To ensure access to electricity and other forms of energy where applicable.	ID26.1	To provide electricity within the Newcastle Municipality Licensed Areas.	1500	REPORTS	ID26.1.1	Number of solar geysers installed.	N/A	N/A	N/A	N/A	N/A	2500	5000	SED: Electrical and Mechanical Services	N/A
					65263	Invoices and DOE Monthly reporting	ID26.1.2	Number of households with access to electricity connection in the Eskom Licensed Area.	66263	N/A	N/A	N/A	66263	14200	14200	SED: Electrical and Mechanical Services	EL6
			ID26.2	To facilitate the supply of electricity outside the areas licensed with Eskom.	Updated network analysis	Records/ Minutes of approved ESDP	ID26.2.1	Completed network analysis plan for the Newcastle Electrical network by 30 Jan 2015.	Completed network analysis plan for the Newcastle Electrical network by 30 Jan 2015.	Draft Network Analysis	Final Network Analysis	Completed network analysis plan for the Newcastle Electrical network by 30 Jan 2015.	N/A	14200	14200	SED: Electrical and Mechanical Services	EL9
					79485	Records	ID26.2.2	Number as well as percentage of households with access to electricity-new connections.	80485	N/A	N/A	N/A	80485	90206	91206	SED: Electrical and Mechanical Services	EL12
			ID26.3	To improve the electricity network in the Newcastle Municipality Licensed Areas.	100%	Report against maintenance plan	ID26.3.1	% of Maintenance Plan implemented.	100%	15%	40%	75%	100%	100%	100%	SED: Electrical and Mechanical Services	EL4
			ID26.4	To engage Eskom regarding the transfer of license in Eskom Licensed Areas.	4784	Records	ID26.4.1	. Backlog of electricity connections to consumer units (ESKOM AREA)	4423 (364)	n/a	n/a	n/a	4423 (364)			SED: Electrical and Mechanical Services	EL13
			ID27.1	To keep the Newcastle Municipal area clean.	100%	Communication Plan - Photographs - Registers - Media Articles - Copies of Project Plans	ID27.1.1	% of Communication Plan implemented	100%	100%	100%	100%	100%	100%	100%	SED: Community Services	CS14
					0	Sector Plans	ID27.2.1	Master Plan for Community Services finalised by 31 March 2014.	N/A	N/A	N/A	N/A	N/A	Annual Review of Master Plan	Annual Review of Master Plan	SED: Community Services	N/A

Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	BASELINE	SOURCE OF EVIDENCE	KPI No.:	KPI	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TARGET (2015/16)	TARGET (2016/17)	Responsible Department/Vote	SDBIP REF NO:
Output 2: Improving access to basic services.	ID27	To provide and ensure a safe and healthy environment.	ID27.2	Implementation of the Waste Management Strategy in line with the relevant legislation.	0	Records	ID27.2.2	% of backlogs addressed	Reduce backlogs by 10%	N/A	N/A	N/A	Reduce backlogs by 10%	Approved Program	Approved Program	SED: Community Services	CS15
					61212	Financial Printout	ID27.2.3	Number of households serviced.	61212	N/A	N/A	N/A	61212	64000	69000	SED: Community Services	CS16
							ID27.2.4	Number of registered landfill/waste disposal sites.	1	N/A	N/A	N/A	1	1	2	SED: Community Services	N/A
							ID27.2.5	New site identified within a 25km radius of Newcastle.	1	N/A	N/A	N/A	1	Construction	Construction	SED: Community Services	N/A
							ID27.2.6	Number of Draft Bylaws to be completed by each section.	N/A	N/A	N/A	N/A	N/A			SED: Community Services	N/A
					100%	High Level Summary of Complaints register	ID27.2.7	% of complaints addressed within 24hrs.	100%	100%	100%	100%	100%	100%	100%	SED: Community Services	CS20
							ID27.2.8	Progress made with the closure of the existing site.	N/A	N/A	N/A	N/A	N/A	Progress made with the closure of the existing site	Site Closure	SED: Community Services	N/A

NEWCASTLE MUNICIPALITY																			
ORGANISATIONAL SCORE-CARD 2014/15 : GOOD GOVERNANCE																			
Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KPI	Target (2014/15).	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	2015/16	2016/17	Responsible Department/Vote	SDBIP REF NO:		
Output 6	GP4	To ensure good governance through openness, transparency and accountability in the organization.	GP4.1	To strengthen executive support to services.	100%	Records/Register	GP4.1.1	% of operational issues addressed as referred by Municipal Manager (grievances).	100%	100%	100%	100%	100%	100%	100%	Municipal Manager	MM027		
					100%	Registers/Checklist	GP4.1.2	Compliance with record keeping checklist.	100%	N/A	N/A	N/A	100%	100%	100%	Municipal Manager	MM014		
					12	Minutes	GP4.1.3	Monthly Manco meetings held.	12	3	3	3	3	12	12	Municipal Manager	MM013		
					Monthly Manco meetings held	Approved Develagations on 31 January 2012	GP4.1.4	Delegations of authority reviewed by 31 January 2015	Annual review of Delegations Systems by January 2015.	N/A	N/A	Delegations of authority reviewed by 31 January 2015	N/A	Annual review of Delegations Systems by January2016	Annual review of Delegations Systems by January2017	Municipal Manager	MM011		
					N/A	Attendance Registers/Minutes	GP4.1.5	Number of Batho Pele campaigns facilitated.	2	N/A	1	N/A	1	2	2	Municipal Manager	MM025		
					Adopted IDP 31 May 2014	IDP document and Council Resolution	GP4.1.6	Reviewed and Adopted IDP by 31 May 2015	31-May-15	Approved process plan by 31 August 2014	N/A	Tabling of Draft IDP Review by 31 March 2015	Reviewed and Adopted IDP by 31 May 2015	31-May-16	31-May-17	Municipal Manager	MM053		
Output 1	GP5	To keep the communities and stakeholders informed and involved in the affairs of the municipality.	GP5.1	To improve both internal and external communication.	Reviewed Policy	Reviewed policy by 30 June 2015	GP5.1.1	Annual review and implementation of Public Participation Policy (Based on review by National Department of COGTA) by 30 June 2014.	Annual review and implementation of policy.	N/A	N/A	N/A	Reviewed policy by 30 June 2015	Annual review and implementation of policy.	Annual review and implementation of policy.	Municipal Manager	MM056		
					1	Attendance registers and Close-out report	GP5.1.2	Number of training interventions for Ward Committees (December)	1	N/A	N/A	1	N/A	1	1	Municipal Manager	MM058		
					2	Attendance registers and Public submissions	GP5.1.3	Annual Mayoral IDP/Budget/PMS Roadshows.	1	N/A	N/A	N/A	1	1	1	Municipal Manager	MM059		
					12	Newsletter	GP5.1.4	Number of External Newsletters Published and distributed	4	1	1	1	1	4	4	Municipal Manager	MM022		
					100%	Records/responses to queries	GP5.1.5	To address 100% of matters/queries/complaints that have been raised by the community	100%	100%	100%	100%	100%	100%	100%	Municipal Manager	MM020		
					N/A	Register/Publications	GP5.1.6	% of media/communication queries addressed by the Communication Unit	100%	100%	100%	100%	100%	100%	100%	Municipal Manager	MM021		
			GP5.2	To develop the communication policy.	N/A	Minutes	GP5.2.1	Approved Communication Policy/Strategy by JUNE 2015	Approved Communication Policy/Strategy by JUNE 2015	Present Draft Communications Strategy/Policy to MANCO	Departmental Comments on Draft Communications Policy/Strategy	Tabling of Draft Communications Policy/Strategy to Exco	Approved Communications Policy/Strategy	Implementation of Communication Strategy.	Implementation of Communication Strategy.	Municipal Manager	MM024		
					N/A	N/A	GP5.2.2	Draft Citizens Charter.	N/A	N/A	N/A	N/A	Implementation and monitoring of Citizens Charter.	Implementation and monitoring of Citizens Charter.	Municipal Manager	N/A			
								N/A	Reviewed policy	GP6.1.1	Annual review of PMS Policy by 31 May 2013.	N/A	N/A	N/A	N/A	Annual review of PMS Policy by 31 May 2016	Annual review of PMS Policy by 31 May 2017	Municipal Manager	N/A

Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KPI	Target (2014/15).	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	2015/16	2016/17	Responsible Department/Vote	SDBIP REF NO:
Output 6	GP6	To ensure good governance through openness, transparency and accountability in the organization.	GP6.1	To develop and implement an effective Performance Management System.	4	Reports	GP6.1.2	Quarterly performance reports submitted to Internal Audit within 25 days of end of quarter.	4	1	1	1	1	4	4	Municipal Manager	MM029
					Records	Assessment records	GP6.1.3	%age of section 54 / 57 Managers formally evaluated by no later 31 March 2015	100%	N/A	N/A	100%	N/A	100%	100%	Municipal Manager	MM033
					31-08-2012	Minutes	GP6.1.4	Annual Performance Report submitted to the Auditor-General by 31 August 2014	Annual Performance Report submitted to the Auditor General by 31 August 2014.	Annual Performance Report submitted to the Auditor General by 31 August 2014.	N/A	N/A	N/A	Annual Performance Report submitted to the Auditor General by 31 August 2015	Annual Performance Report submitted to the Auditor General by 31 August 2016	Municipal Manager	MM030
					27-03-2014	Minutes	GP6.1.5	Approval of Oversight Report and adoption of Annual Report by 31 March 2015.	Approval of Oversight Report and adoption of Annual Report by 31 March 2015.	N/A	N/A	Approval of Oversight Report and adoption of Annual Report by 31 March 2015	N/A	Approval of Oversight Report and adoption of Annual Report by 31 March 2016	Approval of Oversight Report and adoption of Annual Report by 31 March 2017	Municipal Manager	MM032
Output 6	GP7	To ensure good governance through openness, transparency and accountability in the organization.	GP7.1	To maintain and implement an effective Risk Management System.	Reviewed risk management policy, as well as Fraud and corruption policy	Reviewed and approved risk management policy and strategy, as well as Fraud and corruption policy and strategy	GP7.1.1	Number of reviewed and approved risk management policies and strategies.	4	N/A	N/A	N/A	4	4	4	Municipal Manager	MM005
					4	Report	GP7.1.2	Quarterly reports on implementation of risk management action plan.	4	1	1	1	1	4	4	Municipal Manager	MM004
					2	Attendance registers for anti-fraud and corruption	GP7.1.3	Number of anti-fraud and corruption workshops facilitated.	1	N/A	N/A	N/A	1	4	4	Municipal Manager	MM007
					Risk Register for 2012/13	Risk assessment report,risk registers and attendance registers for risk assessment workshops	GP7.1.4	Finalised risk assessment and compilation of risk register by 31 May 2014.	Finalised risk assessment of compilation of risk register by 31 May 2015	N/A	N/A	N/A	Finalised risk assessment of compilation of risk register by 31 May 2015	Finalised risk assessment of compilation of risk register by 31 May 2016	Finalised risk assessment of compilation of risk register by 31 May 2017	Municipal Manager	MM006
					4	Reports	GP7.1.5	Quarterly reports on implementation of AG ACTION PLAN.	4	1	1	1	1	4	4	Municipal Manager	MM002
							GP7.1.6	Quarterly reports on compliance with legislation	4	1	1	1	1	4	4	Municipal Manager	MM001
Output 6	GP8	To ensure an effective internal audit function.	GP8.1	To provide Independent Objective Assurance and Consulting Services that add value and improve operations of the municipality.	11-Sep	Minutes approving audit charters	GP8.1.1	Annual review of audit charters by August.	Annual review of audit charters by August 2014.	Annual review of audit charters by August 2014.	N/A	N/A	N/A	Annual review of audit charters by August 2015	Annual review of audit charters by August 2016	Municipal Manager	MM034
					6	Minutes	GP8.1.2	Number of audit committee meetings facilitated.	6	2	1	2	1	8	8	Municipal Manager	MM035
					100%	Progress to Audit Committee /Minutes	GP8.1.3	% completion against internal audit plan.	100%	25%	50%	75%	100%	100%	100%	Municipal Manager	MM036
					4	Reports	GP8.1.4	Quarterly Reports on Internal Audit Queries	4	1	1	1	1	4	4	Municipal Manager	MM003
Output 6	GP9	To ensure good governance through openness, transparency and accountability in the organization.	GP9.1	To provide effective and efficient legal support services.	100%	Registers/Records	GP9.1.1	%age of legal opinions finalised as requested	100%	100%	100%	100%	100%	100%	100%	Municipal Manager	MM037
					Consultation with IT	Records/Database print out	GP9.1.2	Development and maintenance of applicable legislation database.	Development of database	Identify all applicable legislation and summarise relevance	Consultation with Departments and IT	Consultation with Departments and IT	Functional Database	Maintenance of database.	Maintenance of database.	Municipal Manager	MM038
					8	Council Minutes	GP9.1.3	Number of Council bylaws, policies and procedures reviewed.	8	N/A	N/A	N/A	8	8	8	Municipal Manager	MM041

Outcome 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KPI	Target (2014/15).	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	2015/16	2016/17	Responsible Department/Vote	SDBIP REF NO:
					60 days	Register	GP9.1.4	Turnaround time for addressing objections.	60 days.	60 days.	60 days.	60 days.	60 days.	60 days	60 days	Municipal Manager	MM039
					3Months	Reports	GP9.1.5	Turnaround time for addressing disciplinary matters.	3 months.	3 months.	3 months.	3 months.	3 months.	3 months	3 months	Municipal Manager	MM040

NEWCASTLE MUNICIPALITY																	
ORGANISATIONAL SCORE-CARD 2014/15 : LOCAL ECONOMIC DEVELOPMENT																	
OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source	KPI No.:	KPI	2014/15					2015/16	2016/17	Responsible Department/ Vote	SDBIP REF NO.
									ANNUAL TARGET	Q1	Q2	Q3	Q4				
Output 1: Implementation of a differentiate approach to municipal planning and support	ED34	To facilitate economic development that will result in sustainable job creation.	ED34.1	To facilitate investment promotion by local and foreign businesses.	2	Quarterly reports, PortMinutes/Agenda /Invitations	ED34.1.1	Quarterly reports on meetings held with foreign and local investors.	4	1	1	1	1	4	4	SED: DP&HS	ED10
			ED34.2	Business Retention and Expansion (BNR).	2	Quarterly reports to Portfolio Committee	ED34.2.1	Quarterly reports on meetings with chambers and Newcastle businesses	4	1	1	1	1	4	4	SED: DP&HS	ED1
Output 1: Implementation of a differentiate approach to municipal planning and support	ED35	To facilitate economic development that will result in sustainable job creation.	ED35.1	Provision of internal guidance for investment and infrastructure expenditure.	0	Minutes / Agenda / Invitations	ED35.1.1	Number of meetings held (ICC)	4	1	1	1	1	4	4	SED: DP&HS	DPHS11
					2	Bi-annual reports, PortMinutes/Agenda /Invitations	ED35.1.2	Bi-annual reports on meetings held with sector government departments, NGO and potential funders.	2	N/A	1	N/A	1	2	2	SED: DP&HS	ED3
					2	Economic studies completed	ED35.1.3	Number of economic studies completed and submitted to Portfolio Committee.	2	N/A	1	N/A	1	2	2	SED: DP&HS	ED13
Output 1: Implementation of a differentiate approach to municipal planning and support	SD36	To facilitate economic development that will result in sustainable job creation.	ED36.1	To facilitate the development of key infrastructure to help facilitate the growth of the economy.			ED36.1.1	Study/survey to identify key infrastructural needs that drive and unlock the local economy.	N/A	N/A	N/A	N/A	N/A	Completed Survey Report.		SED: DP&HS	N/A
Output 1: Implementation of a differentiate approach to municipal planning and support	SD37	To facilitate economic development that will result in sustainable job creation.	ED37.1	Regulation of the Informal Economy.	Status quo report on Informal traders	Resolutions/Reports	ED37.1.1	Develop policy for informal trading and review of the bylaws.	Approval of Informal Trading Policy and Bylaws	n/a	Draft Informal Trading Policy and Bylaws submitted to Council	N/A	Final Approval of Informal Trading Policy and Bylaws by 30 June2015			SED: DP&HS	ED5
Output 1: Implementation of a differentiate approach to municipal planning and support	SD38	To facilitate economic development that will result in sustainable job creation.	ED38.1	Promotion of SMME and entrepreneurial development.	4	Events Report	ED38.1.1	Number of SMME development events.	4	1	1	1	1	4	4	SED: DP&HS	ED6
					15	Structures built and completion certificates	ED38.1.2	Number of Hawker Stands built.	20	N/A	N/A	N/A	20			SED: DP&HS	ED4
							ED38.1.3	Development of a business plan for Business Incubator.	N/A	N/A	N/A	N/A	N/A			SED: DP&HS	N/A
					40	SMME Register	ED38.1.4	Number of SMMEs assisted.	50	N/A	N/A	N/A	50			SED: DP&HS	ED7
			ED38.2	Key sector development.	2	Records	ED38.2.1	Number of Business Plans Developed	2	N/A	N/A	N/A	2			SED: DP&HS	ED15
			ED39.1	To facilitate a conducive environment for tourism business to grow.	Approved Tourism Development and Marketing Strategy and provision for implementation plan on 2015/16		ED39.1.1	Approved Tourism Development and Marketing Strategy and provision for implementation plan on 2015/16 budget.	N/A	N/A	N/A	N/A	N/A	PROVISION ON BUDGET FOR IMPLEMENTATION PLAN	PROVISION ON BUDGET FOR IMPLEMENTATION PLAN	SED: DP&HS	N/A IN 2014/15 SEE ED38.2.1 FOR BUSINESS PLAN DEVELOPMENT
					4	Progress reports to Portfolio Committee and minutes on the trade shows.	ED39.1.2	Report on number of tourism trade show attended and the outcome/Impact to the Municipality.	4	n/a	2	n/a	2	4	4	SED: DP&HS	ED12

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source	KPI No.:	KPI	2014/15					2015/16	2016/17	Responsible Department/ Vote	SOBIP REF NO.
									ANNUAL TARGET	Q1	Q2	Q3	Q4				
Output 1: Implementation of a differentiate approach to municipal planning and support	SD39	To facilitate economic development that will result in sustainable job creation.			0	Minutes of CTO	ED39.1.3	Number of meetings held with tourism coordinating structures e.g. CTO.	4	1	1	1	1	4	4	SED: DP&HS	ED11
			ED39.2	Marketing and branding of Newcastle.			ED39.2.1	Approved Tourism Development and Marketing Strategy and provision for Implementation Plan on 2014/15 budget.	n/a	n/a	n/a	n/a	n/a	PROVISION ON BUDGET FOR IMPLEMENTATION PLAN	PROVISION ON BUDGET FOR IMPLEMENTATION PLAN	SED: DP&HS	N/A IN 2014/15 SEE ED38.2.1 FOR BUSINESS PLAN DEVELOPMENT
					Approved Tourism Development and Marketing Strategy and provision for implementation plan on 2015/16 budget.	Records	ED39.2.2	Develop the Newcastle Brand.	Develop the Newcastle Brand.	n/a	n/a	n/a	Develop the Newcastle Brand.	Implement branding program	Implement branding program	SED: DP&HS	ED9
Output 1: Implementation of a differentiate approach to municipal planning and support	S40	To facilitate economic development that will result in sustainable job creation.	ED40.1	To provide economic data.		Quarterly Reports on job creation	ED40.1.1	Number of work opportunities created through LED development initiatives including Capital Projects.	710	N/A	N/A	N/A	710			SED: DP&HS	ED14/TECH10/EMO10/CS12
					Updated directory and web based directory in 2013/14		ED40.1.2	Updating of existing business directory and development of a web based directory every 2 years	N/A	N/A	N/A	N/A	N/A	Review of Directory and web based directory	n/a	SED: DP&HS	N/A

NEWCASTLE MUNICIPALITY																	SDBIP REF NO.	
ORGANISATIONAL SCORE-CARD 2014/15 : INSTITUTIONAL TRANSFORMATION AND CORPORATE DEVELOPMENT.																		
OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KPI	2014'15					2015/16	2016/17	Responsible Department/Vote		
									ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER4					
OUTPUT6: Administration and Financial Capability	IT1	To ensure the optimal institutional structure to render effective and efficient services aligned to the IDP.	IT1.1	To provide efficient and effective general administrative support services.														
					23	Recruitment and selection report	IT1.1.1	Average turnaround time for the filling of a vacancy.	42	42	42	42	42	42	42	SED: Corporate Services	CORP021	
			IT1.2	Implementation and review of the organogram with adequate capacity.	100%	EAP Register	IT1.2.1	% of employees assisted/consulted as requested.	100%	100%	100%	100%	100%	100%	100%	100%	SED: Corporate Services	CORP017
					NIL	Records	IT1.2.2	% completion of placement process.	100%	N/A	100%	N/A	N/A	N/A	N/A	Municipal Manager	MM026	
					Not Commenced	Post Grading File	IT1.2.3	Number of departments which completed Job descriptions	7	2	1	3	1	N/A	N/A	SED: Corporate Services	CORP018	
					100%	Appointment letters	IT1.2.4	% of critical posts filled as identified and approved by Municipal Manager (as budgeted).	100%	N/A	N/A	N/A	100%	100%	100%	SED: Corporate Services	CORP019	
					1579	Letters of Appointment	IT1.2.5	Number of posts filled as budgeted	1678	N/A	N/A	N/A	1678	1700	1700	SED: Corporate Services	CORP020	
					100%	Budget Printouts	IT1.2.6	% of Municipal budget actually spent on implementing its workplace skills plan.	(7 878 640)100%	25%	50%	75%	100%	100%	100%	SED: Corporate Services	CORP025	
					Submitted EEP by 01 October	Employment Equity Report/ Acknowledgement of receipt	IT1.2.7	Compliance with submission of Employment Equity Report by 01 October	Compliance with submission of Employment Equity Report by 01 October	N/A	Compliance with submission of Employment Equity Report by 01 October	N/A	N/A	with submission of Employmen t Equity Report by	Compliance with submission of Employment Equity Report by 01 October	SED: Corporate Services	CORP022	
					20	Appointment letters	IT1.2.8	Number of people from employment equity target groups employed in the three highest levels of management	23	N/A	N/A	N/A	23	23	23	SED: Corporate Services	CORP023	
					IT1.3	To develop, plan and participate in knowledge sharing with other municipalities.	1per department	Attendance Registers/ Reports	IT1.3.1	Number of knowledge sharing meeting arranged	8	N/A	N/A	N/A	8	7	7	ALL SED's
			WSP submitted to LGSETA on the 30 June 2014	WSP and ATR			IT2.1.1	Successful submission of the WSP to LGSETA by 30 April	Submit WSP to LGSETA by 30 April 2015	N/A	N/A	N/A	Submit WSP to LGSETA by 30 April 2015	Submit WSP to LGSETA by 30 April 2016	Submit WSP to LGSETA by 30 April 2017	SED: Corporate Services	CORP027	
			IT2.1	To facilitate human resource development.	0	Attendance Registers/Minutes /Reports	IT2.1.2	Number of team building exercises conducted.	1	1	N/A	N/A	N/A	1	1	SED: Corporate Services	CORP009	
					1755	Attendance/Registers/Communicatio sent to departments	IT2.1.3	Number of interventions arranged into the WSP.	720	180	180	180	180	720	720	SED: Corporate Services	CORP026	

[illegible]

NEWCASTLE MUNICIPALITY																				
ORGANISATIONAL SCORE -CARD 2014/15 : FINANCIAL VIABILITY AND SUSTAINABILITY																				
OUTCOME 9	Objective No	Strategic Objective	Strategy No	Strategy	Baseline	Source of Evidence	KPI No.:	KPI	2014/15					2015/16	2016/17	Responsible Department/Vote	SDBIP REF NO			
									ANNUAL TARGET	QUARTER1	QUARTER2	QUARTER3	QUARTER4							
Output 6: Administrative and Financial Capability	FV10	To ensure sound financial and fiscal management and good governance.	FV10.1	To ensure compliance with financial reporting in terms of the relevant legislative requirements.	100%	National Treasury Compliance Report	FV10.1.1	Compliance with MFMA reporting obligations as per MFMA calendar	100%	100%	100%	100%	100%	100%	100%	SED : Budget & Treasury Office	BT0008			
			FV10.2	To ensure an effective and efficient Supply Chain Management System	Turnaround time for bids is 119 days and for quotations is 69 days (Tender/Quotations)	Records, Council Resolution	FV10.2.1	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations).	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations).	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	SED: Budget & Treasury Office	BT0034			
					1	Register certified by CFO	FV10.2.2	Review of Draft SCM Policy by 31 March 2015 and be approved on the 31st May 2015	Review of Draft SCM Policy by 31 March 2015 and be approved on the 31st May 2015	Draft SCM Policy	Internal Consultation process (written comments from Departments)	Draft SCM Policy submitted to Council by 31 March 2015	Approval of SCM Policy by the 31st May 2015	Review of Draft SCM Policy by 31 March 2015 and be approved on the 31st May 2016	Review of Draft SCM Policy by 31 March 2015 and be approved on the 31st May 2017	SED: Budget & Treasury Office	BT0031			
			FV10.3	To ensure a sound Asset Management System	1	Asset Management Plan & Policy	FV10.3.1	Review & approval of Asset Management Policy by 31 May 2015	Review & approval of Asset Management Policy by 31 May 2015	N/A	N/A	N/A	Review & approval of Asset Management Policy by 31 May 2015	Maintenance of asset management plan and review of policy	Maintenance of management plan and review of policy	SED: Budget & Treasury Office	BT0037			
			FV10.4	To ensure compliance with budget planning and implementation	submitted to Provincial and National Treasuries on the 24th January 2013&Budget Approved by 29 May 2013	Proof of submission to the Mayor; National and Provincial Treasuries and Council Resolution	FV10.4.1	Approved Annual Budget by 31 May 2015 and adjustment budget by 28 February 2015.	Approved adjustment budget by 28 February 2014 and Approved budget by 31 May	N/A	Approved Adjustment Budget by 28 February 2015	N/A	Approved Budget by 31 May 2015	Approved adjustment budget by 31 March and Approved budget by 31 May 2014	Approved adjustment budget by 31 March and Approved budget by 31 May	SED: Budget & Treasury Office	BT0021/BT0023			
					93%	Calculation Sheet	FV10.4.2	% of Municipal Capital budget actually spent on capital projects identified in the IDP	90%	90%	90%	90%	90%	90%	90%	Municipal Manager	MM010			
			Output 6: Administrative and Financial Capability	FV11	To ensure a financially viable municipality.	FV11.1	Improve the payment factor by 2% basis points by June 2014	74%	Financial Reports	FV11.1.1	% payment factor increase by 2 percent basis points annually.	76%	74.5%	75%	75.5%	76%	81%	83%	SED: Budget & Treasury Office	BT0042
								45%	DBSA Invoices and Section 71 Cash Flow Reports	FV11.1.2	Financial viability in terms of debt coverage.	45%	45%	45%	45%	45%	1:82	1:82	SED: Budget & Treasury Office	BT0014
								3months	Bank Statement and Investment Schedule and Section 71 Reports	FV11.1.3	Financial viability in terms of cost coverage.	3months	3months	3months	3months	3months	1:5:3	1:5:3	SED: Budget & Treasury Office	BT0015
								118%	Calculation sheet	FV11.1.4	Financial viability in terms of outstanding service debtors.	152%	N/A	N/A	N/A	152%	152%	152%	SED: Budget & Treasury Office	BT0016
FV11.2	To facilitate processes to enhance revenue	4						Minutes and attendance registers	FV11.2.1	Number of Revenue Enhancement meetings facilitated.	4	1	1	1	1	4	4	SED: Budget & Treasury Office	BT0019	
FV11.3	To implement sound cash management practices	12				Bank Reconciliations	FV11.3.1	Compilation of monthly banks reconciliations within 10 working days.	12	3	3	3	3	12	12	SED: Budget & Treasury Office	BT0030			

NEWCASTLE MUNICIPALITY																	
ORGANISATIONAL SCORE-CARD 2014/15 - MUNICIPAL PLANNING																	
OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KPI	2014/15					2015/16	2016/17	Responsible Department/Vote	SDBIP REF NO
									ANNUAL TARGET	Q1	Q2	Q3	Q4				
Output 4	MP12	To ensure the development and maintenance of a credible IDP	MP12.1	To develop the IDP Process Plan in line with the legislation.	2	Minutes, and Attendance registers	MP12.1.1	Number of IDP RF meetings held.	2	N/A	1	N/A	1	2	2	Municipal Manager	MM056
					2	Records/Minutes	MP12.1.2	Number of sector plans co-ordinated and/or reviewed.	4	N/A	N/A	N/A	4	2	2	Municipal Manager	MM054
			MP12.2	To develop the IDP in line the 3 rd Generation IDP Guidelines.	Reviewed IDP by 22 May 2014	Minutes	MP12.2.1	Reviewed IDP by 31 May 2014.	Reviewed IDP by 31 May 2015.	Approved process plan by 31 August 2014	N/A	Tabling of Draft IDP Review by 31 March 2015	Reviewed and Adopted IDP by 31 May 2015	Reviewed IDP by 31 May 2016.	Reviewed IDP by 31 May 2017	Municipal Manager	MM053
Output 4	MP13	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	MP13.1	To undertake efficient and effective planning enforcement.	80%	Register	MP13.1.1	% of identified and reported illegal advertisements removed.	80%	80%	80%	80%	80%	80%	80%	SED: DP&HS	TP1
			MP13.2	Preparation of the Town Planning Scheme covering the entire municipal area (wall to wall).	Finalised stakeholder consultation report. on Phase I wall-to-wall Scheme	Records	MP13.2.1	Submission of second draft on phase 2 Wall-to-Wall Scheme	Submission of second draft on phase 2 Wall-to-Wall Scheme	Appointment of the Consultant	Submission of Inceptional report	Submission of Phase 2 Draft Scheme	Submission of second draft on phase 2 Wall-to-Wall Scheme	Annual Review of the Town Planning Scheme	Annual Review of the Town Planning Scheme	SED: DP&HS	TP2
			MP13.3	Administration of the Town Planning Scheme.	Applications Registers	Records	MP13.3.1	100% compliance to prescribed timeframes and requirements for inputs from all relevant parties.	100% compliance to prescribed timeframes and requirements for inputs from all relevant parties.	100%	100%	100%	100%	100% compliance to prescribed timeframes and requirements for inputs from all relevant parties.	100% compliance to prescribed timeframes and requirements for inputs from all relevant parties.	SED: DP&HS	TP3
			MP13.4	Develop policies and bylaws for planning.	4	Signed reports by SED submitted to MM's Office	MP13.4.1	Number of policies and bylaws formed and reviewed.	N/A	N/A	N/A	N/A	N/A	1	1	SED: DP&HS	N/A
			MP13.5	To undertake efficient and effective building controls.	10 days for residential, and 18 days for commercial and industrial buildings	Records	MP13.5.1	Average turnaround time for the approval of building Plans	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	SED: DP&HS	TP12
					100%	Register	MP13.5.2	% of illegal buildings addressed as identified and reported	100%	100%	100%	100%	100%	100%	100%	SED: DP&HS	TP13
Output 4	MP14	To ensure an effective and integrated Geographic Information Management System.	MP14.1	Upgrading of the GIS System.	N/A	N/A	MP14.1.1	Purchased hardware.	N/A	N/A	N/A	N/A	N/A	100%	100%	SED: DP&HS	N/A
					N/A	N/A	MP14.1.2	Purchased CAD software.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
			MP14.2	GIS Data Management.	0	GIS Register	MP14.2.1	Number of properties captured into cadastral data on the geodatabase.	Capturing of 32310 properties for land use and zoning information	8077	8077	8077	8077	TBA	TBA	SED: DP&HS	TP4
			MP14.3	GIS System integration with other municipal systems.			MP14.3.1	Mapping of Infrastructure projects on GIS	TBA	TBA	TBA	TBA	TBA	TBA	TBA	SED: DP&HS	N/A
			MP14.4	Maintenance of the current GIS System.			MP14.4.1	Number of staff trained	2	N/A	1	N/A	1	2	2	SED : DPHS	TP5

OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KPI	2014/15					2015/16	2016/17	Responsible Department/Vote	SDBIP REF NO
									ANNUAL TARGET	Q1	Q2	Q3	Q4				
Output 4	MP15	To create human settlements that are economically viable, aesthetically pleasant, habitable and vibrant.	MP15.1	Uplifting of communities socially, economically and environmentally, including infrastructure development.	Approved Township Regeneration Strategy	Monthly progress reports, Minutes of meetings, Milestone reports	MP15.1.1	Approved Urban Network Strategy	Review Township Regeneration Strategy.	Initiate SCM Processes	Appointment of service provider and initiate the project	Inception report and Status Quo Analysis	Draft Urban Networks Strategy	Review Township Regeneration Strategy.	Review Township Regeneration Strategy.	SED : DPHS	URP1
			MP15.2	Promotion of Urban Renewal in the MBO areas (including the JBC area).			MP15.2.1	Finalisation and submission of Business Plans for funding	Finalisation and submission of Business Plans for funding	N/A	Identification of Impact Areas and relevant stakeholders and recommending possible intervention	N/A	Finalisation and submission of Business Plans for funding	Finalisation and submission of Business Plans for funding	Finalisation and submission of Business Plans for funding	SED : DPHS	URP2
			MP15.3	To provide enablers for local communities towards an improved quality of their lives.	Underdeveloped township conditions	Monthlu progress reports, Minutes of meetings, Milestone reports	MP15.3.1	Establishment of the URP coordination Forum for MBO	Establishment of Forum	N/A	Identification of stakeholders forum	Establishment of Forum	N/A	Functional MBO Forum	Functional MBO Forum	SED : DPHS	URP 4
Output 4	MP16	To promote spatial restructuring and integration	MP16.1	To produce plans, policies and strategies to guide and manage development	Approved SDF	Records	MP16.1.1	Approved Spatial Development Framework inclusive of Local Area Development Plans.	Approved Spatial Development Framework by 30 June 2015	Desktop analysis	Consultation	Draft SDF	Approved SDF	Annual Review and approval of the Spatial Development Framework.	Annual Review and approval of the Spatial Development Framework.	SED: DP&HS	TP9
					Inception Report	Records	MP16.1.2	Approved Soul City Local area Development Plan by 30 June 2015	Approved Soul City Local area Development Plan by 30 June 2015	Produce Draft LAP Report	Finalise and Submit comments	Finalise Public Consultation Process	Approved Soul City Local area Development Plan	Bi-annual report.	Bi-annual report.	SED: DP&HS	TP6
					Draft of Kilbarchan , Ingagane, Charlestown, Precinct Plans by 30 June 2014	Reports/Final Draft	MP16.1.3	Approved Kilbarchan , Ingagane, Charlestown, Precinct Plans by 30 June 2015	Approved Kilbarchan , Ingagane, Charlestown, Precinct Plans by 30 June 2015	Project steering Committee input	Public consultation	Public consultation	Approved Kilbarchan , Ingagane, Charlestown, Precinct Plans by 30 June 2015	Bi-annual report.	Bi-annual report.	SED: DP&HS	TP7
Output 4	MP17	To promote sustainable development and environmental awareness	MP17.1	To provide a framework for Environmental Management.			MP17.1.1	Approved structure inclusive of the Environmental Management Unit.	N/A	N/A	N/A	N/A	N/A	0	0	SED: DP&HS	N/A
			MP17.2	To ensure compliance with environmental legislation and regulations.	Desired State of Environment Report	Records	MP17.2.1	Approved Environmental Management Framework (EMF) by 30 June 2015	Approved Environmental Management Framework (EMF) by 30 June 2015	Draft EMF document	Consultation Process	Final Draft EMF	Approved Environmental Management Framework (EMF)	Bi-annual report.	Bi-annual report.	SED: DP&HS	TP8
			MP17.3	To improve environmental awareness.	0	Presentations/Registers/Records	MP17.3.1	% of Communication Plan implemented	100%	N/A	N/A	N/A	100%	100%	100%	SED: DP&HS	DPHS9
Output 4	MP18	To facilitate the provision of housing in line with the national and provincial norms and standards.	MP18.1	To reduce housing backlogs to meet the provincial and national targets.	293	Status Quo Reports	MP18.1.1	Number of houses built.	860 UNITS	N/A	N/A	N/A	860 UNITS	2500	1500	SED: DP&HS	HL1/2/5/7
			MP18.2	Development and implementation of a Housing Sector Plan.	Approved of Reviewed housing sector plan by June 2014	minutes	MP18.2.1	Revised Housing Sector Plan	Annual Review of Housing Sector Plan approved as part of the IDP	N/A	N/A	N/A	Annual Review of Housing Sector Plan approved as part of the IDP	Annual Revision of Housing Sector Plan.	N/A	SED: DP&HS	HL18
			MP18.3	Promotion of a variety of housing typologies and densities in and around nodal points.		Records	MP18.3.1	Number of applications for funding submitted to the Human Settlement	4	N/A	2	N/A	2	4	4	SED: DP&HS	HL19
			MP18.3		1	Records	MP18.3.2	Number of informal settlements upgraded	2(Initiate In-situ Upgrading of H39 and Siyahlala)	N/A	N/A	N/A	2(Initiate In-situ Upgrading of H39 and Siyahlala)	2(Initiate In-situ Upgrading of H39 and Siyahlala)	2(Initiate In-situ Upgrading of H39 and Siyahlala)	SED: DP&HS	HL10
Output 4	MP19	To promote sustainable human settlements in rural areas (Land Reform)	MP19.1	Liaison with the Dept. of Human Settlements and Rural Development.	35	Records	MP19.1.1	Number of stands disposed – residential.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	SED: DP&HS	N/A
			MP19.2	To develop and maintain a reliable Housing Waiting List database.	SPECIFY	Records	MP19.2.1	% of housing database updated.	100%	N/A	N/A	N/A	100%	100%	100%	SED: DP&HS	HL13

OUTCOME 9	Objective No.:	Strategic Objective areas).	Strategy No.:	Strategy	Baseline	Source of Evidence	KPI No.:	KPI	2014/15					2015/16	2016/17	Responsible Department/Vote	SDBIP REF NO
									ANNUAL TARGET	Q1	Q2	Q3	Q4				
			MP19.3	Promotion of Security of Tenure.	40	Records	MP19.3.1	Number of houses transferred	40	N/A	N/A	N/A	40	40	40	SED: DP&HS	HL12
Output 4	MP20	Efficient management of the municipal real estate.	MP20.1	To create a Municipal Land Bank.			MP20.1.1	Number of pieces of land acquired for development.	10	N/A	N/A	N/A	10	10	10	SED: DP&HS	HL16
			MP20.2	To review the Municipal Land Disposal Policy.	Draft Land Disposal Policy	Minutes	MP20.2.1	Reviewed Land Disposal Policy by 31 December 2014	Review of the Land Disposal Policy.	Public Consultation	Reviewed Land Disposal Policy by 31 December 2014			Review of the Land Disposal Policy.	Review of the Land Disposal Policy.	SED: DP&HS	HL17
			MP20.3	To conduct a Municipal Land Audit.	N/A	N/A	MP20.3.1	Land Audit.	N/A	N/A	N/A	N/A	N/A	Land Audit by 30 June 2016.	Land Audit by 30 June 2016.	SED: DP&HS	N/A
Output 4	MP21	Management of municipal housing.	MP21.1	To keep municipal housing stock in good condition.	1	N/A	MP21.1.1	Number of flood victims houses built	2	N/A	N/A	N/A	2	2	2	SED: DP&HS	HL11
Output 4	MP22	Promoting the development of integrated human settlements.	MP22.1	Prepare the Rural Development Strategy.	N/A	Progress Reports and Invoices	MP22.1.1	Finalise the Rural Development Strategy.	N/A	N/A	N/A	N/A	N/A	Finalise the Rural Development Strategy.	N/A	SED: DP&HS	N/A
Output 4	MP23	Provision of cemetery services in accordance with the relevant legislation.	MP23.1	Manage maintenance and operations of cemeteries.	Draft Basic assessment report on Riversmeet cemetery	Records	MP23.1.1	Initiate PDA process for proposed Riversmeet Cemetery site by 30 June 2015	Initiate PDA process for proposed Riversmeet Cemetery site by 30 June 2015	N/A	N/A	Approval of ROD	Initiate PDA process for proposed Riversmeet Cemetery site by 30 June 2015			SED: DP&HS	TP11
					100%	Register	MP23.1.2	% of complaints addressed.	100%	100%	100%	100%	100%	100%	100%	SED: COMMUNITY SERVICES	CS36
					100%	Register	MP23.1.3	% of new entries with regards to burials captured electronically.	100%	100%	100%	100%	100%	100%	100%	SED: COMMUNITY SERVICES	CS37

NEWCASTLE MUNICIPALITY																	SOBIP REF NO.
ORGANISATIONAL SCORE-CARD 2014/15 : SOCIAL DEVELOPMENT																	
OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source	KPI No.:	KPI	Target (2014/15).					2015/16	2016/17	Responsible Department/Vote	
									ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4				
Output 3: Implementati on of the Community Work Programme	SD28	To respond to the needs of the vulnerable groups.	SD28.1	Aged and disabled programs.	15	Register/Minutes	SD28.1.1	Number of special programs implemented.	12	3	3	3	3	16	18	Municipal Manager	MM046
			SD28.2	Participate in the Provincial initiatives and programs.	12	Minutes/Register	SD28.2.1	Number of programs invited to participate in.	2	N/A	N/A	N/A	2	8	10	Municipal Manager	MM050
					34	Register/Minutes Report	SD28.2.2	Number of stakeholders engaged.	24	6	6	6	6	24	24	Municipal Manager	MM051
			SD28.3	Participate in District games.		Records	SD28.3.1	Monthly OSS programmes facilitated / implemented	12	3	3	3	3	12	12	Municipal Manager	MM052
Output 3: Implementati on of the Community Work Programme	SD29	Youth development and women empowerment.	SD29.1	Implementation of Youth Development Projects.	1	Register/ Minutes Report	SD29.1.1	Number of workshops to facilitate the community.	2	N/A	1	N/A	1	4	5	Municipal Manager	MM049
			SD29.2	Gender programs.	8	Register/Minutes Report agenda	SD29.2.1	Number of fora established/functional.	8	8	8	8	8	8	Municipal Manager	MM048	
			SD29.3	Participate in the KWANALOGA games.	Annual Kwanaloga games	Records	SD29.3.1	Participate annually in Kwanaloga games	Participate annually in Kwanaloga games	N/A	Participate annually in Kwanaloga games	N/A	N/A	Participate annually in Kwanaloga games	Participate annually in Kwanaloga games	SED : Community Services	CS44
Output 3: Implementati on of the Community Work Programme	SD30	To manage the effect of HIV/Aids within the Newcastle jurisdictional area.	SD30.1	Development and implementation of a Workplace HIV/Aids management program.		Register/Minutes/ Report/agenda	SD30.1.1	Number of fora established/functional	8	8	8	8	8	8	8	Municipal Manager	MM048
			SD30.2	HIV/Aids awareness campaigns.	12		SD30.2.1	Number of HIV/Aids campaigns facilitated.	11	3	3	2	3	12	15	Municipal Manager	MM045
Output 3: Implementati on of the Community Work Programme	SD31	To improve access to basic services.	SD31.1	Free basic services.	12	Monthly summary of movements	SD31.1.1	Monthly registrations and deregistration.	12	3	3	3	3	12	12	SED: Budget & Treasury Office	BTO 43
			SD31.2	Rates rebates and breaks.	12	Monthly summary of movements	SD31.2.1	Compliance with the update of Financial System with pensioners rates tariff	Pensioners account updated with new tariff in compliance with approved application form	Pensioners account updated with new tariff in compliance with approved application form	NA	N/A	N/A	Pensioners account updated with new tariff in compliance with approved application form	Pensioners account updated with new tariff in compliance with approved application form	SED: Budget & Treasury Office	BTO45
			SD31.3	Social security grants.	16.88% (18444)	Monthly journal processing expenditure	SD31.3.1	% of households earning less than R1100.00 per month with access to free basic services (R3000 as per the Indigent Policy for Newcastle).	19%(20500)	18% (19000)	18.5% (19500)	18.75% (20000)	19% (20500)	19%	19%	SED: Budget & Treasury Office	BTO44
Output 3: Implementati on of the Community Work Programme	SD32	To improve safety and security	SD32.1	Licensing.			SD32.1.1		N/A					N/A	N/A	SED : Community Services	N/A
			SD32.2	Traffic management.	Recommendations to MM	Appointment letter	SD32.2.1	Appointment and installation of parking meters	Appoint and install parking meters by June 2015	N/A	Appointment of Service Provider for Parking meters by 31 December 2014	N/A	N/A			SED : Community Services	CS21
					24	Roadblocks Stats	SD32.2.2	Number of roadblocks conducted	24	6	6	6	6	24	24	SED : Community Services	CS22
			SD32.3	Participation on road safety awareness campaigns	100%	Communication Plan - Photographs - Registers - Media Articles - Copies of Project Plans	SD32.3.1	% of Communication Plan implemented	100%	100%	100%	100%	100%	100%	100%	SED : Community Services	CS14
			SD32.4	Establishment of the Disaster	Recommendations on the re-establishment of a local Disaster Management Forum by 28	Report & Minutes of Portfolio Committee	SD32.4.1	Quarterly report on Disaster Management Forum to Portfolio Committee	4	1	1	1	1	4	4	SED : Community Services	CS26

ORGANISATIONAL SCORE-CARD 2014/15 : SOCIAL DEVELOPMENT																SD8IP REF NO.	
OUTCOME 9	Objective No.:	Strategic Objective	Strategy No.:	Strategy	Baseline	Source	KPI No.:	KPI	Target (2014/15).					2015/16	2016/17		Responsible Department/Vote
									ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4				
Output 3: Implementation of the Community Work Programme	SD33	To ensure efficient use and management of community facilities.	SD32.4	Management Forum			SD32.4.2	Number of Sector Plans for all sections in Community Services finalised by June 2014.	2	N/A	N/A	N/A	2			SED : Community Services	CS8
				SD32.5	To improve the fire-fighting services.	200	Fire inspection records	SD32.5.1	Number of Fire inspections conducted	200	50	50	50	50	200	200	SED : Community Services
			1min			Occurrence Book	SD32.5.2	Average dispatch time	1m	1m	1m	1m	1m	1m	1m	SED : Community Services	CS24
			24hrs			Incident reports	SD32.5.3	Average time taken to respond to victims	24hrs	24hrs	24hrs	24hrs	24hrs	24hrs	24hrs	SED : Community Services	CS25
			SD33.1			Environmental health services.	100%	High Level Summary of Complaints	SD33.1.1	% of complaints addressed within 24 hours	100%	100%	100%	100%	100%	100%	100%
			SD33.2	Sports, parks and recreation.	100%	Minutes	SD33.2.1	Establishment of atleast two play-parks annually.	2	N/A	N/A	N/A	2	2	2	SED : Community Services	CS38
					100%	Register	SD33.2.2	% of cutting cycle plan implemented quarterly.	100%	N/A	100%	100%	100%	100%	100%	SED : Community Services	CS39
			SD33.3	Improvement of community access to facilities (halls, pools, libraries and amenities).	8	Exhibitions/events /invitations/programmes/visitors book/newspaper article	SD33.3.1	Number of exhibitions or events facilitated.	8	3	2	1	2			SED : Community Services	CS31

NEWCASTLE MUNICIPALITY																					
FINAL SDBIP 2014/15																					
OFFICE OF MUNICIPAL MANAGER																					
SDBIP REF NO.	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
MM001	GP7.1.6	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management	20,812,288				To ensure that good governance principles are implemented	Municipal Manager	Quarterly reports on compliance with legislation, implementation of AG, internal audit and risk management Action plans	Quarterly reports on compliance with legislation	Quarterly	4	REPORTS	4	1	1	1	1	Chief Risk Officer
MM002	GP7.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To ensure that good governance principles are implemented	Municipal Manager		Quarterly reports on implementation of AG Action Plan	Quarterly	4	REPORTS	4	1	1	1	1	Chief Risk Officer
MM003	GP8.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To ensure that good governance principles are implemented	Municipal Manager		Quarterly Reports on Internal Audit Queries	Quarterly	4	REPORTS	4	1	1	1	1	Chief Risk Officer
MM004	GP7.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To ensure that good governance principles are implemented	Municipal Manager		Quarterly reports on implementation of risk management action plan	Quarterly	4	REPORTS	4	1	1	1	1	Chief Risk Officer
MM005	GP7.1.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To implement and maintain effective enterprise-wide risk management system.	Municipal Manager	To review and facilitate approval of risk management policies and strategies.	Number of Reviewed and approved risk management policies and strategies	Annual		Reviewed risk management policy, as well as Fraud and corruption policy	4	N/A	N/A	N/A	4	Chief Risk Officer
MM006	GP7.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To implement and maintain effective enterprise-wide risk management system.	Municipal Manager	To facilitate the annual risk assessment and compilation of the risk register	Finalised risk assessment of compilation of risk register by 31 May 2015	Annual		Risk Register for 2012/13	Finalised risk assessment of compilation of risk register by 31 May 2015	N/A	N/A	N/A	Finalised risk assessment of compilation of risk register by 31 May 2015	Chief Risk Officer
MM007	GP7.1.3	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To implement and maintain effective enterprise-wide risk management system.	Municipal Manager	Facilitation of anti- fraud and corruption workshop	Number of Anti-fraud and corruption workshops facilitated	Annual	2	Attendance registers for anti-fraud and corruption workshops	1	N/A	N/A	N/A	1	Chief Risk Officer
MM008		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Enterprise Risk Management					To facilitate process towards achieving clean audit by 2014	Municipal Manager	Strengthening of management and decision making committees.	Monthly meetings of the Audit Steering Committee/ Operation clean audit steering committee	Annual	N/A	Minutes/progress reports	12	3	3	3	3	Chief Risk Officer
MM009	IT1.3.1.	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Institutional Development	Municipal Manager	1,976,125	0			To ensure optimal institutional structure to render	Municipal Manager	To develop, plan and participate in knowledge sharing with other municipalities	Number of knowledge sharing meetings arranged/ attended	Annual	n.a	Records	1	n/a	n/a	n/a	1	Municipal Manager
MM010	FV10.4.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Financial Viability	Municipal Manager					To ensure implementation of capital programme	Municipal Manager	Implementation of capital programme (Organisational)	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	90%	90%	90%	90%	Municipal Manager
MM011	GP4.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To strengthen executive support services.	Municipal Manager	Approve delegations systems	Annual Review of Delegations systems	Annual		Approved Delegations on 31 January 2012	Delegations of authority reviewed by 31 January 2015	N/A	N/A	Delegations of authority reviewed by 31 January 2015	N/A	Manager : Executive Support
MM012		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To strengthen executive support services.	Municipal Manager	Manage programs in the office of the Mayor	%age implementation of Annual Mayoral Programme	Annual	100%	Mayoral Programme/Press articles/invoices	100%	N/A	N/A	n/a	100%	Manager : Executive Support
MM013	GP4.1.3	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To strengthen executive support services.	Municipal Manager	Strengthening of management and decision making committees.	Number of Manco meetings successfully convened	Quarterly	12	Minutes	12	3	3	3	3	Manager : Executive Support
MM014	GP4.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To strengthen executive support services.	Municipal Manager	To ensure efficient record keeping in the Office of the Municipal Manager	Compliance with Record keeping Checklist	Annual	100%	Registers/ Checklist	100%	N/A	N/A	N/A	100%	Municipal Manager (Executive Support)
MM015		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To ensure that good governance principles are implemented	Municipal Manager	Monthly meetings to monitor performance information	Quarterly meetings to monitor performance information	Quarterly	8	REPORTS	8	2	2	2	2	Manager Executive Support
MM016		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Executive Support					To ensure that good governance principles are implemented	Municipal Manager	Implement resolutions of Manco/EXCO/Council/Audit Committee/MPAC	Monthly reports on execution of Manco resolutions/ Exco/ Council/Audit Committee/ Mpac	Quarterly	12	REPORTS	12	3	3	3	3	Manager Executive Support
MM017		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Institutional Development	Executive Support					To ensure that good governance principles are implemented	Municipal Manager	To faciliate a spirit of change mangement and team building	Number of team building events facilitated	Bi-annual	nil	Reports	2	N/A	1	N/A	1	Manager Executive Support
MM018		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Public Participation and Communications	Communications	1,976,125	0			To improve both internal and external communication.	Municipal Manager	To improve both internal and external communication.	% implementation of communication plan	Annual	??	Registers/ presentation	100%	N/A	N/A	N/A	100%	Manager Communications
MM019		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Public Participation and Communications	Communications					To keep the communities and stakeholders informed and involved in the affairs of the municipality.	Municipal Manager	To keep the public and stakeholders informed about the affairs of the municipality.	Number of radio talk shows conducted	Quarterly	n/a	Invoices/scripts/emails	24	6	6	6	6	Manager: Communications
MM020	GP5.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Public Participation and Communications	Communications					To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Develop and adopt a customer care help desk	To address 100% of matters/queries/complaints that have been raised by the community.	Quarterly	n/a	Records/responses to queries	100%	100%	100%	100%	100%	Manager: Communications
MM021	GP5.1.6	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public Participation and Communications	Communications					To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	To ensure that all queries are attended to and feedback from the municipality's departments is submitted to the Office of The Municipal Manager and community	% of media/communication queries addressed by the Communication Unit	Quarterly	n/a	Register/Publications	100%	100%	100%	100%	100%	Manager: Communications
MM022	GP5.1.4	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public Participation and Communications	Communications					To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Publication of Quarterly External Newsletter	Number of External Newsletters Published and distributed	Quarterly	1	Publication	4	1	1	1	1	Manager: Communications
MM023		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public Participation and Communications	Communications					To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Publication of monthly internal newsletter	Number of internal newsletters published	Quarterly	12	Newsletter	12	3	3	3	3	Manager: Communications
MM024	GP5.2.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public Participation and Communications	Communications					To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Develop communication policy/strategy	Approved Communication Policy/Strategy by JUNE 2015	Quarterly	NIL	Minutes/Draft/presentation	Approved Communication Policy/Strategy by June 2015	Present Draft Communications Strategy/Policy to MANCO	Departmental Comments on Draft Communications Policy/Strategy	Tabling of Draft Communications Policy/Strategy to Exco	Approved Communications Policy/Strategy	Manager: Communications
MM025	GP4.1.5	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public Participation and Communications	Communications					To keep the communities and stakeholders informed and involved in the affairs of the municipality	Municipal Manager	Awareness campaigns on Batho Pele / Code of Ethics	Number of Batho Pele workshops facilitated	Bi-annual	NIL	Attendance Registers/Minutes	2	N/A	1	N/A	1	Manager: Communications
MM026	IT1.2.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Organisational and Institutional Development	Chief of Operations					To effect placement in line with placement policy and approved organisational structure	Municipal Manager	Finalisation of placement process	%age completion of placement process	Annual	NIL	Records	100%	N/A	100%	N/A	N/A	Chief of Operations
MM027	GP4.1.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Organisational and Institutional Development	Chief of Operations					To ensure effective functioning of the organisation to fulfil service delivery obligations	Municipal Manager	To facilitate operational interventions	%age of operational issues addressed as referred by Municipal Manager (Grievances)	Quarterly		Records/Register	100%	100%	100%	100%	100%	Chief of Operations

SDBIP REF NO.	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
MM028		OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management	2,278,454	0			To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Approved SDBIP within 28days of approval of budget	Annual	Approved SDBIP within 28days of approval of budget	Minutes of Exco	Approved SDBIP within 28days of approval of budget	N/A	N/A	N/A	Approved SDBIP within 28days of approval of budget	Performance Manager
MM029	GP6.1.2	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management					To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Quarterly performance reports submitted to Internal Audit within 25 days of end of quarter	Quarterly	4	Reports	4	1	1	1	1	Performance Manager
MM030	GP6.1.4	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management					To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Annual Performance Report submitted to the Auditor-General by 31 August 2014	Annual	31-08-2013	Minutes	Annual Performance Report submitted to the Auditor-General by 31 August 2014	Annual Performance Report submitted to the Auditor-General by 31 August 2014	N/A	N/A	N/A	Performance Manager
MM031		OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management					To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Mid Year Performance assessment submitted to EXCO by 25th January 2015	Annual	25-01-2012	Minutes	Mid Year Performance assessment submitted to EXCO by 25th January 2015	N/A	N/A	Mid Year Performance assessment submitted to EXCO by 25th January 2015	N/A	Performance Manager
MM032	GP6.1.5	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management					To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	Approval of Oversight Report and adoption of Annual Report by 31 March 2014	Annual	31-03-2013	Minutes	Approval of Oversight Report and adoption of Annual Report by 31 March 2015	N/A	N/A	Approval of Oversight Report and adoption of Annual Report by 31 March 2015	N/A	Communications Manager
MM033	GP6.1.3	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Performance Management					To develop and implement an effective Performance Management System.	Municipal Manager	Development and implementation of PMS.	%age of section 54 / 57 Managers formally evaluated by no later June 2015	Annually	Records	Assessment records	100%	n/a	n/a	n/a	100%	Performance Manager
MM034	GP8.1.1	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Internal Audit	6,326,430	-			To provide an independent internal audit activity that add value to the organisation, and providing consulting services	Municipal Manager	To review and update internal audit and audit committees charters annually.	Annual review of audit charters by August 2014	Annual	Sep-11	Minutes approving audit charters	Annual review of audit charters by August 2014	Annual review of audit charters by August 2014	0	0	0	Head : Internal Audit
MM035	GP8.1.2	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Internal Audit					To provide an independent internal audit activity that add value to the organisation, and providing consulting services	Municipal Manager	To develop and implement risk-based internal audit plans in compliance with IIA standards and other applicable prescripts	Number of audit committee meetings facilitated	Quarterly	6	Minutes of meetings	6	2	1	2	1	Head : Internal Audit
MM036	GP8.1.3	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Good Governance	Internal Audit					To provide an independent internal audit activity that add value to the organisation, and providing consulting services	Municipal Manager	To ensure full implementation of internal audit annual plan.	%age completion against internal audit plan	Quarterly	100%	Progress to Audit Committee/Minutes	100%	25%	50%	75%	100%	Head : Internal Audit
MM037	GP9.1.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services	4,617,363	0			To provide an effective legal support service	Municipal Manager	Preparation and submission of legal opinions to Council, management and staff	%age of legal opinions finalised as requested	Quarterly	100%	Register/records	100%	100%	100%	100%	100%	Executive Manager : Legal Services
MM038	GP9.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services					To provide an effective legal support service	Municipal Manager	Identifying and researching legislation that have relevance to the municipality in order to keep abreast of developments	Development and maintenance of applicable legislation database	Quarterly	Consultation with IT	Records/ Database print out	Development of database	Identify all applicable legislation and summarise relevance	Consultation with Departments and IT	Consultation with Departments and IT	Functional Database	Executive Manager : Legal Services
MM039	GP9.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services					To provide an effective legal support service	Municipal Manager	To handle objections received in respect of SCM processes	Turnaround time for addressing objections	Quarterly	60 days	Register	60days	60days	60days	60days	60days	Executive Manager : Legal Services
MM040	GP9.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services					To provide an effective legal support service	Municipal Manager	To address disciplinary matters referred to the Unit in line with Collective agreement	Turnaround time for addressing disciplinary matters	Quarterly	3 months	REPORTS	3months	3Months	3Months	3months	3months	Executive Manager : Legal Services
MM041	GP9.1.3	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services					To provide an effective legal support service	Municipal Manager	To compile a Municipal Code	Number of Council bylaws, policies and procedures reviewed	Annual	8	Council Minutes	8	n/a	n/a	n/a	8	Executive Manager : Legal Services
MM042		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services					To provide an effective legal support service	Municipal Manager	Attend to civil matters relating to section 65 application in Magistrates court	1. % of court appearances attended Matters settled	Quarterly	n/a	1. Return of service from sheriffs Office; 2. Offer of arrangement to repay debt; 3. Copy of judgement;	100%	100%	100%	100%	100%	Executive Manager : Legal Services
MM043		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services					To provide an effective legal support service	Municipal Manager	To pilot internal debt collection program	1. Number of Summons issued per Quarter; 2. % of settled matters; 3. Declaration of residents as indigent and writing off of the debt;	Quarterly	n/a	Records	400	100	100	100	100	Executive Manager : Legal Services
MM044		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Good Governance	Legal services					To provide an effective legal support service	Municipal Manager	To administer contracts on behalf of the Municipality	1. To establish and maintain a contract register/ data base of contracts in the Municipality; 2. To draft, vet protective contracts on behalf of the Municipality;	Quarterly	100%	Records / database	100%	25%	25%	25%	25%	Executive Manager : Legal Services
MM045	SD30.2.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs					To manage the effect of HIV/Aids within the Newcastle Jurisdictional area	Municipal Manager	To host/facilitate/co-ordinate awareness campaigns. To monitor HIV/AIDS related statistics	Number of HIV/AIDS program /events implemented	Quarterly	11	Register	11	3	3	2	3	Manager : Special Programmes
MM046	SD28.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs					To respond to the needs of vulnerable groups	Municipal Manager	To host/facilitate/co-ordinate human rights activities affecting the target groups	Number of Special programs events facilitated/implemented	Quarterly	12	Register/Minutes	12	3	3	3	3	Manager : Special Programmes
MM047		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs					To co-ordinate and manage special programmes in Newcastle	Municipal Manager	To develop/review policies/frameworks.	Number of Special Program Policies / Framework approved	Annually	nil	draft/approved document	1	N/A	1	N/A	N/A	Manager : Special Programmes
			SOCIAL DEVELOPMENT						Youth Development and women empowerment		Gender groups										Manager : Special Programmes

SDBIP REF NO.	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET	OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER		
MM048	SD29.2.1/SD30.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs	4,279,864			-	Development and implementation of a workplace HIV/AIDS management program. Gender Programs	Municipal Manager	To engage with the target groups	Number of Fora Established /functional	Quarterly	6	Register/Minutes/Report/agenda	8	8	8	8	8	Manager : Special Programmes		
MM049	SD29.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs					Youth Development and women empowerment	Municipal Manager	Implementation of youth development projects	Number of workshops facilitated	Bi- annually	15	Register/Minutes/Report	2	N/A	1	N/A	1	N/A	1	Manager : Special Programmes
MM050	SD28.2.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs					To respond to the needs of vulnerable groups	Municipal Manager	To participate in the provincial initiatives and programs	Number of programmes invited to participate in	Annually	11	Minutes/ Register	2	N/A	N/A	N/A	2	Manager : Special Programmes		
MM051	SD28.2.2	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs					To respond to the needs of vulnerable groups	Municipal Manager	To establish and maintain strategic partners	Number of engagements with external stakeholders	Quarterly	37	Register/Minutes/Report	24	6	6	6	6	Manager : Special Programmes		
MM052	SD28.3.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	SOCIAL DEVELOPMENT	Special Programs					To respond to the needs of vulnerable groups		Participate in ward level activities. To refer cases to the relevant stakeholder for intervention.	Monthly OSS programmes facilitated/implemented	Quarterly	12	Records	12	3	3	3	3	Manager : Special Programmes		
MM053	GP4.1.6/MP12.2.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Integrated Development Planning	IDP	3,127,657			0	To ensure the development and the maintenance of a credible IDP	Municipal Manager	To develop IDP in line with 3rd generation Guidepacks/Guidelines	Reviewed IDP by 31 May 2015	Quarterly	Adopted IDP 31 May 2014	IDP document and Council Resolution	Reviewed and Adopted IDP by 31 May 2015	Approved process plan by 31 August 2014	n/a	Tabling of Draft IDP Review by 31 March 2015	Reviewed and Adopted IDP by 31 May 2015	Director: IDP		
MM054	MP12.1.2	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public participation	IDP				Municipal Manager		Preparation of sector Plans	Number of sector plans co-ordinated and/or reviewed	Annually	8	Attendance Registers	4	N/A	N/A	n/a	4	Director: IDP			
MM055		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public participation	IDP				Municipal Manager		Public Participation for IDP	Number of IDP RF meetings held.	Bi- Annual	4	Minutes, and Attendance registers	2	N/A	1	N/A	1	Director: IDP			
MM056	GP5.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public participation	IDP	5,144,110.74		0	To keep the communities and stakeholders informed and involved in the affairs of the municipality		Municipal Manager	Annual review and implementation of Policies relating to Public Participation	Annual review and implementation of Public Participation Policy (Based on review by National Department of COGTA) by 30 June 2014	Annually		Ward Committee Operational Plan is still on a draft stage.	Reviewed policy by 30 June 2015	1	N/A	N/A	N/A	Reviewed policy by 30 June 2015	Director: IDP	
MM057		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public participation	IDP						Municipal Manager	To ensure the effective functioning of ward committees.	Quarterly reports submitted to Council on issues raised by ward committees	Quarterly	0%	Council minutes	4	1	1	1	1	Director: IDP		
MM058	GP5.1.2	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public participation	IDP						Municipal Manager	Capacitation of ward committees through training	Number of training interventions for ward committees members by March 2015	Annually	1	Attendance registers and Close-out report	1	N/A	N/A	1	N/A	Director: IDP		
MM59	GP5.1.3	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public participation	IDP						Municipal Manager	Conduct Mayoral IDP/Budget/PMS Roadshows	Annual Mayoral IDP/Budget/PMS Roadshows	Annually	1	Attendance reigisters and public submissions	1	N/A	N/A	N/A	1	Director: IDP		
MM060		OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Public participation	IDP						Municipal Manager	To ensure the effective functioning of ward committees.	Quarterly reports submitted to Cogta Public Participation from each ward	Quarterly	31	Quarterly Reports and Attendance registers / minutes from each ward	4 REPORTS PER WARD	1	1	1	1	Director IDP		
MM061	IT3.1.1	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Information Technology	Information Technology	7,416,528		2,034,000.00	To provide efficient and effective general administrative support services	IT	To review and implement policies and strategies	Number of ICT Steering Committee meetings	Quarterly		4	Minutes/ Attendance Register	4	1	1	1	1	Director: IT		
MM062	IT3.1.2	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Information Technology	Information Technology				To provide efficient and effective general administrative support services	IT	To review and implement policies and strategies	% of the ICT Strategic Plan Implemented	Bi-Annually		0	Project Reports /Asset Register	33.3%	0	11.10%	0	22.2%	Director: IT		
MM063	IT3.1.3	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Information Technology	Information Technology				To ensure effective and efficient IT support services and systems	IT	To provide continuous IT solutions and support services	% of uptime maintained	Quarterly		96%	Capacity and Performance Monitoring Log Sheet / Incident Log Sheet	96%	96%	96%	96%	96%	Director: IT		
MM064	IT3.1.4	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Information Technology	Information Technology				To ensure effective and efficient IT support services and systems	IT	To provide continuous IT solutions and support services	Number of Disaster Recovery Tests conducted	Bi-Annually			REPORTS	2	N/A	1	N/A	1	Director: IT		
MM065	IT3.1.5	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Information Technology	Information Technology				To ensure effective and efficient IT support services and systems	IT	To implement more effective ICT controls	Number of ICT Security Audits	Quartely		12	REPORTS	4	1	1	1	1	Director: IT		
MM066		OUTPUT 7: SINGLE WINDOW OF COORDINATION	Information Technology	Information Technology				To ensure effective and efficient IT support services and systems	IT	To provide ICT systems access to authorized users	Frequency of user access reviews	Quarterly		0	REPORTS	4	1	1	1	1	Director: IT		
MM067	IT3.1.6	OUTPUT 7: SINGLE WINDOW OF COORDINATION	Information Technology	Information Technology							To ensure effective and efficient IT support services and systems	IT	To provide ICT systems access to authorized users	% of website requests addressed within 24 hours	Quarterly		95%	Requests register/ Upload Log	95%	95%	95%	95%	95%
TOTAL BUDGET 2013/14					55,978,820		2,034,000.00																

NEWCASTLE MUNICIPALITY FINAL SDBIP 2014'15 BUDGET AND TREASURY OFFICE																			
SDBIPREF NO	IDP/ORG REF No.	OUTCOME 9	IDP PRIORITY	SERVICE/FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
BTO 001	GP7.1.6	Output6: Administrative and Financial Capability	Good Governance	Administration			To ensure that good governance principles are implemented		Monthly reports on compliance with legislation, implementation of AG, Internal audit and risk management Action plans to Municipal Managers Office	Monthly reports on compliance with legislation	Quarterly	4	Reports to MM's Office	12	3	3	3	3	SED
BTO 002	GP7.1.5	Output6: Administrative and Financial Capability					To ensure that good governance principles are implemented			Monthly reports on implementation of AG action Plan	Quarterly	4		4	3	3	3	3	
BTO 003	GP8.1.4	Output6: Administrative and Financial Capability					To ensure that good governance principles are implemented			Monthly reports on Internal audit action plan	Quarterly	4		12	3	3	3	3	
BTO 004	GP7.1.2	Output6: Administrative and Financial Capability					To ensure that good governance principles are implemented	BTO		Monthly reports on Risk management Action plan to Municipal Managers Office	Quarterly	4		12	3	3	3	3	
BTO 005		Output6: Administrative and Financial Capability	Good Governance	Administration			To ensure that good governance principles are implemented	BTO	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes& Attendance Registers	12	3	3	3	3	SED
BTO 006		Output6: Administrative and Financial Capability	Good Governance	Administration			To ensure that good governance principles are implemented	BTO	Implement resolutions of Manco/EXCO/Council/Audit Committee /MPAC	Monthly reports on execution of resolutions for Manco/EXCO/Council/Audit Committee /MPAC	Quarterly	12	Reports	12	3	3	3	3	SED
BTO 007		Output6: Administrative and Financial Capability	Financial Viability	Administration			To ensure implementation of capital programme	BTO	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly		Budget Reports	90%	90%	90%	90%	90%	SED
BTO 008	FV10.1.1	Output6: Administrative and Financial Capability	Financial Management	Administration			To ensure sound financial and fiscal management and good governance	BTO	To ensure compliance with financial reporting in terms of the relevant legislative requirements.	%age compliance with MFMA reporting obligations as per MFMA calendar	Quarterly	100%	National Treasury Compliance Report	100%	100%	100%	100%	100%	SED
BTO 009		Output6: Administrative and Financial Capability	Good Governance	Administration			To improve both internal and external communication.	BTO	To implement Public Participation & Communication Strategy	% of Communication Plan implemented	Annual	100%	Presentations / Registers	100%	N/A	N/A	N/A	100%	SED
BTO 010		Output6: Administrative and Financial Capability	Financial Viability	Administration			To comply with MPRA	Valuations	To advertise and implement SV rolls	Bi-annually reports on maintenance of the General Valuation Roll	Bi-annual		Reports	To implement 2 SV'S per annum	N/A	To implement SV2 and finalise all relevant objections.	N/A	To implement SV3 and finalise all relevant objections	SED

NEWCASTLE MUNICIPALITY FINAL SDBIP 2014'15 BUDGET AND TREASURY OFFICE																			
SDBIPREF NO	IDP/ORG REF No.	OUTCOME 9	IDP PRIORITY	SERVICE/FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
BTO 011		Output6: Administrative and Financial Capability	Organizational / Institutional Development	BTO - Safety			To promote zero fatality and ensure a health and safe working environment	BTO	To comply with health and safety legislation	Number of safety committee meetings held	Quarterly		Agenda & Minutes of safety meetings	12	3	3	3	3	SED
BTO 012	IT1.3.1	Output 6: Administrative and financial capability	Administration Skills & Development				To develop and participate in knowledge sharing with other municipalities	BTO	To facilitate knowledge sharing activities with other municipalities	Number of knowledge sharing meetings arranged	Annual		Attendance Registers/ Reports	1	0	1	0	0	SED
BTO 013		Output6: Administrative and Financial Capability	Financial Management	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget	Preparation of monthly financial statements	Submission of Annual Financial Statements to Auditor-General on or before 31 August 2014	Annual		Proof of submission from Auditor-General	Submission of Annual Financial Statements to Auditor-General on or before 31 August 2014	Submission of Annual Financial Statements to Auditor-General on or before 31 August 2014	0	0	0	Director : Budget & Financial Reforms
BTO 014	FV11.1.2	Output6: Administrative and Financial Capability	Financial Viability	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget	Financial Reporting	Financial viability in terms of debt coverage	Quarterly	45%	DBSA Invoices and Section 71 Cash Flow Reports	45%	45%	45%	45%	45%	Director : Budget & Financial Reforms
BTO 015	FV11.1.3	Output6: Administrative and Financial Capability	Financial Viability	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget	Financial Reporting	Financial viability in terms of cost coverage	Quarterly	3months	Bank Statement and Investment Schedule and Section 71 Reports	3months	3months	3months	3months	3months	Director : Budget & Financial Reforms
BTO 016	FV11.1.4	Output6: Administrative and Financial Capability	Financial Viability	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget	Financial Reporting	Financial viability in terms of outstanding service debtors	Annual	118%	Calculation sheet	152%	N/A	N/A	N/A	152%	Director : Budget & Financial Reforms
BTO 017		Output6: Administrative and Financial Capability	Financial Viability	Revenue Enhancement Strategy			To facilitate processes to enhance revenue	Revenue Enhancement	Establish a revenue enhancement unit which will oversee the implementation of the strategic interventions to monitor and manage achievements of the set goals, objectives and benefits	Submission of proposed Revenue Enhancement Structure to MM for approval by December 2014	Annual		1 Minutes of EXCO	Submission of proposed Revenue Enhancement Structure to MM for approval by December 2014	0		0	0	Director : Revenue Enhancement
BTO 018		Output6: Administrative and Financial Capability	Financial Viability	Revenue Enhancement Strategy			To facilitate processes to enhance revenue	Revenue Enhancement	Revise Revenue Enhancement Strategy by benchmarking against other municipalities	Updated Revenue Enhancement Strategy by December 2014	Annual		Approved Revenue Enhancement Strategy	Updated Revenue Enhancement Strategy by December 2014	0		0	0	Director : Revenue Enhancement
BTO 019	FV11.2.1	Output6: Administrative and Financial Capability	Financial Viability	Revenue Enhancement Strategy			To facilitate processes to enhance revenue	Revenue Enhancement	Mainstream and intergrate Revenue Enhancement throughout the value chain of the organisation.	Number of Revenue Enhancement Meetings facilitated	Quarterly	4	Minutes	4	1	1	1	1	Director : Revenue Enhancement
BTO 020		Output6: Administrative and Financial Capability	Financial Viability	Revenue Enhancement Strategy			To facilitate processes to enhance revenue	Revenue Enhancement	Analyze and assess reports of various departments and utilizing information/statistics/reports from the financial system report on progress made with the implementation of the Revenue Enhancement Strategy.	Quarterly Reports to Finance Standing Portfolio Committee	Quarterly		0 Minutes FPSC	4	1	1	1	1	Director : Revenue Enhancement
BTO 021	FV10.4.1	Output6: Administrative and Financial Capability	Financial Management	Budget Management			To ensure budget planning and implementation	Budget & Reporting	Preparation of the annual budget	Approval of Annual Budget for 2015'16 by the 31 May 2015	Annual		2014'15 Budget approved 22 May 2014 Council Resolution	Approved Budget by 31 May 2015	N/A	N/A	N/A	Approved Budget by 31 May 2015	Director: Budget & Financial Reforms

NEWCASTLE MUNICIPALITY FINAL SDBIP 2014 '15 BUDGET AND TREASURY OFFICE																			
SDBIPREF NO	IDP/ORG REF No.	OUTCOME 9	IDP PRIORITY	SERVICE/FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
BTO 022		Output6: Administrative and Financial Capability	Financial Management	Budget Management	81,928,686	1,450,000	To ensure sound financial and fiscal management and good governance	Budget & Reporting	Preparation of the Mid-year Review (section 72)	Submission of the Mid-year Review to the Mayor and National and Provincial Treasuries by 25 Jan 2015	Annual	Submitted Section 72 by 25 January	Proof of submission to the Mayor; National and Provincial Treasuries	Submission of the Mid-year Review to the Mayor and National and Provincial Treasuries by 25 Jan 2015	0	0	Submission of the Mid-year Review to the Mayor; National and Provincial Treasuries by 25 January 2015	0	Director: Budget & Financial Reforms
BTO 023	FV10.4.1	Output6: Administrative and Financial Capability	Financial Management	Budget Management			To ensure budget planning and implementation	Budget & Reporting	Preparation of adjustment budget	Approval of Adjustment Budget by 28 Feb 2015	Annual	Adjustment Budget by 28 Feb	Council Resolution/ Proof of submission to the Mayor	Approved Adjustment Budget by 28 February 2015	0	0	Approved Adjustment Budget by 28 February 2015	0	Director: Budget & Financial Reforms
BTO 024		Output6: Administrative and Financial Capability	Financial Management	Financial Reporting			To ensure sound financial and fiscal management and good governance	Budget & Reporting	Preparation of section 52 and 71 reports	Monthly Section 71 reports to the Mayor, National and Provincial Treasuries within 10 working days of each month.	Quarterly	12	Proof of submission to the Mayor	12	3	3	3	3	Director: Budget & Financial Reforms
BTO 025		Output6: Administrative and Financial Capability	Financial Management	Investment and Expenditure Management			To ensure sound financial and fiscal management and good governance	Preparation of Quarterly reports on External Loans; Investments; Withdrawals and Staff Benefits	Submission of Quarterly reports on External Loans	Quarterly	4	Minutes of EXCO	4	1	1	1	1	Director: Budget & Financial Reforms	
BTO 026		Output6: Administrative and Financial Capability							Submission of Quarterly reports on Investments	Quarterly	4		4	1	1	1	1	Director: Budget & Financial Reforms	
BTO 027		Output6: Administrative and Financial Capability							Submission of Quarterly reports on Withdrawals	Quarterly	4		4	1	1	1	1	Director: Budget & Financial Reforms	
BTO 028		Output6: Administrative and Financial Capability							Submission of Quarterly Reports on Conditional Grants	Quarterly	4		1	1	1	1	1	Director: Budget & Financial Reforms	
BTO 029		Output6: Administrative and Financial Capability							Expenditure & Financial Accounting	Submission of reports on Staff Benefits to Council	Bi-annually		2	2	0	1	0	1	Director: Budget & Financial Reforms
BTO 030	FV11.3.1	Output6: Administrative and Financial Capability	Financial Viability				To ensure sound financial and fiscal management and good governance	Expenditure & Financial Accounting	To implement sound cash management practices	Compilation of monthly banks reconciliations within 10 working days	Quarterly	12	Bank Reconciliations	12	3	3	3	3	Director: Budget & Financial Reforms
BTO 031	FV10.2.2	Output6: Administrative and Financial Capability	Financial Management	Supply Chain Management			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	The target is to have the SCM Policy reviewed by 31st March 2015 and Approved by the 31st May 2015	Review of Draft SCM Policy by 31 March 2015 and be approved on the 31st May 2015	Quarterly		Records, Council 1 Resolution	Review of SCM Policy by 31st March 2015 and be Approved by the 31st May 2015	Draft SCM Policy	Internal Consultation process (written comments from Departments)	Draft SCM Policy submitted to Council by 31 March 2015	Approval of SCM Policy by the 31st May 2015	Director : SCM

NEWCASTLE MUNICIPALITY FINAL SDBIP 2014'15 BUDGET AND TREASURY OFFICE																			
SDBIPREF NO	IDP/ORG REF No.	OUTCOME 9	IDP PRIORITY	SERVICE/FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
BTO 032		Output6: Administrative and Financial Capability	Financial Management	Supply Chain Management			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	Conduct workshop for senior managers and councillors on SCM regulations and procedures	Number of workshops for senior managers and councillors on SCM regulations and procedures	Bi-annually		Attendance Register	2	0	1	0	1	Director : SCM
BTO 033		Output6: Administrative and Financial Capability	Financial Management	Supply Chain Management			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	Preparation of Quarterlyreport on the implementation of the SCM Policy to Council	Quarterly Report on the Implementation of the SCM Policy	Quarterly		4 Council resolution	4	1	1	1	1	Director : SCM
BTO 034	FV10.2.1	Output6: Administrative and Financial Capability	Financial Management	Supply Chain Management			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	Maintain and monitor a register for bids and quotations	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Quarterly	Turnaround time for bids is 119 days and for quotations is 69 days (Tender/Quotations)	register certified by CFO	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Turnaround times for bids at 90 days and for quotations 30 days (Tenders/Quotations)	Director : SCM
BTO 035		Output6: Administrative and Financial Capability	Financial Management	Supply Chain-Logistics			To ensure sound financial and fiscal management and good governance	Supply Chain Management Unit	Conduct annual stock take	Annual Stock take by 30 June 2015	Annual		1 Stock Certificate	Annual Stock take by 30 June 2015	0	0	0	Annual Stock take by 30 June 2015	Director : SCM
BTO 036		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system	Asset and Liability Management	Maintenance of a asset register	Monthly Updating of asset register	Quarterly		12 Dated system report	12	3	3	3	3	Director : Budget & Financial Reforms
BTO 037	FV10.3.1	Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	Asset Management Plan & Policy	Review & Approval of Asset Management Policy by 31 May 2015	Annual		100% Council Resolution	Approval of Asset Management Policy by 31 May 2015	N/A	N/A	N/A	Approval of Asset Management Policy by 31 May 2015	Director : Budget & Financial Reforms
BTO 038		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	To ensure integrity of asset information	Monthly reconciliation between asset register and general ledger	Quarterly		0 Reports	12	3	3	3	3	Director : Budget & Financial Reforms
BTO 039		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	To verify all movable assets using a scanner	Physical verification of assets on a yearly basis	Annual		Physical Verification Report	1	0	0	0	1	Director : Budget & Financial Reforms
BTO 040		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	Updating of Asset Register and Annual Financial Statements	Monthly Scrutinizing of additions of assets	Quarterly		12 Monthly additions Reports	12	3	3	3	3	Director : Budget & Financial Reforms
BTO 041		Output6: Administrative and Financial Capability	Financial Management	Asset Management			To ensure sound asset management system.	Asset and Liability Management	Disposal of assets	Annual disposal of assets by 30 June 2015	Annual		0 Minutes /Register of assets disposed	Annual disposal of assets by 30 June 2015	N/A	N/A	N/A	Annual disposal of assets by 30 June 2015	Director : Budget & Financial Reforms
BTO 042	FV11.1.1	Output6: Administrative and Financial Capability	Financial Viability	Credit Control			To ensure a financially viable municipality	Income	Review and update credit control process plan in terms of the policy	Increase of payment factor by 2 percentage basis point by 30 June 2015	Annual		74% Financial Reports	76%	74.5%	75%	75.5%	76%	Director : Revenue Valuations and Debt Management

NEWCASTLE MUNICIPALITY FINAL SDBIP 2014'15 BUDGET AND TREASURY OFFICE																			
SDBIPREF NO	IDP/ORG REF No.	OUTCOME 9	IDP PRIORITY	SERVICE/FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
BTO 043	SD31.1.1	Output6: Administrative and Financial Capability	Financial Viability	Indigent Management			To ensure sound financial and fiscal management and good governance	Income	Maintain Indigent register for the Municipallity	Monthly registrations and deregistrations	Quarterly	12	Monthly summary of movement	12	3	3	3	3	Director : Revenue Valuations and Debt Management
BTO 044	SD31.3.1	Output6: Administrative and Financial Capability	Social Development	Indigent Support System			To improve access to basic services	Income	Ensure that the indigent support is processed for the month (Social security grants)	Percentage of households earning less than R1100 per month with access to free basic services (R3500 as per indigent policy)	Quarterly	16.88% (18444)	Monthly income summary together with monthly summary of movement	19%(20500)	18% (19000)	18.5% (19500)	18.75% (20000)	19% (20500)	Director : Revenue Valuations and Debt Management
BTO 045	SD31.2.1	Output6: Administrative and Financial Capability	Social Development	Indigent Support System			To improve access to basic services	Income	To comply with rates policy iro of rebates for pensioners	Compliance with the update of Financial System with pensioners rates tariff	Annual	100%	Printout of rates tariff on account	Pensioners account updated with new tariff in compliance with approved application form	Pensioners account updated with new tariff in compliance with approved application form	NA	N/A	N/A	Director : Revenue Valuations and Debt Management
TOTAL BUDGET					81,928,686	1,450,000													

NEWCASTLE MUNICIPALITY																					
FINAL SDBIP'S 2014'15																					
COMMUNITY SERVICES																					
SDBIP'S REF NO	IDP/ORG REF	OUTCOME 9	IDP PRIORITY	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET	CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER	
CS1	GP7.1.6	Output 6: Administrative and Financial Capability	Good Governance	Administration	3,756,991		0	To ensure that good governance principles are implemented	Community Services	Monthly reports on compliance with legislation, implementation of AG, Internal audit and risk management Action plans to Municipal Managers Office	Monthly reports on compliance with legislation	Quarterly	4	Reports to MM's Office	12	3	3	3	3	SED : Community Services	
CS2	GP7.1.5	Output 6: Administrative and Financial Capability		Administration							Monthly reports on implementation of AG action Plan				12	3	3	3	3		
CS3	GP8.1.4	Output 6: Administrative and Financial Capability		Administration							Monthly reports on Internal audit action plan				12	3	3	3	3		
CS4	GP7.1.2	Output 6: Administrative and Financial Capability		Administration							Monthly reports on Risk management Action plan to Municipal Managers Office				12	3	3	3	3		
CS5		Output 6: Administrative and Financial Capability	Good Governance	Administration				To ensure that good governance principles are implemented	Community Services	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes	12	3	3	3	3	3	SED : Community Services
CS6		Output 6: Administrative and Financial Capability	Good Governance	Administration				To ensure that good governance principles are implemented	Community Services	Implement resolutions of Manco/EXCO/Council/ Mpac/Audit committee	Monthly reports on execution of resolutions	Quarterly		Reports	12	3	3	3	3	3	SED : Community Services
CS7		Output 6: Administrative and Financial Capability	Financial Viability	Administration				To ensure that good governance principles are implemented	Community Services	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly		Budget Reports	90%	90%	90%	90%	90%	90%	SED : Community Services
CS8	SD32.4.2	Output 6: Administrative and Financial Capability	Integrated Development Planning	Administration				Compile a Community Services Departmental Plan	Community Services	Conduct a function assessment at Community Services and compile a Community Services Plan	Number of Sector Plans for Community Services (reviewed or developed)	Annually	0	Sector Plans	2	N/A	N/A	N/A	2	SED : Community Services	
CS9		Output 6: Administrative and Financial Capability	Public Safety	Security				To render an efficient and effective security services to Council	Community Services	To adopt a Security policy and procedures	Development of Security Implementation Plan by December 2014 and Adoption of Security policy and procedures by June 2015	Bi-annual	Draft Security Policy	Minutes	Development of Security Implementation Plan by December 2014 and Adoption of Security policy and procedures by June 2015	N/A	Security implementation plan by 31 December 2014	N/A	Adoption of Security policy and procedures by June 2015	SED : Community Services	
CS10		Output 6: Administrative and Financial Capability	Organisational & Institutional Development	Administration				To review and Implement organogram with adequate capacity.	Community Services	To reduce overtime for the department	Recommendations on reduction of overtime by 5%by June 2015	Annually	0	Reports / Minutes	Recommendations on reduction of overtime by 5%by June 2015	N/A	N/A	N/A	Recommendations on reduction of overtime by 5%by June 2015	SED : Community Services	
CS11		Output 6: Administrative and Financial Capability	Organizational / Institutional Development	Community Services-Safety				To promote zero fatality and ensure a health and safe working environment	Community Services	To comply with health and safety legislation	Number of safety committee meetings held	Quarterly	0	Agenda & Minutes of safety meetings	12	3	3	3	3	3	SED : Community Services
CS12		Output 3: Implementation of the Community Work Programme		Community Services				To extend employment contract for EPWP workers for a period of six month	Community Services	To extend the employment contracts for EPWP workers for a period of six months.	Number of jobs created	Quarterly		Records	190	N/A	16	84	90	SED : Community Services	
CS13	IT1.3.1	Output 6: Administrative and financial capability	Administration Skills & Development	Administration				To develop and participate in knowledge sharing with other municipalities	Community Services	To facilitate knowledge sharing activities with other municipalities	Number of knowledge sharing meetings arranged	Annually	0	Attendance Registers/ Reports	1	N/A	N/A	N/A	1	SED : Community Services	
CS14	BS27.1.1 & SD32.3.1	Output 6: Administrative and Financial Capability	Good Governance	Administration				To improve both internal and external communication.	Community Services	Compilation and implementation of Departmental Communication Plan	% of Communication Plan implemented	Quarterly	100%	Communication Plan - Photographs - Registers - Media Articles - Copies of Project Plans	100%	100%	100%	100%	100%	100%	SED : Community Services

SDBIP'S REF NO	IDP/ORG REF	OUTCOME 9	IDP PRIORITY	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER	
CS15	ID27.2.2	Output 2: Improving Access to Basic Services	Refuse Removal & Waste Management	Waste	108,694,457	4,400,000	% of backlogs adressed	Waste mgmt	Identify and prioritize projects to address backlogs	% of backlogs addressed	Annually	0	Report	Reduce backlogs by 10%	N/A	N/A	N/A	Reduce backlogs by 10%	Manager Waste	
CS16	ID27.2.3	Output 2: Improving Access to Basic Services	Refuse Removal & Waste Management	Waste			To develop and implement Waste management strategy in line with the relevant legislation.	Waste mgmt	Provision of Waste Management Service	Number of households serviced (Refuse)	Annually	61212	Financial Printout	61212	N/A	N/A	N/A	61212	Manager Waste	
CS17		Output 2: Improving Access to Basic Services	Refuse Removal & Waste Management	Waste			Compile a Community Services Departmental Plan	Waste mgmt	Focus on service provision is on RDP households	Number of informal settlements with access to refuse removal	Annually	1	N/A	1	N/A	N/A	N/A	1	Manager waste	
CS18		Output 2: Improving Access to Basic Services	Refuse Removal & Waste Management	Waste			Compile a Community Services Departmental Plan	Waste mgmt	Use of Community based contractors for service provision	Number of additional households (RDP) with access to refuse removal	Annually	0	Reports	2500	N/A	N/A	N/A	2500	Manager waste	
CS19	ID27.2.3	Output 2: Improving Access to Basic Services	Refuse Removal & Waste Management	Waste			To develop and implement Waste management strategy in line with the relevant legislation.	Waste mgmt	Provision of Waste Management Service	Backlog of kerb-side refuse removal services to consumer units (once a week)	Annually	61212	Stats SA 2011 Cencus	61212	N/A	N/A	N/A	0	Manager waste	
CS20	SD33.1.1 & ID27.2.7	Output 2: Improving Access to Basic Services	Environmental Planning & Management	Health	5,877,448		Render and effective and efficient Environmental Health Services	Environmental Health	To comply with the relevant legislation in respect of Environmental Health and Bylaws	%age complaints addressed within 24hrs	Quarterly	100%	High Level Summary of Complaints register	100%	100%	100%	100%	100%	Chief Health	
CS21	SD32.2.1	Output 3: Implementation of the Community Work Programme	Traffic & Road Safety	Traffic Control	22,808,126	330,000	Ensure effective Traffic flow through parking services	Parking Services	Finalise the appointment of a service provider to Parking meters	Appointment and installation of Parking Meters.	Annual	Recommendation to Municipal Manager	Appointment Letter	Appoint and install parking meters by December 2014	N/A	Appointment of Service Provider for Parking meters by 31 December 2014		N/A	N/A	Chief Traffic
CS22	SD32.2.2	Output 3: Implementation of the Community Work Programme	Traffic & Road Safety	Traffic Control			Ensure an efficient and effective traffic management services	Traffic Control	Enforcement of Road Traffic Act	Number of roadblocks conducted	Quarterly	24	Roadblock Stats	24	6	6	6	6	Chief Traffic	
CS23	SD32.5.1	Output 3: Implementation of the Community Work Programme	Public Safety	Fire and Disaster Management	28,174,790.63	445,000.00	To provide an and maintain efficient and adequate fire management services	Fire and Disaster Management	Develop and implement fire prevention plan	No of fire inspections conducted	Quarterly	200	Fire inspection records	200	50	50	50	50	Chief Fire	
CS24	SD32.5.2	Output 3: Implementation dispatch the Community Work Programme	Public Safety	Fire and Disaster Management			To provide an and maintain efficient and adequate fire management services	Fire and Disaster Management	Upgrade Emergency Call Centre	Average dispatch time	Quarterly	1min	Occurrence Book	1 min	1 min	1 min	1 min	1 min	Chief Fire	
CS25	SD32.5.3	Output 3: Implementation time the Community Work Programme	Public Safety	Fire and Disaster Management			To provide an and maintain efficient and adequate fire management services	Fire and Disaster Management	Provide disaster relief	Average time taken to respond to victims	Quarterly	24hrs	Incident reports	24hrs	24hrs	24hrs	24hrs	24hrs	Chief Fire	
CS26	SD32.4.1	Output 3: Implementation on the Community Work Programme	Public Safety	Fire and Disaster Management			To improve safety & security	Fire and Disaster Management	Establish the Disaster Management Forum	Quarterly report on Disaster Management Forum to Portfolio Committee	Quarterly		Recommendations on the re-establishment of a local Disaster Management Forum by 28 February 2014	Report & Minutes of Portfolio Committee	4	1	1	1	1	Chief Fire
CS27		Output 3: Implementing of the Community Work Programme	Cultural Heritage	Libraries			To provide an efficient and effective information service to the community	Culture & Amenities	Conduct educational and recreational programmes.	Number of programmes conducted.	Quarterly	360	Attendance Registers/libririan's report	360	100	80	80	100	Director: Culture & Amenities	
CS28		Output 3: Implementing of the Community Work Programme	Cultural Heritage	Halls			To ensure efficient use and management of community facilities.	Culture & Amenities	Improvement of community access to facilities (halls, pools, libraries and amenities).	Number of Community Halls Developed	Annual		Adverts/Front page of 7 Tender Document	9	N/A	N/A	N/A	9	Director: Culture & Amenities	

SDBIP'S REF NO	IDP/ORG REF	OUTCOME 9	IDP PRIORITY	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CS29		Output 3: Implementing of the Community Work Programme	Cultural Heritage	Museums	33,578,920.30	12,880,000.00	To promote appreciation of art and heritage to meet the needs of the whole community.	Culture & Amenities	Conduct Research articles	Number of research articles	Quarterly		Paper clippings/written article/presentations	26	8	7	5	6	Director: Culture & Amenities
CS30		Output 3: Implementing of the Community Work Programme	Cultural Heritage	Museums			To promote appreciation of art and heritage to meet the needs of the whole community.	Culture & Amenities	Educational programmes or activities	Educational programmes or activities conducted	Quarterly	100	Group visit forms/newspaper articles/attendance registers	110	34	25	12	39	Director: Culture & Amenities
CS31	SD33.3.1	Output 3: Implementing of the Community Work Programme	Cultural Heritage	Museums			To promote appreciation of art and heritage to meet the needs of the whole community.	Culture & Amenities	Facilitate Exhibitions and events	Number of exhibitions/events facilitated	Quartely		Exhibitions/events/invitations/programmes/visitors book/newspaper article	8	3	2	1	2	Director: Culture & Amenities
CS32		Output 3: Implementing of the Community Work Programme	Cultural Heritage	Museums			To promote appreciation of art and heritage to meet the needs of the whole community.	Culture & Amenities	To implement museum projects	Number of projects implemented	Annually	1	Project booklet/paper	1	N/A	N/A	N/A	1	Director: Culture & Amenities
CS33		Output 6: Administrative and Financial Capability	Cultural Heritage	Art Gallery			To promote appreciation of art and heritage to meet the needs of the whole community.	Culture and Amenities	To verify assets at the gallery	Annual asset stock take by 30 June 2015	Annually	1	Asset report	1	N/A	N/A	N/A	1	Director: Culture & Amenities
CS34		Output 3: Implementation of the Community Work Programme	Cultural Heritage	Art Gallery			To promote appreciation of art and heritage to meet the needs of the whole community.	Culture and Amenities	Craft development	Number of workshops on craft development conducted	Quarterly	10	Attendance registers	10	3	2	2	3	Director: Culture & Amenities
CS35		Output 3: Implementation of the Community Work Programme	Cultural Heritage	Museum & Art Gallery			To promote museum facilities to the community	Culture and Amenities	Promotion of the Fort Amiel Museum and Carnegie Art Gallery	Number of advertisements	Quarterly	20	Copy of advertisements/pamphlets/posters/publications	20	5	5	5	5	Director: Culture & Amenities
CS36	MP23.1.2	Output 3: Implementation of the Community Work Programme	Cemetery Services	Parks (Cemeteries)	3,946,522	8,100,000.00	To ensure maintenance of Parks and open spaces.	Community services	Provide sufficient equipment and machinery for cemeteries	Percentage of complaints addressed	Quarterly	100%	Register	100%	100%	100%	100%	100%	Director : Parks
CS37	MP23.1.3	Output 6: Administrative and Financial Capability	Cemetery Services	Parks			To ensure maintenance of Parks and open spaces.	Community services	Maintain electronic burials database	%age of new entries with regard to burials captured electronically	Quarterly	100%	Register	100%	100%	100%	100%	100%	Director : Parks
CS38	SD33.2.1	Output 2: Improving Access to Basic Services	Parks, Rec, Cemeteries	Parks	45,472,431	6,520,000	To ensure maintenance of Parks and open spaces.	Community services	Establishment of playparks	Number of new play parks established - scorecard Establishment of atleast two playparks annual	Annually	2	Before and after Pictures or/Signed schedules.	2	0	0	0	2	Director : Parks
CS39	SD33.2.2	Output 2: Improving Access to Basic Services	Parks, Rec, Cemeteries	Parks			To ensure maintenance of Parks and open spaces.	Community services	Maintenance of Parks and open spaces	%age of cutting cycle plan implemented quarterly	Quarterly	100%	Register	100%	N/A	100%	100%	100%	Director : Parks
CS40		Output 2: Improving Access to Basic Services	Parks, Rec, Cemeteries	Parks			To ensure maintenance of Parks and open spaces.	Community services	Establishment of sports fields and stadia	Number of sports fields and stadia developed	Annually	3	Capital Status Report and Budget Exp Print out	4	0	0	0	4	Director:Parks
CS41		Output 2: Improving Access to Basic Services	Parks, Rec, Cemeteries	Parks			To ensure maintenance of Parks and open spaces.	Community services	Establishement of parks and gardens	Number of parks and gardens developed	Annually	9	Capital Status Report and Budget Exp Print out	10	0	0	0	10	Director:Parks
CS42		Output 2: Improving Access to Basic Services	Parks, Rec, Cemeteries	Parks			To ensure maintenance of Parks and open spaces.	Community services	Establishment of a Swimming Pool	Number of community swimming pools developed	Annually	5	Capital Status Report and Budget Exp Print out	6	0	0	0	6	Director:Parks

SDBIP'S REF NO	IDP/ORG REF	OUTCOME 9	IDP PRIORITY	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CS43		Output 2: Improving Access to Basic Services	Parks, Rec, Cemtries	Parks			To ensure maintenance of Parks and open spaces.	Community services	Establishment of cemtries	Number of cemtries developed	Annually		Capital Status Report and Budget Exp Print	7	0	0	0	7	Director:Parks
CS44	SD29.3.1	Output 3: Implementation of the Community Work Programme.	Parks, Rec, Cemtries	Sports			Youth development and women empowerment.	Community services	Number of programmes invited to participate in.	Participate in the KWANALOGA games.	1	Invitation, programme	Participate annually in Kwanaloga games	N/A	Participate annually in Kwanaloga games	N/A	N/A	Director:Parks	Director:Parks
CS45		Output 7: Single Window of Coordination	Public Safety	Security	28,220,672.81	0	To render an efficient and effective security services to Council	Community Services	To install an electronic security system to improve access control	Reduction of security breach incidents by atleast 10% per annum	Annual		Security breach registers	9	0	0	0	9	Acting Chief Security Officer
TOTAL BUDGET					R 280,530,358	R 32,675,000													

NEWCASTLE MUNICIPALITY																			
FINAL SDBIP 2014/15																			
CORPORATE SERVICES																			
SDBIP REF NO	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CORP001	GP7.1.6	Output 6: Administrative and financial capability	Good Governance	Administration			To ensure that good governance principles are implemented	Corporate Services	Monthly reports on compliance with legislation, implementation of AG, Internal audit and risk management Action plans to Municipal Managers Office	Monthly reports on compliance with legislation	Quarterly	4	Reports to MM's Office	12	3	3	3	3	SED
CORP002	GP7.1.5	Output 6: Administrative and financial capability								Monthly reports on implementation of AG action Plan		4		12	3	3	3	3	
CORP003	GP8.1.4	Output 6: Administrative and financial capability								Monthly reports on Internal audit action plan		4		12	3	3	3	3	
CORP004	GP7.1.2	Output 6: Administrative and financial capability								Monthly reports on Risk management Action plans to Municipal Managers Office		4		12	3	3	3	3	
CORP005		Output 6: Administrative and financial capability	Good Governance	Administration			To ensure that good governance principles are implemented	Corporate Services	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes	12	3	3	3	3	SED
CORP006		Output 6: Administrative and financial capability	Good Governance	Administration			To ensure that good governance principles are implemented	Corporate Services	Implement resolutions of Manco/EXCO/Council/ Mpac/Audit Committee	Monthly reports on execution of resolutions	Quarterly	12	Reports	12	3	3	3	3	SED
CORP007		Output 6: Administrative and financial capability	Financial Viability	Administration			To ensure implementation of capital programme	Corporate Services	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	90%	90%	90%	90%	SED
CORP008		Output 6: Administrative and financial capability	Good Governance	Administration			To improve both internal and external communication.	Corporate Services	To implement Public Participation & Communication Strategy	% of Communication Plan implemented	Quartely		Presentations / Registers	100%	31%	39%	8%	22%	SED

NEWCASTLE MUNICIPALITY																			
FINAL SDBIP 2014/15																			
CORPORATE SERVICES																			
SDBIP REF NO	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CORP009	IT2.1.2	Output 6: Administrative and financial capability	Organizational / Institutional Development	Administration	137,369,340.86	197,370,000.00	To review and implement organogram with adequate capacity	Corporate Services	To encourage team spirit and organizational strategy focus	Number of departmental teambuilding sessions held	Annual		Attendance Registres/ Minutes/Reports	1	1	N/A	N/A	N/A	SED
CORP010	IT2.1.4	Output 6: Administrative and financial capability	Institutional Development & Transformation	Administration			To ensure compliance and proper implementation of policies and procedures	Corporate Services	Develop and review policies and procedures related to Corporate Services	Number of policies reviewed and developed	Annually	Draft Recruitment & Selection Policy	Records	2	N/A	N/A	N/A	2	SED
CORP011	IT1.3.1	Output 6: Administrative and financial capability	Administration Skills & Development				To develop and participate in knowledge sharing with other municipalities		To facilitate knowledge sharing activities with other municipalities	Number of knowledge sharing meetings arranged	Bi-annual		Attendance Registers/ Reports	2	0	1	0	1	SED
CORP012		Output 6: Administrative and financial capability	Organizational / Institutional Development	Human Resource-Safety			To promote zero fatality and ensure a health and safe working environment	Human Resources - Safety	To comply with health and safety legislation	Number of safety committee meetings held	Quarterly		Agenda & Minutes of safety meetings	20	5	5	5	5	SED
CORP013		Output 6: Administrative and financial capability	Administration and skills development	Administration			To provide efficient and effective general administrative support services	Administration	To have efficient and effective support to organization	%age of scheduled meetings as per year planner finalised	Quarterly	44	100%	100%	25%	50%	75%	100%	Director : Administration
CORP014		Output 6: Administrative and financial capability	Administration and skills development	Administration			To maintain and repair Civic centre/Nedbank, Madadeni and Osizwen Buildings	Administration	To have efficient and effective support to organization	%age of repairs addressed against reported	Quarterly	100%	Register	100%	100%	100%	100%	100%	Director : Administration
CORP015		Output 6: Administrative and financial capability	Administration and skills development	Administration			To maintain and repair Civic centre/Nedbank, Madadeni and Osizwen Buildings	Administration	To have efficient and effective support to organization	%age of repairs followed up against reported	Quarterly	100%	Register	100%	25%	25%	25%	25%	Director : Administration
CORP016		Output 6: Administrative and financial capability	Administration and skills development	Administration			To ensure proper management of Records	Administration	To ensure the implementation of Municipal Records and Archives in order to avoid AG Queries	Centralisation of Records Section	Quarterly	0%	Report	Centralisation of Records Section	N/A	Centralisation of Records Section	N/A	N/A	Director : Administration

NEWCASTLE MUNICIPALITY FINAL SDBIP 2014/15 CORPORATE SERVICES																			
SDBIP REF NO	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CORP017	IT1.2.1	Output 6: Administrative and financial capability	Organizational / Institutional Development	Employee Assistance Program	20,396,539	0	To review and implement organogram with adequate capacity	Human Resources - EAP	To encourage team spirit and organizational strategy focus	%age of employees assisted /consulted as requested	Quarterly	100%	EAP Register	100%	100%	100%	100%	100%	Director: HR
CORP018	IT1.2.3	Output 6: Administrative and financial capability	Organizational / Institutional Development	Human resources - workstudy			To provide adequate human capital	Human Resources - Workstudy	To facilitate compilation and evaluation of job descriptions	Number of departments which completed Job descriptions	Quarterly	Implementation of Job Evaluation has not yet been started due to the fact that, the Newcastle Municipality is waiting for SALGA to finalise their processes and approval of Micro Structure within the Municipality.	Job description file	7	2	1	3	1	Director: HRD
CORP019	IT1.2.4	Output 6: Administrative and financial capability	Organizational / Institutional Development	Workstudy			To provide adequate human capital	Human Resources - Workstudy	To ensure critical positions are filled within the municipality	%ge of critical posts filled as identified and approved by Municipal Manager (As budgeted)	Annual	100%	Appointment Letters	100%	N/A	N/A	N/A	100%	Director: HRD
CORP020	IT1.2.5	Output 6: Administrative and financial capability	Organizational / Institutional Development	Human Resource Management			To provide adequate human capital	Human Resources - HRM	To ensure that budgeted posts are filled	Number of posts filled as budgeted	Annual	1579	Letters of appointment	1678	N/A	N/A	N/A	1678	Director: HR
CORP021	IT1.1.1	Output 6: Administrative and financial capability	Organizational / Institutional Development	Human Resource Management			To provide an efficient and effective HR support service	Human Resources - HRM	To render a recruitment and selection service to the municipality	Average turnaround time for filling of a vacancy	Quarterly	23	Recruitment and selection report	42	42	42	42	42	Director : HR
CORP022	IT1.2.7	Output 6: Administrative and financial capability	Organizational / Institutional Development	Human Resource Management			To comply with legislation and fast track transformation	Human Resources - HRM	To develop and implement the Employment Equity Plan by 01 October 2013	Compliance with submission of Employment Equity Report by 01 October 2014	Annual	Submitted EEP by 01 October	Employment Equity Report/ Acknowledgement of receipt	1	N/A	Submitted EEP by 01 October 2014	N/A	N/A	Director : HR
CORP023	IT1.2.8	Output 6: Administrative and financial capability	Organizational / Institutional Development	Human Resource Management			To comply with legislation and fast track transformation	Human Resources - HRM	Promote gender equality in the workplace	Number of people from employment equity target groups employed in the three highest levels of management	Annual	20	Appointment letters	23	N/A	N/A	N/A	23	Director : HR
CORP024		Output 6: Administrative and financial capability	Organizational / Institutional Development	Human Resource-Safety			To promote zero fatality and ensure a health and safe working environment	Human Resources - Safety	To comply with health and safety legislation	Percentage of Injuries on Duty (IOD's)addressed	Quarterly	96%	Reported IOD	100%	100%	100%	100%	100%	Safety Officer

NEWCASTLE MUNICIPALITY																			
FINAL SDBIP 2014/15																			
CORPORATE SERVICES																			
SDBIP REF NO	IDP/ ORG REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
CORP025	IT1.2.6	Output 6: Administrative and financial capability	Institutional Development & Transformation	Human Resource Management			To provide adequate human capital	Human Resources - HRM	To implement Workplace Skills Plan	%age of municipal budget actually spent on implementing its workplace skills plan	Quartely		Budget Printouts	100% (7 878 640)	25%	50%	75%	100%	DivHead : HRD
CORP026	IT2.1.3	Output 6: Administrative and financial capability	Institutional Development & Transformation	Human Resource Development			To implement the Workplace Skills plan for a productive and motivated workforce	HRD	To implement Workplace Skills Plan	Number of training interventions arranged for workplace skills development	Quarterly	1755	Attendance Registers/C ommunicati on sent to department	720	180	180	180	180	DivHead : HRD
CORP027	IT2.1.1	Output 6: Administrative and financial capability	Institutional Development & Transformation	Human Resource Development			To ensure that the Workplace Skills Plan is a product of consultation of all stakeholders in the identification of planned training interventions	HRD	Execution of the WSP	Successful submission of WSP to LGSETA by 30 April 2015	Annually	WSP submitted to LGSETA on the 30 APRIL 2015	WSP and ATR	Submission of WSP to LGSETA	N/A	N/A	N/A	Submission of WSP LGSETA by 30 April 2015	DivHead : HRD
TOTAL BUDGET FOR CORPORATE SERVICES					157,765,880	197,370,000													

NEWCASTLE MUNICIPALITY																			
FINAL SDBIP 2014'15																			
DEVELOPMENT PLANNING AND HUMAN SETTLEMENT																			
SDBIP REF NO	IDP/ORG REF NO	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	PROPOSED DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
DPHS1	GP7.1.6	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Good Governance	Administration			To ensure that good governance principles are implemented	DP & HS	Monthly reports on compliance with legislation, implementation of AG, Internal audit and risk management Action plans to Municipal Managers Office	Monthly reports on compliance with legislation	Quarterly		Confirmation of receipt by CRO	12	3	3	3	3	SED: DP & HS
DPHS2	GP7.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Good Governance	Administration			To ensure that good governance principles are implemented	DP & HS		Monthly reports on implementation of AG action plan	Quarterly		Confirmation of receipt by CRO	12	3	3	3	3	SED: DP & HS
DPHS3	GP8.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Good Governance	Administration			To ensure that good governance principles are implemented	DP & HS		Monthly reports on Internal Audit Action Plan	Quarterly		Confirmation of receipt by CRO	12	3	3	3	3	SED: DP & HS
DPHS4	GP7.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Good Governance	Administration			To ensure that good governance principles are implemented	DP & HS		Monthly reports on Risk Management Action Plan	Quarterly		Confirmation of receipt by CRO	12	3	3	3	3	SED: DP & HS
DPHS5		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Good Governance	Administration			To ensure that good governance principles are implemented	DP & HS	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes	12	3	3	3	3	SED: DP & HS
DPHS6		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Good Governance	Administration			To ensure that good governance principles are implemented	DP & HS	Implement resolutions of Manco/EXCO/Council/ Audit Committee/ Mpac	Monthly reports on execution of resolutions	Quarterly	12	Confirmation of receipt by Manager ; Executive Support	12	3	3	3	3	SED: DP & HS
DPHS8	FV10.4.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Financial Viability	Administration				DP & HS	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	90%	90%	90%	90%	SED: DP & HS
DPHS9	MP17.3.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Good Governance	DPHS			To improve both internal and external communication.	DP & HS	To improve both internal and external communication.	% of communication plan implemented	Annual	0%	Presentations/Registers/Records	100%	N/A	N/A	N/A	100%	SED: DP & HS
DPHS10		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	Organisational & Institutional Development	DPHS			To promote zero fatalities and ensure a healthy and safe working environment	DP & HS	To comply with Health and Safety legislation.	Number of safety meetings	Quarterly		Monthly safety meetings Minutes and register	12	3	3	3	3	SED: DP & HS

NEWCASTLE MUNICIPALITY																			
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DEVELOPMENT PLANNING AND HUMAN SETTLEMENT																			
SDBIP REF NO	IDP/ORG REF NO	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	PROPOSED DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
DPHS11	ED35.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Economic governance	Local Economic Development			Provision of internal guidance for investment and infrastructure expenditure	SED	Facilitate interdepartmental co-ordinating meetings	Number of meetings held (ICC)	Quarterly		Minutes/ Agenda/ 0 Invitations	4	1	1	1	1	SED: DP & HS
DPHS12	IT1.3.1	Output 6: Administrative and financial capability	Administration Skills & Development				To develop and participate in knowledge sharing with other municipalities	DP & HS	To facilitate knowledge sharing activities with other municipalities	Number of knowledge sharing meetings arranged	Annual		Attendance Registers/ 0 Reports	1	0	0	0	1	SED
TP1	MP13.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Land Use Management	Land Use Management			To use advertising signs for enhancement of area image and municipal revenue	Town Planning	Enforcement of outdoor advertising policy and bylaws	% Of identified and reported illegal advertisements removed	Quarterly	Removal of 200 illegal advertisement boards.	Register	80% of identified and reported illegal signs	80%	80%	80%	80%	Manager: LUM
TP2	MP13.2.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Land Use Management	Land Use Management			Develop an efficient and effective land use management system so as to promote hamonious land development	Town Planning	Finalisation of the Land Use Scheme (Wall to Wall) Preparation Process	Submission of second draft on phase 2 Wall-to- Wall Scheme	Quarterly	Finalised stakeholder consultation report on Phase I wall-to- wall Scheme	Records	Submission of second draft on phase 2 Wall- to-Wall Scheme	Appointment of the Consultant	Submission of Inceptional report	Submission of Phase 2 Draft Scheme	Submission of second draft on phase 2 Wall-to- Wall Scheme	Manager : Land Use Management
TP3	MP13.3.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Land Use Management	Town Planning			Develop an efficient and effective development facilitation system to promote City growth, sustainable and hamonious land development	Town Planning	Monitor compliance to statutory timeframes and ensure qualitative inputs in respect of Development applications	100% compliance to prescribed timeframes and requirements for inputs from all relevant parties.	quartely	Applications registers	Records	100% compliance	100%	100%	100%	100%	Manager : Land Use Management
TP4	MP14.2.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	To ensure an effective, efficient and integrated Information Management System	Geographic Information Systems			To ensure an efficient, effective and integrated Information Management System	Town Planning	GIS Data management	Number of Properties captured into Cadastral data on the geodatabase	Quarterly		0 GIS Register	Capturing of 32310 properties for land use and zoning information	8077	8077	8077	8079	Manager : GIS
TP5	MP14.4.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	To ensure an effective, efficient and integrated Information Management System	Geographic Information Systems				GIS	Staff Training	Training interventions arranged	Bi-annual		Records	2	N/A	1	N/A	1	Manager : GIS

NEWCASTLE MUNICIPALITY																			
FINAL SDBIP 2014'15																			
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TP6	MP16.1.2	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	To promote Spatial restructuring and integration	Spatial Planning	22,070,848.33	13,539,959.00	To promote sustainable development, city growth, spatial restructuring and integration	Town Planning	Formulation of Local Area Development Plans and Growth management strategies for various areas within municipality	Approved Soul City Local area Development Plan by 30 June 2015	Quarterly	Inception Report	Records	Approved Soul City Local area Development Plan by 30 June 2015	Produce Draft LAP Report	Finalise and Submit comments	Finalise Public Consultation Process	Approved Soul City Local area Development Plan	Manager: Spatial Planning
TP7	MP16.1.3	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	To promote Spatial restructuring and integration	Spatial Planning			To promote sustainable development, city growth, spatial restructuring and integration	Town Planning	Formulation of Precinct Area Plans	Approved Kilbarchan , Ingagane, Charlestown, Precinct Plans by 30 June 2015	Quarterly	Draft of Kilbarchan , ,Ingagane, Charlestown, Precinct Plans by 30 June 2014	Records	Approved Kilbarchan , Ingagane, Charlestown, Precinct Plans by 30 June 2015	Project steering Committee input	Public consultation	Public consultation	Approved Kilbarchan , Ingagane, Charlestown, Precinct Plans by 30 June 2015	Manager: Spatial Planning
TP8	MP17.2.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Environmnetal Planning and Management	Spatial Planning			To promote sustainable development and environmental awareness	Town Planning	Finalise Preparation of EMF	Approved Environmental Managment Framework (EMF) by 30 June 2015	Quarterly	Desired State of Environment Report	Records	Approved Environmental Managment Framework (EMF) by 30 June 2015	Draft EMF document	Consultation Process	Final Draft EMF	Approved Environmental Managment Framework (EMF)	Manager: Spatial Planning
TP9	MP16.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	To promote sustainable development & spatial restructuring and integration	Spatial Planning			To promote spatial restructuring and integration	Town Planning	Review of SDF	Approved Spatial Development Framework by 30 June 2015	Quarterly	Newcastle SDF	Records	Approved Spatial Development Framework by 30 June 2015	Desktop analysis	Consultation	Draft SDF	Approved SDF	Manager: Spatial Planning
TP10		OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	To promote Sustainable Spatial Developmet	Spatial Planning			To faciliate City growth and sustainable development throughout the municipality	Town Planning	Identification of landfill site	Detailed Design on the Proposed Landfill Site	Annual	Final Detailed studies	Records	Initiate licencing process on new landfill site	n/a	Prliminary designs	Scoping phase and detailed designs	Initiate licencing process on new landfill site	Manager: Spatial Planning
TP11	MP23.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	To promote Sustainable Spatial Developmet	Spatial Planning			To faciliate land development throughout the municipality	Town Planning	Identification of Cemetery sites	Initiate PDA process for proposed Riversmeet Cemetery site by 30 June 2015	Bi-annual	Draft Basic asssessment report on Riversmeet cemetery	Records	Initiate PDA application	n/a	n/a	Approval of ROD	Initiate PDA process for proposed Riversmeet Cemetery site by 30 June 2015	Manager: Spatial Planning
TP12	MP13.5.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Land Use Management	Building Inspectorate			To promote efficient and effective building control services	Town Planning	To process building plans without delay to homeowners and developers	Average turnaround time for the approval of building Plans	Quarterly	10 days for residential, and 18 days for commercial and industrial buildings	Quarterly	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	Senior Building Inspector
TP13	MP13.5.2	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Land Use Management	Building Inspectorate			To promote efficient and effective building control services	Town Planning	Building Controls enforcement	%age of illegal buildings addressed as identified and reported	Quarterly	100%	Register	100%	100%	100%	100%	100%	Senior Building Inspector
URP1	MP15.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Urban Renewal	Urban Renewal and Special Projects			Upliftment of communities, socially, economically, environmentally including infrastructure development	Urban Renewal and Special Projects	Formulate an Urban Network Strategy to reshape the urban spatial form	Approved Urban Network Strategy	Quarterly	Approved Township Regeneration Strategy	Monthly progress reports, Minutes of meetings, Milestone reports	Draft Urban Networks Strategy	Initiate SCM Processess	Appointment of service provider and initiate the project	Inception report and Status Quo Analysis	Draft Urban Networks Strategy	Manager: Urban Renewal & Special Projects
URP2	MP15.2.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Urban Renewal	Urban Renewal and Special Projects			To promote focussed Urban Renewal in the Madadeni, Blaaubosch (including Cavan and Johnstown) and Osizweni areas including the Greater Newcastle Area	Urban Renewal and Special Projects	Create the necessary preconditions in MBO areas for mobilising public and private investment	Finalisation and submission of Business Plans for funding	Bi-annual	Underdeveloped township conditions	Monthly progress reports, Minutes of meetings, Milestone reports	Finalisation and submission of Business Plans for funding	N/A	Identification of Impact Areas and relevant stakeholders and recommending possible intervention	N/A	Finalisation and submission of Business Plans for funding	Manager: Urban Renewal & Special Projects
URP3			Urban Renewal	Urban Renewal and Special Projects			Upliftment of communities, socially, economically, environmentally including infrastructure development	Urban Renewal and Special Projects	Facilitate the establishment of Strategic Development zones for Public and Private sector investment development	Undertaking of pre- feasibility study	Quarterly	Analyses	Monthly progress reports, Minutes of meetings, Milestone reports	Feasibility Study on the Identification of prefered site for development of a university	Initiate SCM Processess	Appointment of service provider and initiate the project	Inception report	Pre-feasibility Study	Manager: Urban Renewal & Special Projects

NEWCASTLE MUNICIPALITY FINAL SDBIP 2014`15																			
DEVELOPMENT PLANNING AND HUMAN SETTLEMENT																			
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URP4	MP15.3.1		Urban Renewal	Urban Renewal and Special Projects			Upliftment of communities, socially, economically, environmentally including infrastructure development	Urban Renewal and Special Projects	Integration, coordination and synergising the development manadates/activities of line function departments, national and provincial departments, private sector, NGOs etc in the MBO area	Establishment of the URP coordination Forum for MBO	Bi-annual	Unstructured coordination of development in the MBO area	TRO / Minutes meetings	Establishment of Forum	N/A	Identification of stakeholders forum	Establishment of Forum	n/a	Manager: Urban Renewal & Special Projects
URP5							Upliftment of communities, socially, economically, environmentally including infrastructure development	Urban Renewal and Special Projects		Number of bus / taxi stops constructed	Annual		Records / Close out reports	2	N/A	N/A	N/A	2	Manager: Urban Renewal & Special Projects
ED1	ED34.2.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Investment promotion	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Business retention and expansion (BNR)	Quartely reports on meetings with chambers and Newcastle businessess	Quarterly		Quartely reports, PortMinutes/Agenda/I nvitations	4	Quartely report to Portfolio Commitee	Quartely report to Portfolio Commitee	Quartely report to Portfolio Commitee	Quartely report to Portfolio Commitee	Director: ED
ED2	ED34.2.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Investment promotion	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Business retention and expansion (BNR)	Annual assessment of20 key businesses to assess business confidence in Newcastle by June 2015	Annual		Assessment submitted to PFC/EXCO	1	N/A	N/A	N/A	Annual assessment of20 key businesses to assess business confidence in Newcastle by June 2015	Director : Economic Development
ED3	ED35.1.2	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Economic governance	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	To forge strategic partnerships with sector departments to source funding for LED programmes and projects.	Bi-annual reports on meetings held with sector government departments, NGO and potential funders.	Bi-annual		Bi-annual reports, PortMinutes/Agenda/I nvitations	2	n/a	1	n/a	1	Director: ED
ED4	ED38.1.2	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Informal economy	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Provide facilities for informal traders	Number of Hawkers Stands built	Annually		Structures built and completion certificates	20	N/A	N/A	N/A	20	Manager: LED
ED5	ED37.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT					To promote economic development that will result in sustainable job creation	Economic Developme nt	Preparation of Informal Trading Survey, Policy and review of bylaws.	Develop policy for informal trading and review of the bylaws by 30 June 2015	Bi-annual	Status quo report on Informal traders	Resolutions/Reports	Approval of Informal Trading Policy and Bylaws	n/a	Draft Informal Trading Policy and Bylaws submitted to Council	N/A	Final Approval of Informal Trading Policy and Bylaws by 30 June2015	Manager: LED
ED6	ED38.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	SMME development	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Promotion of SMME & entrepreneurial development	Number of SMME development events	Quarterly	4	Event reports	4	1	1	1	1	Manager: LED
ED7	ED38.1.4	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	SMME development	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Promote value-chain opportunities in manufacturing, agriculture and tourism	Number of SMME assisted	Annual	40	SMME Register	50	n/a	n/a	n/a	50	Manager: LED
ED8		OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Economic governance	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	To assist survivalist business to grow	Number poverty alleviation projects supported	Annual	20 projects	Progress reports	25 projects	n/a	N/a	N/A	25	Manager: LED
ED9	ED39.2.2	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Economic Development	Local Economic Development	14,599,458	5,000,000	To promote economic development that will result in sustainable job creation	Economic Developme nt	Marketing and branding of Newcastle.	Develop the Newcastle Brand.	Annual	Approved Tourism and Marketing strategy	Records	Development of the Newcastle Brand	n/a	n/a	n/a	Development of the Newcastle Brand	Manager: Tourism
ED10	ED34.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Investment promotion	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	To facilitate investment promotion (by foreign & local business)	Quarterly reports on meetings held with foreign & local investors	Quarterly	2	Quartely reports to Portfolio Committee	4	1	1	1	1	Director: ED

NEWCASTLE MUNICIPALITY																			
FINAL SDBIP 2014'15																			
DEVELOPMENT PLANNING AND HUMAN SETTLEMENT																			
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ED11	ED39.1.3	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Tourism Development	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Provide legislative support to Community Tourism Organisation (CTO)	Number of meetings held with CTO	Quarterly	nil	Minutes of CTO	4	1	1	1	1	Manager: Tourism
ED12	ED39.1.2	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Tourism Development	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Promotion and facilitation of tourism development	Report on number of tourism trade show attended and the outcome/impact to the Municipality.	Bi-annual	4	Progress reports to Portfolio Committee and minutes on the trade shows.	4	n/a	2	n/a	2	Manager: Tourism
ED13	ED35.1.3	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Market research	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Provide economic data which will include Investment Analysis; unemployment and other economic indicators	Number of economic studies completed and submitted to Portfolio Committee	Bi-annual	2	Economic studies completed	2	n/A	1	N/A	1	Manager: Market Research
ED14	ED40.1.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Market research	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Provide economic data	Number of work opportunities created through LED development initiatives including Capital Projects	Annual	nil	Quarterly Reports on job creation	Number of job creation for DP&HS department	N/A	N/A	N/A	100	Manager: Market Research
ED15	ED38.2.1	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Development of ED business plans	Number of business plans developed	Annually	2	Records	2	N/A	N/A	N/A	2	All ED managers
ED16		OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt		Approved Events Policy for Newcastle Municipality by 31 December 2014	Bi-annual	Draft Events Policy	Council Minutes	Approved Events Policy for Newcastle Municipality by 31 December 2014	Stakeholder consultation	Approved Events Policy for Newcastle Municipality by 31 December 2014	n/a	n/a	Manager: Tourism & Marketting
ED17		OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Marketing & tourism development	Local Economic Development			To promote economic development that will result in sustainable job creation	Economic Developme nt	Facilitation of tourism & markerting	Number of reports on events supported	Bi-annual	nil	Reports to Portfolio Committee	2	N/A	1	N/A	1	Manager: Tourism & Marketting
HL1	MP18.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To reduce housing backlogs to meet the provincial and national targets		Monitoring implementation of Housing Project for Osizweni E Phase III - 634 Units	Progress made in the implementation of Housing Project for Osizweni E Phase III -	Annually	10	Records	Construction Phase 100 Units	N/A	N/A	N/A	100 Units complete	Manager: Urban Housing Development
HL2	MP18.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Osizweni E Phase II - 1240 Units	Number of houses completed for Osizweni E Phase II	Annually	153	Status Quo Progress Reports	200 houses completed	N/A	N/A	N/A	200 houses completed	Manager: Urban Housing Development

NEWCASTLE MUNICIPALITY FINAL SDBIP 2014'15																			
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HL3		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development	21,196,330	4,500,000	To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Siyahlala-la - 1200 Units	Progress made in the implementation of Siyahlala-la Housing project	Annually	Approval of stage 2 application (provision of internal services)	Status Quo Progress Reports	Completion of Internal Services Reticulation	N/A	N/A	N/A	Completion of Internal Services Reticulation	Manager: Urban Housing Development
HL4		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for H39 - 897 Units	Progress made in the implementation of Housing Project for H39	Annually	Approval of stage 2 application (provision of internal services)	Approval of T2 application	Completion of Internal Services Reticulation	N/A	N/A	N/A	Completion of Internal Reticulation	Manager: Urban Housing Development
HL5	MP18.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Khathide Phase II - 2000 Units	Number of houses completed for Khathide Phase II	Annually	100	Status Quo Progress Reports	Completion of 460 houses	N/A	N/A	N/A	460 houses completed	Manager: Urban Housing Development
HL6		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for JBC Phase 1	Initiate Trench 1 (planning processes) for JBC housing project.	annual	Appointment of IA	Records	Submission of Trench 1 Application	N/A	N/A	N/A	Submission of Trench 1	Manager: Rural Development
HL7	MP18.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Emozweni (Rectification) 148 Units	Number of houses completed (rectification)	annual	30	Status Quo Progress Reports	Completion of 100 houses	N/A	N/A	N/A	100 completed houses	Manager: Urban Housing Development
HL8		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Emawozeni 100 Units	Progress made with the implementation of Emozweni Greenfield project 100 units	Quarterly	EIA approval	Status Quo Progress Reports	Construction of internal services	Approval of PDA application	Submission of Trench 2 application	Initiate internal services	Construction of internal services	Manager: Urban Housing Development
HL9		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To reduce housing backlogs to meet the provincial and national targets	Housing and Land	Monitoring implementation of Housing Project for Charlestown 1500 Units	Progress made with the implementation of Charlestown Housing project	Bi-annual	Submission of Trench 2 (for Provision of Bulk Infrastructure)	Records		n/a	Initiation of internal services	Completion of internal services	Manager: Rural Development	
HL10	MP18.3.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Infrastructure and Services			Infrastructure and Services	Housing and Land	Slums clearance/eradication of informal settlements	Number of informal settlements upgraded	Annual	TBC	Reports	Initiate In-situ Upgrading of H39 and Siyahlala	N/A	N/A	N/A	Initiate in-situ upgrading of H39 and Siyahlala-la	Director: Housing and Land
HL11	MP21.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Administration and Customer Care			Promotion of Sustainable Human Settlements	Housing and Land	To identify and Complete the building of the Flood Victims House	Number of flood victim houses built	Annual	1	Tender Documents Progress Report	2	N/A	N/A	N/A	2	Manager: Housing Administration and Customer Care

NEWCASTLE MUNICIPALITY																			
FINAL SDBIP 2014'15																			
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HL12	MP19.3.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Administration and Customer Care			To promote security of tenure	Housing and Land	Housing transfer through Enhanced Extended Discount Benefit Scheme (EEDBS)	Number of houses transferred	Annual		Correspondence from Convenyancers	40	n/a	n/a	n/a	40	Manager: Housing Administration and Customer Care
HL13	MP19.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Administration and Customer Care			To facilitate the provision housing in line with the national and provincial norms and standards.	Housing and Land	To develop and maintain a reliable Housing Waiting List database	% Of housing database updated	Annual	SPECIFY	Records	100%	N/A	N/A	N/A	100%	Manager: Housing Administration and Customer Care
HL14		OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Real Estate			To facilitate land disposal for housing, commercial and industrial development	Housing and Land	Disposal of land for Development Purposes - Business and Industrial	Number of Sites available for disposal	Annual	10	Deed of sale, supply chain records/ deed of transfer.	10	N/A	N/A	n/a	10	Manager: Real Estate
HL15	MP26	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Real Estate			To facilitate land disposal for housing, commercial and industrial development	Housing and Land	Disposal of land for Development Purposes - Residential Properties	Number of Sites available for disposal	Annual	15	Deed of sale, supply chain records/ deed of transfer.	15	N/A	N/A	N/A	15	Manager: Real Estate
HL16	MP20.1.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Real Estate			To Facilitate Land Acquisition for Development of Sustainable Human Settlements.	Housing and Land	To acquire land for sustainable human settlements.	Number of pieces of land acquired for development	Annual	10	Signed deeds of sale	10	N/A	N/A	N/A	10	Manager: Real Estate
HL17	MP20.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Real Estate			Efficient management of land Disposal and Acquisition	Housing and Land	To address Land Disposal Processes.	Reviewed Land Disposal Policy by 31 December 2014	Bi-annual	Draft Land Disposal Policy	Minutes /Records	Reviewed Land Disposal Policy by 31 December 2014	Public Consultation	Approved Reviewed Land Disposal Policy by 31 December 2014	N/A	n/a	Manager: Real Estate
HL18	MP18.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			Development and implementation of a Housing Sector Plan	Housing and Land	Development and implementation of a Housing Sector Plan	Annual Review of Housing Sector Plan to inform the IDP Housing Chapter	Bi-annual	Approved of Reviewed housing sector plan by june 2014	minutes	Annual Review of Housing Sector Plan approved as part of the IDP	N/A	N/A	N/A	Annual Review of Housing Sector Plan approved as part of the IDP	Director: Housing and Land
HL19	MP18.3.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	Housing and Land Delivery	Housing Development			To facilitate the provision housing in line with the national and provincial norms and standards.	Housing and Land	Promotion of a variety of housing typologies and densities in and around nodal points	Number of application for funding submitted to the Department of Human Settlement	Annual		Recods	4	N/A	2	N/A	2	Director: Housing and Land
Total Budget Development Planning and Human Settlement					57,866,636	23,039,959													

[illegible]

NEWCASTLE MUNICIPALITY																		
FINAL SDBIP 2014`15																		
TECHNICAL SERVICES																		
SDBIP REF NO	IDP/ ORG REF NO.	OUTCOME 9	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
TECH1	GP7.1.6	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To ensure that good governance principles are implemented	Technical Services	Quarterly reports on compliance with legislation, implementation of AG, internal audit and risk management Action plans to Municipal Managers Office	Monthly reports on compliance with legislation	Quarterly	4	Reports to MM's Office	12	3	3	3	3	SED: Technical Service
TECH2	GP7.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To ensure that good governance principles are implemented	Technical Services		Monthly reports on implementation of AG action Plan	Quarterly	4	Reports to MM's Office	12	3	3	3	3	SED: Technical Service
TECH3	GP8.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To ensure that good governance principles are implemented	Technical Services		Monthly reports on Internal Audit action plan	Quarterly	4	Reports to MM's Office	12	3	3	3	3	SED: Technical Service
TECH4	GP7.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To ensure that good governance principles are implemented	Technical Services		Monthly reports to Risk Management Action Plans	Quarterly	4	Reports to MM's Office	12	3	3	3	3	SED: Technical Service
TECH5		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To ensure that good governance principles are implemented	Technical Services	Monthly meetings to monitor performance Information	Monthly meetings to monitor performance Information	Quarterly	12	Minutes	12	3	3	3	3	SED: Technical Service
TECH6		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To ensure that good governance principles are implemented	Technical Services	Implement resolutions of Manco/EXCO/Council/Audit Committee/Mpac	Monthly reports on execution of resolutions to Municipal Manager	Quarterly	12	Reports	12	3	3	3	3	SED: Technical Service
TECH7		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To ensure implementation of capital programme	Technical Services	Implementation of capital programme	%age of capital budget spent as per approved cash flows	Quarterly	90%	Budget Reports	90%	90%	90%	90%	90%	SED: Technical Service
TECH8		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Technical Service			To improve both internal and external communication.	Technical Services	To improve both internal and external communication.	% of communication plan implemented	Annual	100%	Presentations/register	100%	n/a	n/a	n/a	100%	SED: Technical Service
TECH9		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To promote zero fatalities and ensure a healthy and safe working environment	Technical Services	To comply with Health and Safety legislation.	Number of safety meetings	Quarterly	12	Minutes and register	12	3	3	3	3	SED: Technical Service
TECH 10	ED40.1.1	OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME	Technical Service			To create job opportunities are created through operational and capital programs.	Infrastructu ral Services	To create job opportunities are created through operational and capital programs.	Number of jobs created	Annual	2106	Reports	350	n/a	n/a	n/a	350	SED: Technical Service
TECH 11	IT1.3.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY	Administration			To ensure optimal institutional structure to render	Technical Services	To develop, plan and participate in knowledge sharing with other municipalities	Number of knowledge sharing meetings arranged/ attended	Annual	n.a	Records	1	n/a	n/a	n/a	1	SED: Technical Service
RS1	ID25.3.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	ROADS & STORM WATER	200 760 680		To keep the municipal roads and storm water drainage in an acceptable condition.	Technical Services (Civil)	Maintenance of Municipal roads	Km of Roads resealed	Bi-annual	22.4	Bi-annual Reports	16.5	0	8.25	8.25	0	DIRECTOR: CIVILS
RS2	ID25.1.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	ROADS & STORM WATER			To manage the repairs and maintenance of all Municipal buildings.	Infrastructu ral Services (Civil)	Maintenance of Council Buildings in an acceptable condition	% of roads and storm water maintenance plan implemented	Bi-annual	90%	Complaints Register	90%	n/a	50%	n/a	90%	DIRECTOR: CIVILS
RS3		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	ROADS & STORM WATER			To ensure the maintenance of industrial sidings.	Infrastructu ral Services (Civil)	Maintenance of municipal rail infrastructure in an acceptable condition.	Bi-annual certification of railway sidings	Bi-annual	2	Reports / Complaints	2	n/a	1	n/a	1	DIRECTOR: CIVILS

SDBIP REF NO	IDP/ ORG REF NO.	OUTCOME 9	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
RS4	ID25.2.1/ID 25.3.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	ROADS & STORM WATER	222,700,000		To maintain street pavements.	Infrastructu ral Services (Civil)	Paving of streets	m² of sidewalk paved	Bi-annual	2000	Expenditure Reports/ Internal Production Reports signed by ward councillor	2,000	1000	1000	0	0	DIRECTOR: CIVILS
RS5		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	ROADS & STORM WATER			Infrastructural Services (Civil)	MULTI- WARDS	Maintenance of Municipal roads	km's of roads paved	Quarterly	14,375 km's	Reports	8 283,84 km's	N/A	N/A	N/A	8 283,84 km's	DIRECTOR: CIVILS
RS6		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	ROADS & STORM WATER			Infrastructural Services (Civil)	MULTI- WARDS	Maintenance of Municipal roads	km's of roads graveled	Quarterly	5	Reports	2	N/A	N/A	N/A	2	DIRECTOR: CIVILS
PMU1		OUTPUT 1: IMPLEMENTATION OF A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, LANNING AND SUPPORT	PMU	21,186,270.25	92,600,000.00	To effectively and efficiently co-ordinate and manage MIG Capital works for the Newcastle Municipality	Infrastructu ral Services (Civil)	To effectively and efficiently co-ordinate and manage MIG Capital works for the Newcastle Municipality	%age of budget spent (MIG)	Monthly	100%	Financial Expenditure	100%	10%	40%	60%	100%	DIRECTOR: CIVILS
PMU2		OUTPUT 1: IMPLEMENTATION OF A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, LANNING AND SUPPORT	PMU			To effectively and efficiently co-ordinate and manage Newcastle funded Capital works for the Newcastle Municipality	Infrastructu ral Services (Civil)	To effectively and efficiently co-ordinate and manage MIG Capital works for the Newcastle Municipality	%age of budget spent (Municipal Funding)	Quarterly	65%	Financial Expenditure	90%	10%	40%	60%	90%	DIRECTOR: CIVILS
PMU 3		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	PMU			Infrastructural Services (Civil)	MULTI- WARDS	Maintenance of Municipal roads	km's of roads resurfaced/rehabilitated	Annual	22.4km	Reports	16.5km	n/a	n/a	n/a	16.5km	DIRECTOR: CIVILS
PMU4		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	PMU			Infrastructural Services (Civil)	MULTI- WARDS	To keep the municipal roads and storm water drainage in an acceptable condition.	KM's of stormwater drainage installed	Quarterly	14,375 km's	Reports	8 283,84 km's	N/A	n/a	N/A	8 283,84 km's	DIRECTOR: CIVILS
WSA1	ID24.1.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Infrastructu ral Services (Civil)	Access to water and sanitation to RDP Standards.	Number(as well as percentage) of households with access to potable (drinkable) water	Annual	78794	Reports	79344	N/A	N/A	N/A	79344	DIRECTOR: WSA
WSA2	ID24.1.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructu ral Services (Civil)	Access to water and sanitation to RDP Standards.	Number (as well as percentage) of households with access to sanitation	Annual	61155	Records	63415	N/A	N/A	N/A	63415	DIRECTOR: WSA
WSA3		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructu ral Services (Civil)	To keep the VIP toilets(Madadeni and Osizweni) in a state that is essential for dignity, health and wellbeing for everyone, and to support good hygiene and healthy environment	Number of VIP's desludged	Quarterly	15920	WSA Reports	36000	9000	9000	9000	9000	DIRECTOR: WSA
WSA4	ID24.2.3	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To promote water conservation and environmental awareness.	Infrastructu ral Services (Civil)	To implement water conservation management program by accounting for water used	Reduction of water loss by 5% per annum for NRW	Annual	48%	Water balance scorecard	43%	n/a	n/a	n/a	43%	DIRECTOR: WSA
WSA5		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructu ral Services (Civil)	To maintain blue drop status	To maintain blue drop certification by maintaining water quality results at 97%	Annual	95	RECORDS FROM DWA	95%	n/a	n/a	n/a	95%	DIRECTOR: WSA
WSA6	ID24.2.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To promote water conservation and environmental awareness.	Infrastructu ral Services (Civil)	To develop and run a programme and educational campaign about water quality, water conservation	Number of campaigns facilitated	Quarterly	10	Water Services Reports	10	3	2	2	3	DIRECTOR: WSA

SDBIP REF NO	IDP/ ORG REF NO.	OUTCOME 9	SERVICE/ FUNCTION	BUDGET OPEX	BUDGET CAPEX	DEPARTMENTAL OBJECTIVE/S	SBU	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	RESPONSIBLE MANAGER
WSA7	ID24.2.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY	380,172,073	76,860,000	To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructu ral Services (Civil)	Update of water and sanitation backlog information (Review of the WSDP)	Approved WSDP Review by 31 January 2015.	Bi-annual	Annual review of the WSDP 2014.	Minutes	Approved WSDP Review by 31 January 2015.	n/a	Draft WSDP submitted to PSC by 31 October 2014.	Approved WSDP Review by 31 January 2015.	n/a	DIRECTOR: WSA
WSA8	ID24.3.2	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructu ral Services (Civil)	To upgrade/ rehabilitate existing infrastructure to address water leakages/losses and to develop and implement a Maintenance Plan.	% completion of asset replacement plan	Annual	Asset register 2013/14	Signed plan by SED	Draft asset replacement plan(pipes,pump stations)	N/A	n/a	n/a	Draft asset replacement plan(pipes,pump stations)	DIRECTOR: WSA
WSA9		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructu ral Services (Civil)	To achieve a Green Drop status	To achieve a Green Drop status	Annual	At least 1 plant to obtain Green Drop Status	Reports to DWA	90%	n/a	n/a	n/a	90%	DIRECTOR: WSA
WSA10		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructu ral Services (Civil)	To ensure that Water and Sanitation queries response time is within 24 hours (burst pipes and blockages)	% of queries addressed witin 24hours	Quarterly	70% queries within 24hours response by 30 June 2014	Water Services Reports	80%	73%	75%	78%	80%	DIRECTOR: WSA
WSA11	ID24.3.1	OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure that Water and Sanitation Service is rendered in an efficient and affordable manner	Infrastructu ral Services (WSA)	To develop the capital investment program	% of Capital budget spent as per approved cash flows (DWA Funding)	Quarterly	0	Expenditure Reports	90%	90%	90%	90%	90%	DIRECTOR: WSA
WSA12		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructu ral Services (WSA)	To ensure that all formal domestic customers have access to water	Number of formal doemstic customers receiving water services	Annual	72634	WSA Reports	72699	N/A	N/A	N/A	72699	DIRECTOR: WSA
WSA13		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructu ral Services (WSA)	To ensure that dwellers within a 200m raduis in informal settlements have access to water	Number of water service points installed for informal settlement dwellers within a 200m raduis	Annual	6160	WSA Reports	6225	N/A	N/A	N/A	6225	DIRECTOR: WSA
WSA14		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructu ral Services (WSA)	To ensure the provision of appropriate basic level of potable water above RDP Standards	Backlog of consumer units provided with a basic level of potable water above RDP standards	Annual	42127	WSA Reports	42192	N/A	N/A	N/A	42192	DIRECTOR: WSA
WSA15		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructu ral Services (WSA)	To ensure access of free water within a 200m of a standpipe	Number of consumer units provided with access to a free basic level of potable water, by means of an individual HH supply or in informal areas by means of a standpipe within 200m	Annual	24605	WSA Reports	20985	n/a	n/a	n/a	20985	DIRECTOR: WSA
WSA16		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructu ral Services (WSA)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Backlog in the number of consumer units with access to a free basic level of potable water	Annual	31078	WSA Reports	27459	na	na	na	27459	DIRECTOR: WSA
WSA17		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructu ral Services (WSA)	To ensure that all formal domestic customers have access to sewerage services	Number of formal doemstic customers receiving sewerage services	Annual	61155	WSA Reports	63355	na	na	na	63355	DIRECTOR: WSA
WSA18		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructu ral Services (WSA)	To ensure the provision of appropriate service points in the informal settlements	Number of sanitation service points (toilets) installed for informal settlement dwellers	Annual	120	WSA Reports	120	na	na	na	120	DIRECTOR: WSA
WSA19		OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES	WATER SERVICE AUTHORITY			To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality's jurisdictional area.	Infrastructu ral Services (WSA)	To ensure the provision of appropriate basic sanitation services above RDP standards	Backlog in the provision of basic sanitation services (above RDP standards)	Annual	23114	WSA Reports	23052	na	na	na	23052	DIRECTOR: WSA
TOTAL BUDGET				701,119,033	169,460,000													

	NEWCASTLE MUNICIPALITY																	
	2014/15 DRAFT CAPITAL BUDGET CASH FLOW PROJECTIONS																	
PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	FINANCE SOURCE DESCRIPTION	VOTE DESCRIPTION	WARD LOCALITY	2014/15 BUDGET	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
	TECHNICAL SERVICES																	
CIVPIP1	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS	OB7	13 & 18	3,600,000				100,000.00	100,000.00	350,000.00	450,000.00	650,000.00	800,000.00	650,000.00	500,000.00	
CIVPIP2	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	EXTERNAL LOAN	ALBERT WESSELS STORMWATER	25	2,000,000					100,000.00	100,000.00	300,000.00	300,000.00	300,000.00	500,000.00	200,000.00	200,000.00
CIVPIP3	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS	Completion of ME18	28	1,700,000				50,000.00	200,000.00			150,000.00	500,000.00	500,000.00	300,000.00	
CIVPIP4	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS	Completion of ME 28	28	2,000,000				70,000.00	200,000.00			200,000.00	580,000.00	650,000.00	300,000.00	
CIVPIP5	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	Construction of Long Bridge	7	4,500,000	1,500,000	3,000,000										
CIVPIP6	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	Construction of Kwa-Mathukuza Road	20	5,500,000	200,000.00	500,000.00	800,000.00	1,200,000.00	800,000.00	1,200,000.00	300,000.00	500,000.00				
CIVPIP7	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	Construction of Madadeni Side Walks	22	1,500,000			100,000.00	250,000.00	300,000.00	350,000.00	300,000.00	200,000.00				
CIVPIP8	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS	Construction of OB24,OB44,OB62 & OB65	MULTI-WARDS	10,000,000				200,000.00	300,000.00	650,000.00	900,000.00	1,350,000.00	1,500,000.00	2,000,000.00	2,000,000.00	1,100,000.00
CIVPIP9	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	Construction of Osizweni Side Walks	30 ; 13; 11; 17	1,500,000				100,000.00	150,000.00	100,000.00	300,000.00	200,000.00	200,000.00	150,000.00	200,000.00	100,000
CIVPIP10	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	Construction of Oc16,Oc14 & Oc2 (Road R)	10	2,000,000		250,000.00	450,000.00	500,000.00	300,000.00	250,000.00	250,000.00					
CIVPIP11	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	INTERNAL FUNDING	Kirkland Street off road parking - Madressa School	4	180,000			30,000.00	50,000.00	50,000.00	50,000.00						
CIVPIP12	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	ME1,ME2,ME3 and ME7	21	8,700,000	650,000.00	850,000.00	950,000.00	1,200,000.00	1,300,000.00	1,400,000.00	1,400,000.00	950,000.00				
CIVPIP13	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	INTERNAL FUNDING	Mobile radios for vehicles and staff	INSTITUTIONAL	250,000				250,000								
CIVPIP14	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS	Newcastle West: Contruction of Sidewalks	MULTI-WARDS	500,000		50,000.00	100,000.00	100,000.00	100,000.00	50,000.00	50,000.00	50,000.00				
CIVPIP15	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	OB39	30	2,200,000			50,000.00		250,000.00	300,000.00	350,000.00	450,000.00	500,000.00	300,000.00		
CIVPIP16	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	OB97	17	1,700,000			50,000.00		250,000.00	200,000.00	350,000.00	350,000.00	300,000.00	200,000.00		
CIVPIP17	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	GOVERNMENT GRANTS AND SUBSIDIES	OE5,Osiz 5	9	9,500,000			300,000.00	500,000.00	1,200,000.00	1,400,000.00	600,000.00	800,000.00	1,200,000.00	1,100,000.00	1,300,000.00	1,100,000.00
CIVPIP18	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	INTERNAL FUNDING	Osizwe stock pile yard fencing	30	200,000				50,000.00	50,000.00	50,000.00	50,000.00					
CIVPIP19	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	INTERNAL FUNDING	Purchasing of Airconditioners	INSTITUTIONAL	70,000				70,000.00								
CIVPIP20	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	INTERNAL FUNDING	Purchasing of Two way radios	INSTITUTIONAL	100,000				100,000								
CIVPIP21	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	EXTERNAL LOAN	Rehabilitation of Dongas	MULTI-WARDS	2,000,000				300,000	400,000	200,000	300,000	200,000	100,000	300,000	100,000	100,000
CIVPIP22	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	EXTERNAL LOAN	Rehabilitation of Jenken Str	4	2,000,000					200,000		150,000	350,000	450,000	400,000	450,000	
CIVPIP23	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	EXTERNAL LOAN	TRAFFIC CALMING DEVICE: Madadeni	MULTI-WARDS	200,000				50,000	50,000	50,000	50,000					
CIVPIP24			EXTERNAL LOAN	TRAFFIC CALMING DEVICE:Osizweni	MULTI-WARDS	200,000				50,000	50,000	50,000	50,000					
CIVPIP25			EXTERNAL LOAN	TRAFFIC CALMING DEVICE: Newcastle West	MULTI-WARDS	200,000				50,000	50,000	50,000	50,000					
CIVPIP26	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	EXTERNAL LOAN	Widening and rehabilitation of Murchison ext	4	1,500,000	200,000	200,000	300,000	500,000	300,000							
CIVPIP27	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	EXTERNAL LOAN	Widening of Allen Street	4	28,000,000	1,000,000	1,000,000	1,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	2,500,000	2,500,000	2,000,000
TOTAL PMU						91,800,000	3,550,000	5,850,000	4,130,000	8,740,000	9,700,000	9,800,000	9,200,000	9,700,000	9,430,000	9,250,000	7,850,000	4,600,000
WSAPIP1	INFRASTRUCTURE CIVIL	WATER RETICULATION	EXTERNAL LOAN	AC pipe replacement phase 1	MULTI-WARDS	5,000,000	0.00	0.00	0.00	150,000.00	300,000.00	300,000.00	500,000.00	1,250,000.00	500,000.00	500,000.00	1,000,000.00	500,000.00
WSAPIP2	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Bulk sewer H39	19	2,500,000			150,000.00	400,000.00	400,000.00	250,000.00	200,000.00	300,000.00	200,000.00	200,000.00	200,000.00	200,000.00
WSAPIP3	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Bulk sewer Siyahlala	25	4,600,000			150,000.00	300,000.00	600,000.00	400,000.00	400,000.00	450,000.00	800,000.00	500,000.00	500,000.00	500,000.00
WSAPIP4	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	JBC Sanitation Ward 12	12	814,286	0.00	0.00	0.00	100,000.00	150,000.00	100,000.00	75,000.00	75,000.00	75,000.00	90,000.00	75,000.00	74,286.00
WSAPIP5	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	JBC Sanitation Ward 13	13	814,286	0.00	0.00	0.00	100,000.00	150,000.00	100,000.00	75,000.00	75,000.00	75,000.00	90,000.00	75,000.00	74,286.00
WSAPIP6	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	JBC Sanitation Ward 15	15	814,286	0.00	0.00	0.00	100,000.00	150,000.00	100,000.00	75,000.00	75,000.00	75,000.00	90,000.00	75,000.00	74,286.00
WSAPIP7	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	JBC Sanitation Ward 16	16	814,284	0.00	0.00	0.00	100,000.00	150,000.00	100,000.00	75,000.00	75,000.00	75,000.00	90,000.00	75,000.00	74,284.00
WSAPIP8	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	JBC Sanitation Ward 18	18	814,286	0.00	0.00	0.00	100,000.00	150,000.00	100,000.00	75,000.00	75,000.00	75,000.00	90,000.00	75,000.00	74,286.00
WSAPIP9	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	JBC Sanitation Ward 6	6	814,286	0.00	0.00	0.00	100,000.00	150,000.00	100,000.00	75,000.00	75,000.00	75,000.00	90,000.00	75,000.00	74,286.00
WSAPIP10	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	JBC Sanitation Ward 7	7	814,286	0.00	0.00	0.00	100,000.00	150,000.00	100,000.00	75,000.00	75,000.00	75,000.00	90,000.00	75,000.00	74,286.00
WSAPIP11	INFRASTRUCTURE CIVIL	WATER RETICULATION	INTERNAL FUNDING	VIP Toilets	MULTI-WARDS	1,200,000	0.00	0.00	0.00	150,000.00	115,000.00	155,000.00	115,000.00	115,000.00	125,000.00	150,000.00	125,000.00	150,000.00
WSAPIP12	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	MADADENI PONDS	31	5,000,000	0.00	0.00	0.00	500,000.00	750,000.00	750,000.00	1,000,000.00	500,000.00	400,000.00	300,000.00	400,000.00	400,000.00

PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	FINANCE SOURCE DESCRIPTION	VOTE DESCRIPTION	WARD LOCALITY	2014/15 BUDGET	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
WSAPIP13	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Madadeni WWTP (Upgrade)	20	11,000,000	0.00	350,000.00	700,000.00	750,000.00	850,000.00	750,000.00	800,000.00	1,250,000.00	1,500,000.00	1,500,000.00	1,050,000.00	1,500,000.00
WSAPIP14	INFRASTRUCTURE CIVIL	PROJECT MANAGEMENT UNIT (PMU)	INTERNAL FUNDING	New meter instalations and replacements	MULTI-WARDS	800,000	0.00	0.00	0.00	100,000.00	50,000.00	50,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
WSAPIP15	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Osizweni E & F: Phase 3	9 & 11	4,000,000	0.00	0.00	0.00	0.00	0.00	200,000.00	500,000.00	700,000.00	1,500,000.00	800,000.00	300,000.00	
WSAPIP16	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Provision of Basic Sanitation services to Charlestown	1	500,000	0.00	0.00	0.00	50,000.00	75,000.00	50,000.00	50,000.00	125,000.00	150,000.00	0.00	0.00	0.00
WSAPIP17	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Provision of Basic Sanitation services to Ingogo	1	500,000	0.00	0.00	0.00	50,000.00	75,000.00	50,000.00	50,000.00	125,000.00	150,000.00	0.00	0.00	0.00
WSAPIP18	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Provision of Basic Sanitation services to Normandien	1	500,000	0.00	0.00	0.00	50,000.00	75,000.00	50,000.00	50,000.00	125,000.00	150,000.00	0.00	0.00	0.00
WSAPIP19	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Pumping mains from Hilldrop Reservoir & Gravity main to Siyahlala la (Viljoenpark)	25	6,000,000	0.00	0.00	400,000.00	600,000.00	1,000,000.00	1,000,000.00	600,000.00	600,000.00	500,000.00	500,000.00	500,000.00	300,000.00
WSAPIP20	INFRASTRUCTURE CIVIL	WATER RETICULATION	INTERNAL FUNDING	Refurbishment of kwaMathukuza sewage pump stations & electrical works	20	700,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00	200,000.00	200,000.00	200,000.00	100,000.00	0.00
WSAPIP21	INFRASTRUCTURE CIVIL	WATER RETICULATION	EXTERNAL LOAN	Replacement of fences and signage at Sewage works	MULTI-WARDS	1,000,000	0.00	0.00	0.00	0.00	0.00	0.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.00
WSAPIP22	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Sewer Pump station H39	19	2,500,000	0.00	0.00	0.00	300,000.00	400,000.00	300,000.00	300,000.00	0.00	200,000.00	300,000.00	400,000.00	300,000.00
WSAPIP23	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Staffordhill Waterborne Sewerage Scheme:Phase 4	19	11,120,000	0.00	350,000.00	400,000.00	1,000,000.00	1,500,000.00	1,000,000.00	900,000.00	1,250,000.00	1,150,000.00	1,200,000.00	1,270,000.00	1,100,000.00
WSAPIP24	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	Upgrade of Ngagane WTW	21	2,000,000	0.00	250,000.00	300,000.00	400,000.00	200,000.00	400,000.00	150,000.00	300,000.00	0.00	0.00	0.00	0.00
WSAPIP25	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	WCMD : Newcastle West bulk meters	MULTI-WARDS	2,000,000	0.00	0.00	0.00	300,000.00	500,000.00	500,000.00	500,000.00	200,000.00	0.00	0.00	0.00	0.00
WSAPIP26	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	WCMD Madadeni	MULTI-WARDS	4,000,000	0.00	0.00	0.00	500,000.00	500,000.00	400,000.00	600,000.00	500,000.00	450,000.00	550,000.00	300,000.00	200,000.00
WSAPIP27	INFRASTRUCTURE CIVIL	WATER RETICULATION	GOVERNMENT GRANTS AND SUBSIDIES	WCMD Osizweni	MULTI-WARDS	7,040,000	0.00	0.00	0.00	350,000.00	400,000.00	1,000,000.00	800,000.00	1,250,000.00	990,000.00	700,000.00	800,000.00	750,000.00
	TOTAL WSA					77,660,000	-	950,000	2,100,000	6,650,000	8,840,000	8,305,000	8,340,000	10,065,000	9,790,000	8,330,000	7,770,000	6,520,000
	TOTAL TECHNICAL SERVICES					169,460,000												

	NEWCASTLE MUNICIPALITY																	
	2014/15 CAPITAL BUDGET CASH FLOW PROJECTIONS																	
PIP REF NO:	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	FINANCE SOURCE DESCRIPTION	VOTE DESCRIPTION	WARD LOCALITY	2014/15 BUDGET	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
MMPIP1	MUNICIPAL MANAGER	I.T.	EXTERNAL LOAN	Exchange Server	INSTITUTIONAL	1,100,000							1,100,000					
MMPIP2	MUNICIPAL MANAGER	I.T.	GOVERNMENT GRANTS AND SUBSIDIES	Hardwares	INSTITUTIONAL	600,000							300,000		300,000			
MMPIP3	MUNICIPAL MANAGER	I.T.	GOVERNMENT GRANTS AND SUBSIDIES	Softwares	INSTITUTIONAL	334,000							334,000					
						2,034,000	-	-	-	-	-	-	1,734,000	-	300,000	-	-	-

NEWCASTLE MUNICIPALITY

2014/15 DRAFT CAPITAL BUDGET CASH FLOW PROJECTIONS

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NEWCASTLE MUNICIPALITY

2014/15 CAPITAL BUDGET CASH FLOW PROJECTIONS

						2014/15 CAPITAL BUDGET CASH FLOW PROJECTIONS																	
CAP REF NO.	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	FINANCE SOURCE DESCRIPTION	VOTE DESCRIPTION	WARD LOCALITY (PLEASE USE WARD NUMBER)	2014/15 BUDGET	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15					
CORPORATE SERVICES																							
CORP PIP1	ADMINISTATION	CIVIC CENTRE	EXTERNAL LOAN	EXTENSION OF MADADENI OFFICES	Organisational	400,000											125,000	125,000	150,000				
CORP PIP2	ADMINISTATION	COUNCIL GENERAL	INTERNAL FUNDING	Replace Air Conditioners	Organisational	50,000													50,000				
	ADMINISTATION	COUNCIL GENERAL	INTERNAL FUNDING	Public address system	Organisational	-																	
CORP PIP3	ADMINISTATION	COUNCIL GENERAL	EXTERNAL LOAN	Records management system	Organisational	2,000,000			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000				
CORP PIP4	ADMINISTATION	COUNCIL GENERAL	INTERNAL FUNDING	Tape recorder	Organisational	120,000		20,000		20,000			20,000		20,000	20,000	20,000		20,000				
	ADMINISTATION	COUNCIL GENERAL	INTERNAL FUNDING	RENOVATION OF OFFICES: MADADENI AND CIVIC CENTRE	Organisational	-																	
CORP PIP5	ADMINISTATION	COUNCIL GENERAL	INTERNAL FUNDING	Councillors Offices	Organisational	800,000										200,000	200,000	200,000	200,000				
CORP PIP6	ADMINISTATION	COUNCIL GENERAL	EXTERNAL LOAN	Extension of Municipal Offices	Organisational	194,000,000			80,975,431			78,630,924				28,307,540			6,086,105				
						197,370,000	-	20,000	81,175,431	81,175,431	200,000	78,830,924	220,000	200,000	28,727,540	545,000	525,000		6,706,105				

NEWCASTLE MUNICIPALITY

2014/15 CAPITAL BUDGET CASH FLOW PROJECTIONS

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COMM PIP19	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	EXTERNAL LOAN	42 CEMETRY FENCING	11	2,500,000												2,500,000
COMM PIP20	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	EXTERNAL LOAN	FENCING: CHARLESTOWN CEMETERY (ZONE 1)	1	2,200,000												2,200,000
COMM PIP21	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	EXTERNAL LOAN	FENCING: ROOIPOINT CEMETERY (EXISTING AND NEW)	25	2,400,000												2,400,000
	CULTURE, RECREATION, AMENITIES	PARKS & GARDENS	EXTERNAL LOAN	FENCING: ROOIPOINT CEMETERY (EXISTING AND NEW)	25													
						32,675,000	268,671	905,015	2,024,191	3,486,506	2,716,189	2,502,435	1,303,983	-	40,000	468,010	6,760,000	12,200,000

NEWCASTLE MUNICIPALITY

2014/15 DRAFT CAPITAL BUDGET CASH FLOW PROJECTIONS

CAP REF NO.	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	FINANCE SOURCE	VOTE DESCRIPTION	WARD LOCALITY	2014/15 BUDGET	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
BUDGET & TREASURY OFFICE																		
BTO PIP1	FINANCIAL TREASURY SERVICES	FINANCIAL/TREASURY SERVICES	1001	FENCING OF STORES	ORGANISATIONAL	150,000	0,00	0,00	0,00	0,00	0,00	150,000						
BTO PIP2	FINANCIAL TREASURY SERVICES	FINANCIAL/TREASURY SERVICES	1001	UPGRADING OF STORES	ORGANISATIONAL	300,000	0,00	0,00	0,00	0,00	0,00	150,000	0,00	0,00	0,00	0,00	150,000	
BTO PIP3	FINANCIAL TREASURY SERVICES	FINANCIAL/TREASURY SERVICES	1001	FURNITURE & EQUIPMENT	ORGANISATIONAL	1,000,000												1,000,000
						1,450,000	-	-	-	-	-	300,000	-	-	-	-	150,000	1,000,000

NEWCASTLE MUNICIPALITY

2014/15 CAPITAL BUDGET CASH FLOW PROJECTIONS

PIP REF NO	DIRECTORATE DESCRIPTION	COST CENTRE DESCRIPTION	FINANCE SOURCE DESCRIPTION	VOTE DESCRIPTION	WARD LOCALITY (PLEASE USE WARD NUMBER)	2014/15 BUDGET	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
	ELECTRICAL SERVICES																	
ELPIP1	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	EXTERNAL LOAN	Siyahlala Upgrade	25	2,500,000				392,000	375,000	385,000	985,000	113,000	250,000			
ELPIP2	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	EXTERNAL LOAN	NETWORK REFURBISHMENT	Organisational	5,000,000				430,000	530,000	1,810,000	530,000	350,000	1,000,000	350,000		
ELPIP3	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	INTERNAL FUNDING	MECHANICAL WORKSHOP	Organisational	100,000												100,000
ELPIP4	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	INTERNAL FUNDING	OFFICE UPGRADE	Organisational	100,000												100,000
ELPIP5		ELECTRICITY DISTRIBUTION	INTERNAL FUNDING	STREETLIGHTING	MULTI-WARDS	3,000,000						500,000	500,000	500,000	500,000	500,000	500,000	
ELPIP6	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	EXTERNAL LOAN	ALTERNATIVE ENERGY SOURCE (SWH)	20/27/28	1,000,000									350,000	350,000	300,000	
ELPIP7	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	GOVERNMENT GRANTS AND SUBSIDIES	STREETLIGHTING LED RETROFIT	MULTI-WARDS	2,700,000					385,714	385,714	385,714	385,714	385,714	385,714	385,716	
ELPIP8	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	GOVERNMENT GRANTS AND SUBSIDIES	BUILDING ENERGY EFFICIENCY	MULTI-WARDS	800,000									266,667	266,667	266,666	
ELPIP9	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	GOVERNMENT GRANTS AND SUBSIDIES	WASTE WATER/PUMPSTATION PLANT ENERGY EFFICIENCY	25	500,000									166,667	166,667	166,666	
ELPIP10	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY DISTRIBUTION	GOVERNMENT GRANTS AND SUBSIDIES	RURAL ELECTRIFICATION	1,6,7			-										
ELPIP11	INFRASTRUCTURE ELECTR & MECH	ELECTRICITY SERVICE CONNECTION	INTERNAL FUNDING	SERVICE CONNECTIONS	MULTI-WARDS	2,500,000												2,500,000
						18,200,000	-	-	-	822,000	1,290,714	3,080,714	2,400,714	1,348,714	2,919,047	2,019,048	1,619,048	2,700,000

	NEWCASTLE MUNICIPALITY															
	2014/15 CAPITAL BUDGET PROJECT IMPLEMENTATION PLAN (HIGH LEVEL)															
						INSERT DATES										
PIP REF NO:	DIRECTORATE DESCRIPTION	TYPE OF GRANT	VOTE DESCRIPTION	WARD LOCALITY	2014/15 BUDGET	Consultant Appointed (to start with design)	EIA Scoping Report & Detail Design Approved	Bid Specification Committee	Advertised	Tender Closing Date	Bid Evaluation Committee	Bid Adjudication Committee	Contractual Obligation	Construction Commence Date	Project Completion Date	Project Duration (Month)
	TECHNICAL SERVICES															
CIVPIP1	INFRASTRUCTURE CIVIL	MIG	OB7	13 & 18	3,600,000.0		29-Aug-14	11-Sep-12	25-Sep-14	10-Oct-14	23-Sep-14	7-Nov-14	28-Nov-14	1-Dec-14	17-Apr-15	4
CIVPIP2	INFRASTRUCTURE CIVIL		ALBERT WESSELS STORMWATER	25	2,000,000.0			14-Jul-14	1-Aug-14	14-Aug-14	14-Sep-14	25-Sep-14	14-Oct-14	14-Nov-14	27-Jun-15	8
CIVPIP3	INFRASTRUCTURE CIVIL	MIG	Completion of ME18	28	1,700,000.0	1-Sep-14	31-Oct-14	13-Nov-14	27-Nov-14	12-Dec-14	15-Jan-15	30-Jan-14	20-Feb-15	23-Feb-15	26-Jun-15	4
CIVPIP4	INFRASTRUCTURE CIVIL	MIG	Completion of ME 28	28	2,000,000.0	1-Sep-14	31-Oct-14	13-Nov-14	27-Nov-14	12-Dec-14	15-Jan-15	30-Jan-14	20-Feb-15	23-Feb-15	26-Jun-15	4
CIVPIP5	INFRASTRUCTURE CIVIL	MIG	Construction of Long Bridge	7	4,500,000.0	COMPLETED	COMPLETED						COMPLETED	9-Jun-14	29-Aug-14	2.5
CIVPIP6	INFRASTRUCTURE CIVIL	MIG	Construction of Kwa-Mathukuza Road	20	5,500,000.0	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	1-Jul-14	28-Feb-15	7
CIVPIP7	INFRASTRUCTURE CIVIL	MIG	Construction of Madadeni Side Walks	22	1,500,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14	26-Sep-14	4-Oct-14	26-Jun-15	8
CIVPIP8	INFRASTRUCTURE CIVIL	MIG	Construction of OB24,OB44,OB62 & OB65 Construction	MULTI-WARDS	10,000,000.0		29-Aug-14	11-Sep-12	25-Sep-14	10-Oct-14	23-Sep-14	7-Nov-14	28-Nov-14	1-Dec-14	14-Aug-15	8
CIVPIP9	INFRASTRUCTURE CIVIL	MIG	Construction of Osizweni Side Walks	30 ; 13; 11; 17	1,500,000.0									4-Aug-14	27-Feb-15	6
CIVPIP10	INFRASTRUCTURE CIVIL	MIG	Construction ofOc16,Oc14 & Oc2 (Road R)	10	2,000,000.0									2-Jun-14	16-Jan-15	6
CIVPIP11	INFRASTRUCTURE CIVIL		Kirkland Street off road parking - Madressa School	4	180,000.0									15-Sep-14	15-Dec-14	2
CIVPIP12	INFRASTRUCTURE CIVIL	MIG	ME1,ME2,ME3 and ME7	21	8,700,000.0	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	2-Jun-14	27-Feb-15	8
CIVPIP13	INFRASTRUCTURE CIVIL		Mobile radios for vehicles and staff	INSTITUTIONAL	250,000.0									1-Sep-14	30-Oct-14	1
CIVPIP14	INFRASTRUCTURE CIVIL	MIG	Newcastle West: Conctruction of Sidewalks	MULTI-WARDS	500,000.0									1-Aug-14	28-Feb-15	7
CIVPIP15	INFRASTRUCTURE CIVIL	MIG	OB39	30	2,200,000.0		29-Aug-14	11-Sep-12	25-Sep-14	10-Oct-14	23-Sep-14	7-Nov-14	28-Nov-14	1-Dec-14	17-Apr-15	4
CIVPIP16	INFRASTRUCTURE CIVIL	MIG	OB97	17	1,700,000.0		29-Aug-14	11-Sep-12	25-Sep-14	10-Oct-14	23-Sep-14	7-Nov-14	28-Nov-14	1-Dec-14	17-Apr-15	4
CIVPIP17	INFRASTRUCTURE CIVIL	MIG	OE5,Osiz 5	9	9,500,000.0		29-Aug-14	11-Sep-12	25-Sep-14	10-Oct-14	23-Sep-14	7-Nov-14	28-Nov-14	1-Dec-14	14-Aug-15	8
CIVPIP18	INFRASTRUCTURE CIVIL		Osizweni stock pile yard fencing	30	200,000.0									4-Oct-14	30-Jan-15	4
CIVPIP19	INFRASTRUCTURE CIVIL		Purchasing of Airconditioners	INSTITUTIONAL	70,000.0									1-Sep-14	30-Oct-14	1
CIVPIP20	INFRASTRUCTURE CIVIL		Purchasing of Two way radios	INSTITUTIONAL	100,000.0									1-Sep-14	30-Oct-14	1
CIVPIP21	INFRASTRUCTURE CIVIL		Rehabilitation of Dongas	MULTI-WARDS	2,000,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14	26-Sep-14	4-Oct-14	27-Jun-15	7
CIVPIP22	INFRASTRUCTURE CIVIL		Rehabilitation of Jenken Str	4	2,000,000.0	1-Sep-14	31-Oct-14	13-Nov-14	27-Nov-14	12-Dec-14	15-Jan-15	30-Jan-14	20-Feb-15	23-Feb-15	26-Jun-15	4
CIVPIP23			TRAFFIC CALMING DEVICE: Madadeni	MULTI-WARDS	200,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14	26-Sep-14	4-Oct-14	27-Jan-15	4
CIVPIP24			TRAFFIC CALMING DEVICE: Osizweni	MULTI-WARDS	200,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14	26-Sep-14	4-Oct-14	27-Jan-15	4
CIVPIP25	INFRASTRUCTURE CIVIL		TRAFFIC CALMING DEVICE: Newcastle West	MULTI-WARDS	200,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14	26-Sep-14	4-Oct-14	27-Jan-15	4
CIVPIP26	INFRASTRUCTURE CIVIL		Widening and rehabilitation of Murchison ext	4	1,500,000.0	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	1-Jul-14	30-Nov-14	5
CIVPIP27	INFRASTRUCTURE CIVIL		Widening of Allen Street	4	28,000,000.0									1-Jul-14	30-Apr-15	12
	TOTAL PMU				91,800,000.0											
WSAPIP1	INFRASTRUCTURE CIVIL		AC pipe replacement phase 1	MULTI-WARDS	5,000,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP2	INFRASTRUCTURE CIVIL	MIG	Bulk sewer H39	19	2,500,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	

PIP REF NO:	DIRECTORATE DESCRIPTION	TYPE OF GRANT	VOTE DESCRIPTION	WARD LOCALITY	2014/15 BUDGET	Consultant Appointed (to start with design)	EIA Scoping Report & Detail Design Approved	Bid Specification Committee	Advertised	Tender Closing Date	Bid Evaluation Committee	Bid Adjudication Commitee	Contractual Obligation	Construction Commence Date	Project Completion Date	Project Duration (Month)
WSAPIP3	INFRASTRUCTURE CIVIL	MIG	Bulk sewer Siyahlala	25	4,600,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP4	INFRASTRUCTURE CIVIL	MIG	JBC Sanitation Ward 12	12	814,286.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP5	INFRASTRUCTURE CIVIL	MIG	JBC Sanitation Ward 13	13	814,286.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP6	INFRASTRUCTURE CIVIL	MIG	JBC Sanitation Ward 15	15	814,286.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP7	INFRASTRUCTURE CIVIL	MIG	JBC Sanitation Ward 16	16	814,284.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP8	INFRASTRUCTURE CIVIL	MIG	JBC Sanitation Ward 18	18	814,286.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP9	INFRASTRUCTURE CIVIL	MIG	JBC Sanitation Ward 6	6	814,286.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP10	INFRASTRUCTURE CIVIL	MIG	JBC Sanitation Ward 7	7	814,286.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP11	INFRASTRUCTURE CIVIL		VIP Toilets	MULTI-WARDS	1,200,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP12	INFRASTRUCTURE CIVIL	DWA(NT)	MADADENI PONDS	31	5,000,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP13	INFRASTRUCTURE CIVIL	DWA:ACIP	Madadeni WWTP (Upgrade)	20	11,000,000.0			COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED		1-Jul-14	30-Jun-15	
WSAPIP14	INFRASTRUCTURE CIVIL		New meter instalations and replacements	MULTI-WARDS	800,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP15	INFRASTRUCTURE CIVIL	MIG	Osizweni E & F: Phase 3	9 & 11	4,000,000.0			COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED		COMPLETED	1-Oct-14	
WSAPIP16	INFRASTRUCTURE CIVIL	MIG	Provision of Basic Sanitation services to Charlest	1	500,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP17	INFRASTRUCTURE CIVIL	MIG	Provision of Basic Sanitation services to Ingogo	1	500,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP18	INFRASTRUCTURE CIVIL	MIG	Provision of Basic Sanitation services to Norman	1	500,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP19	INFRASTRUCTURE CIVIL	MIG	Pumping mains from Hilldrop Reservoir & Gravit	25	6,000,000.0			COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED		COMPLETED	9/1/2014	
WSAPIP20	INFRASTRUCTURE CIVIL	INTERNAL FUNDING	Refurbishment of kwaMathukuza sewage pump stations & electrical works	20	700,000.0											
WSAPIP21	INFRASTRUCTURE CIVIL	EXTERNAL LOAN	Replacement of fences and signage at Sewage works	MULTI-WARDS	1,000,000.0											
WSAPIP22	INFRASTRUCTURE CIVIL	MIG	Sewer Pump station H39	19	2,500,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP23	INFRASTRUCTURE CIVIL	MIG	Staffordhill Waterborne Sewerage Scheme:Phas	19	11,120,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP24	INFRASTRUCTURE CIVIL	MWIG	Upgrade of Ngagane WTW	21	2,000,000.0			COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED		1-Jul-14	28-Feb-15	
WSAPIP25	INFRASTRUCTURE CIVIL	DWA:ACIP	WCDM : Newcastle West bulk meters	MULTI-WARDS	2,000,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP26	INFRASTRUCTURE CIVIL	MIG	WCDM Madadeni	MULTI-WARDS	4,000,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
WSAPIP27	INFRASTRUCTURE CIVIL	MWIG	WCDM Osizweni	MULTI-WARDS	7,040,000.0			3-Jul-14	10-Jul-14	25-Jul-14	21-Aug-14	11-Sep-14		2-Oct-14	30-Jun-15	
	TOTAL WSA				77,660,000.0											
	TOTAL TECHNICAL SERVICES				169,460,000											

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[illegible]

Project Duration (Month)
12
12
3

[illegible]

[illegible]

NEWCASTLE MUNICIPALITY
2014/15 CAPITAL BUDGET PROJECT IMPLEMENTATION PLAN (HIGH LEVEL)

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NEWCASTLE MUNICIPALITY

2014/15 DRAFT CAPITAL BUDGET PROJECT IMPLEMENTATION PLAN (HIGH LEVEL)

											INSERT DATES											
CAP REF NO.	DIRECTORATE DESCRIPTION	GFS CODE	GFS DESCRIPTION	COST CENTRE	COST CENTRE DESCRIPTION	FINANCE SOURCE	FINANCE SOURCE DESCRIPTION	VOTE DESCRIPTION	2014/15 DRAFT BUDGET	WARD LOCALITY (PLEASE USE WARD NUMBER)	Consultant Appointed (to start with design)	EIA Scoping Report & Detail Design Approved	Bid Specification Committee	Advertised	Tender Closing Date	Bid Evaluation Committee	Bid Adjudication Committee	Contractual Obligation	Construction Commence Date	Project Completion Date	Project Duration (Month)	
COMMUNITY SERVICES																						
COMM PIP1	COMMUNITY SERVICES	503	COMMUNITY & SOCIAL SERVICES - COMMUNITY HALLS & FACILITIES	128	HALL: CHARLESTOWN		GOVERNMENT GRANTS AND SUBSIDIES	CHALESTOWN HALL	5,620,000	1	1-Jul-13	27-Jan-14	18-Apr-14	2-May-14	23-May-14	30-May-14	6-Jun-14	13-Jun-14	20-Jun-14	17-Dec-14	18 Months	
COMM PIP2	COMMUNITY SERVICES	503	COMMUNITY & SOCIAL SERVICES - COMMUNITY HALLS & FACILITIES	95	JBC HALL		EXTERNAL LOAN	JBC HALL & FENCE	6,900,000	15	1-Jul-13	25-Jul-13	20-Sep-13	3-Oct-13	24 Oct 2013	31-Oct-13	14-Nov-13	28-Nov-13	1-Jun-14	30-Jun-15	24 Months	
COMM PIP3	COMMUNITY SERVICES	502	COMMUNITY & SOCIAL SERVICES - MUSEUM & ART GALLERIES	122	ART GALLERY		INTERNAL FUNDING	ART PURCHASES	60,000	ORGANISATIONAL										31/05/2015		
COMM PIP4	COMMUNITY SERVICES	502	COMMUNITY & SOCIAL SERVICES - MUSEUM & ART GALLERIES	120	FORT AMIEL & ARMOURY		INTERNAL FUNDING	FORT AMIEL ABLUTION FACILITIES	300,000	4	30-Aug-14	30-Oct-14	30-Nov-14	30-Jan-15	30-Jan-15	28-Feb-15	28-Feb-15	28-Feb-15	1-Mar-15	30-May-15	10 Months	
	COMMUNITY SERVICES	702	PUBLIC SAFETY - FIRE	266	FIRE BRIGADE		EXTERNAL LOAN	EMERGENCY CALL TAKING SYSTEM	-	4												
COMM PIP5	COMMUNITY SERVICES	702	PUBLIC SAFETY - FIRE	266	FIRE BRIGADE		INTERNAL FUNDING	DIGITAL, MOBILE AND PORTABLE RADIOS	145,000	ORGANISATIONAL			30-Sep-14	31-Oct-14	28-Nov-14	30-Jan-15	27-Feb-15			30-Apr-15	8 Months	
COMM PIP6	COMMUNITY SERVICES	702	PUBLIC SAFETY - FIRE	266	FIRE BRIGADE		INTERNAL FUNDING	FIRE AND RESCUE EQUIPMENT	300,000	ORGANISATIONAL			29-Aug-14	30-Sep-14	31-Oct-14	28-Nov-14	19-Dec-14			30-Apr-14	9 Months	
COMM PIP7	COMMUNITY SERVICES	704	PUBLIC SAFETY - OTHER	264	TRAFFIC CONTROL		INTERNAL FUNDING	DIGITAL, MOBILE AND PORTABLE RADIOS	145,000	ORGANISATIONAL			30-Sep-14	31-Oct-14	28-Nov-14	30-Jan-15	27-Feb-15			30-Apr-15	8 Months	
	COMMUNITY SERVICES	704	PUBLIC SAFETY - PUBLIC SAFETY OTHER	264	TRAFFIC CONTROL		INTERNAL FUNDING	LAZER PORTABLE CAMERAS	-													
COMM PIP8	COMMUNITY SERVICES	704	PUBLIC SAFETY - PUBLIC SAFETY OTHER	264	TRAFFIC CONTROL		INTERNAL FUNDING	BREATHERLIZER	40,000		Not applicable	Not applicable	28-Jul-14	26-Aug-14	29-Sep-14	27-Oct-14	24-Nov-14	12-Jan-15	Not applicable	2-Mar-15	8 Months	
	COMMUNITY SERVICES	704	PUBLIC SAFETY - PUBLIC SAFETY OTHER	264	TRAFFIC CONTROL		INTERNAL FUNDING	SPEED AND RED TRAFFIC LIGHT CAMERAS	-	ORGANISATIONAL												
COMM PIP9	COMMUNITY SERVICES	704	PUBLIC SAFETY - PUBLIC SAFETY OTHER	268	SECURITY SERVICES		INTERNAL FUNDING	DIGITAL, MOBILE AND PORTABLE RADIOS	145,000	ORGANISATIONAL			30-Sep-14	31-Oct-14	28-Nov-14	30-Jan-15	27-Feb-15			30-Apr-15	8 Months	
	COMMUNITY SERVICES	704	PUBLIC SAFETY - PUBLIC SAFETY OTHER	264	TRAFFIC CONTROL		EXTERNAL LOAN	INTERNAL ACCESS CONTROL MANAGEMENT SYSTEM	-	ORGANISATIONAL												
COMM PIP10	COMMUNITY SERVICES	801	SPORT & RECREATION - NOT REQUIRED	403	PARKS & GARDENS		EXTERNAL LOAN	FENCING NEWCASTLE CEMETRY	1,000,000	25	1-Jul-14	1-Jul-14	1-Aug-14	1-Sep-14	1-Oct-14	1-Nov-14	1-Nov-14	1-Jan-14	1-Jan-14	1-Mar-15	12 months	
COMM PIP11	COMMUNITY SERVICES	802	SPORT & RECREATION - NOT REQUIRED	404	PARKS & GARDENS		INTERNAL FUNDING	INGAGANE SPORTSFIELD UPGRADE	1,000,000	21	1-Jul-14	1-Jul-14	1-Aug-14	1-Sep-14	1-Oct-14	1-Nov-14	1-Nov-14	1-Jan-14	1-Jan-14	1-Mar-15	12 months	
COMM PIP12	COMMUNITY SERVICES	1011	WASTE WATER MANAGEMENT - SOLID WASTE	222	REFUSE REMOVAL		EXTERNAL LOAN	NEW LANDFILL SITE	3,800,000	1											budget should go to planning	
	COMMUNITY SERVICES	1011	WASTE WATER MANAGEMENT - SOLID WASTE	232	REFUSE REMOVAL MADADENI		INTERNAL FUNDING	MADADENI CHANGE ROOMS	-	ORGANISATIONAL												
COMM PIP13	COMMUNITY SERVICES	1011	WASTE WATER MANAGEMENT - SOLID WASTE	222	REFUSE REMOVAL MADADENI		INTERNAL FUNDING	LITTER BINS	600,000	MULTI WARDS									1-Aug-14	31-Oct-14	3 Months	
	COMMUNITY SERVICES	1011	WASTE WATER MANAGEMENT - SOLID WASTE	236	REFUSE REMOVAL OSIZWENI		INTERNAL FUNDING	OSIZWENI CHANGE ROOMS	-	ORGANISATIONAL												
COMM PIP14	CULTURE, RECREATION, AMENITIES	801	SPORT & RECREATION - NOT REQUIRED	403	PARKS & GARDENS		EXTERNAL LOAN	UPGRADE OF PLAYPARKS (MADADENI, BLAUBOSCH, OSIZWENI)	2,000,000	MULTI WARDS		1-Jul-14	1-Aug-14	1-Sep-14	1-Oct-14	1-Nov-14	1-Nov-14	1-Jan-14	1-Jan-14	1-Mar-15	12 months	
COMM PIP15	CULTURE, RECREATION, AMENITIES	802	SPORT & RECREATION - NOT REQUIRED	404	PARKS & GARDENS		EXTERNAL LOAN	FAIRLEIGH GROUND CHANGE ROOMS	400,000	25	1-Jul-14	1-Jul-14	1-Aug-14	1-Sep-14	1-Oct-14	1-Nov-14	1-Nov-14	1-Jan-14	1-Jan-14	1-Mar-15	12 months	
COMM PIP16	CULTURE, RECREATION, AMENITIES	801	SPORT & RECREATION - NOT REQUIRED	403	PARKS & GARDENS		EXTERNAL LOAN	ESTABLISHMENT OF PLAYPARKS	2,000,000	MULTI WARDS		1-Jul-14	1-Aug-14	1-Sep-14	1-Oct-14	1-Nov-14	1-Nov-14	1-Jan-14	1-Jan-14	1-Mar-15	12 months	
COMM PIP17	CULTURE, RECREATION, AMENITIES	801	SPORT & RECREATION - NOT REQUIRED	403	PARKS & GARDENS		INTERNAL FUNDING	LOCKERS FOR STAFF	120,000	ORGANISATIONAL				1-Sep-14	1-Oct-14					1-Nov-14	12 months	
COMM PIP18	CULTURE, RECREATION, AMENITIES	801	SPORT & RECREATION - NOT REQUIRED	403	PARKS & GARDENS		EXTERNAL LOAN	FERRUM POOL PIPING	1,000,000	2		1-Jul-14	1-Aug-14	1-Sep-14	1-Oct-14	1-Nov-14	1-Nov-14	1-Jan-14	1-Jan-14	1-May-15	12 months	
COMM PIP19	CULTURE, RECREATION, AMENITIES	801	SPORT & RECREATION - NOT REQUIRED	403	PARKS & GARDENS		EXTERNAL LOAN	42 CEMETRY FENCING	2,500,000	11									1-Jul-14	1-May-15	12 months	
COMM PIP20	CULTURE, RECREATION, AMENITIES	801	SPORT & RECREATION - NOT REQUIRED	403	PARKS & GARDENS		EXTERNAL LOAN	FENCING: CHARLESTOWN CEMETERY (ZONE 1)	2,200,000	1									1-Jul-14	1-May-15	12 months	

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NEWCASTLE MUNICIPALITY
2014/15 CAPITAL BUDGET PROJECT IMPLEMENTATION PLAN (HIGH LEVEL)

						INSERT DATES	
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WARD LOCALITY (PLEASE USE WARD NAME)	Contract Appointed to start work on	EIA Scoping Report & Draft EIS	Bid Specification Completion	Advertised	Tender Closing Date	Bid Evaluation Completion	Bid Adjudication Completion	Contractual Obligation	Construction Completion Date	Project Completion Date	Project Duration
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2014

NEWCASTLE MUNICIPALITY FRAMEWORK FOR PERFORMANCE MANAGEMENT



Contents

1	Background	2
2	Introduction	3
3	Rationale Of Performance Management	3
4	The Process of Managing Organizational Performance	16
5	Performance Management Cycle	19
6	Reporting.....	40
7	Employee Performance Management.....	52
8	Conclusion	62

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.

Chapters 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)

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

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 2 additional KPA's/ perspectives as follows :

- a) Social Development
- b) Municipal Planning and Environment

The Newcastle Municipality PMS will therefore report on all 7 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
- The Service Scorecard Level – which captured the municipality's performance in each defined service, provided a comprehensive picture of the performance of a particular service and consisted of objectives, indicators and targets derived from the service delivery budget implementation plan (SDBIP) and service strategies.

This scorecard will also inform the individual scorecards of the Section 54/57 Managers.

The two levels of scorecards will then become the organizational 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 five 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 (2 additional KPA's)
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.

Step 1: Setting out National Key Performance Areas (KPA's)

Outlining Key Performance Areas is the first step in the performance management process. According to the 5-Year Local Government Strategic Agenda, all municipalities are required to cluster their priority issues identified during the IDP development and review processes around the following KPA's:

- Service delivery;
- Local economic development;
- Institutional transformation;
- Democracy and governance; and
- Financial viability.

Step 2: Defining Strategic Focus Areas (SFA's) that fall under each KPA

In its IDP The Newcastle Municipality will clustered the elements within each of the broad KPA's under Strategic Focus Areas.

An example: Under the Service Delivery KPA there will be several Strategic Focus Areas such as water and sanitation, electricity, etc.

Step 3: Formulating Appropriate Development Objectives

As a third step the municipality will design high level objectives per SFA. An objective is a measurable statement of intent, measurable either quantitatively or qualitatively. It's a series of elements of the vision or mission broken down into manageable quantities.

There is no hard-and-fast rule about how many objectives to set, but it is important to make it manageable and realistic and it is therefore advisable to limit the number.

An example: Under the KPA of *Service Delivery* and the SFA of *Waste Management*, the municipality can formulate an objective that goes along these lines:

“To provide every dwelling with a weekly door-to-door refuse collection service by July 2010”

Step 4: Developing Suitable Key Performance Indicators (KPIs)

As a fourth step it is necessary to determine KPIs, which define what needs to be measured in order to gauge progress towards achieving the development objectives discussed in the previous step. KPIs must be measurable, relevant, simple and precise. They simply define how performance will be measured along a scale or dimension (**example:** “number of houses to be built”). The White Paper on Local Government stresses the need for involving communities, officials and organised labour in the development of KPIs.

KPIs can also be used to:

- Communicate the achievements and results of the municipality.
- Determine whether a municipality is delivering on its developmental mandate.
- Indicate whether the organisational structure of a municipality is aligned to deliver on its development objectives.
- Promote accountability by the council to its electorate.

Step 5: Indicate the Types of Indicators (KPIs)

Input Indicators: These indicators are typically cost related. As the name suggests, they literally measure what inputs have been made towards achieving the objective and they are most relevant to the day-to day operations of a municipality. Examples of input indicators include costs, equipment, human resources, time, etc.

Process indicators: These indicators describe how well municipalities use their resources in producing services. They cover the activities and operations that convert inputs into outputs. They are essentially internal types of indicators.

Output indicators: These indicators refer to “products” produced by processing inputs (i.e. the end point of an activity), for example the number of houses built or the number of electricity connections made. Output indicators should only be used for those functions for which the municipality is directly responsible.

Outcome indicators: These indicators measure the extent to which strategic goals or outcomes are being met. Outcomes are usually based on the results of different variables acting together (for example increased economic activity as a result of improved water supply). They measure the effect that the goals and objectives are having on the community and they are important diagnostic tools. Based on many variables, they tend to lag behind output indicators because they can only be measured after the outputs have been produced. They are also more difficult to measure and are usually influenced by factors external to the municipality's control, so it cannot necessarily be said that a municipality is solely responsible for performance in this regard.

Before the KPIs are set, municipalities are expected to identify the KPA's that require performance measuring and improvement. Once this is done, a municipality will develop KPIs and performance targets with regard to each KPA and development objective.

A KPI has to be consistent with the principles of:

- Measurability;
- Relevance;
- Simplicity; and
- Precision.

In terms of Regulation 10 of the Municipal Planning and Performance Management Regulations, 2001, all municipalities must report on general national KPIs by the end of the financial year. The reasons why it is important to incorporate the national KPIs into the municipality's set of measures is to:

- Ensure accountability.
- Direct municipalities to focus on national goals and priorities.
- Measure the impact of municipalities on national transformation, development and service delivery programmes.
- Enable benchmarking and create the basis for performance comparison across municipalities.

- Bring some uniformity in the system by ensuring that there is commonality of measures in performance evaluation across municipalities.

The seven (7) general KPIs are provided for in Regulation 10 of the 2001 Municipal Planning and Performance Regulations and are listed below:

- a. the percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b. the percentage of households earning less than R1100 per month with access to free basic services;
- c. the percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- d. the number of jobs created through the municipality's local, economic development initiatives including capital projects;
- e. 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;
- f. the percentage of the municipality's budget actually spent on implementing its workplace skills plan; and
- g. the municipality's financial viability as expressed by the ratios for debt coverage, outstanding service debtors to revenue and cost coverage.

Step 6: Provide Baseline Information for each KPI

The next step is to determine the baseline indicator for each set KPI. A baseline indicator is the value (or status quo) of the indicator prior to the period over which performance is to be monitored and reviewed.

Step 7: Set Annual Targets for each KPI

In this step annual performance targets must be set for each identified KPI. Performance targets should comply with the SMART principles (Specific, Measurable, Achievable, Realistic and Time related). It is important to guard against setting too many performance targets.

Target dates for the completion of actions should be set in conjunction with those Departments responsible for their achievement. It is important to be realistic in the setting of target. If

realistic targets are not set the municipality will create false expectations and also set its employees up for failure.

Step 8: Outline Quarterly Targets

This step is about unpacking each of the annual targets and dividing them into quarterly targets. Provision must be made in the organizational scorecards for targets to be met in respect of the first, second, third or fourth quarter, which must be aligned to the cash flow projections planned in terms of the budget. It is important that in this instance, the output targets are aligned to the input targets of the budget.

Step 9: Allocating Responsibility

It is also necessary to decide who takes responsibility for what actions. In the case of the organisational scorecard responsibility would be allocated to a Department. In regard to departmental and other lower level scorecards a name/designation must be placed alongside each action described above. This is also a way of cascading the responsibility from the strategic level down to the operational level and from the organisational goals right down to individual employee performance. In this way individual employees can also see exactly what their roles are in achieving the strategic objectives.

Step 10: Deciding on Frequency of Reporting

In this column the frequency of reporting must be inserted which could be :

- ✓ Quarterly
- ✓ Bi-Annually or
- ✓ Annually

Whilst KPI's may be designed in such a way so as to action strategies monthly or more frequently, for the purpose of performance reporting, this will be consolidated for at least annual reporting, and/or at most quarterly reporting.

Step 11: Specify the Portfolio of Evidence

This is necessary to ensure that the actual reported on, and/or the reasons to be specified should a target not be achieved is evidenced. This will allow for credible reporting through the evaluation and auditing processes.

This step must allow the relevant structures that is mandated to play an oversight or executive role or to manage that particular performance area and the structure that will receive the reports on that KPA and SFA.

A template of the Organizational Scorecard with all the above concepts is illustrated below as **Figure 2**.

Figure2: Organizational Scorecard Template

STRATEGIC FOCUS AREAS (SFA'S)/KPA'S	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (KPI'S)	FREQUENCY OF REPORTING	SOURCE OF EVIDENCE	BASE LINE	ANNUAL TARGETS	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT
							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	Monthly	Invoices	R10 000	R80 000	R20 000	R20 000	R20 000	R20 000	Infrastructure Dept
		2. No. of households connected in one year	Monthly	Reports/recordss	100	1 000 house holds	250	250	250	250	Infrastructure Dept

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:

- Responsible for the co-ordination of the development and implementation activities of the organisational PMS, through interaction with all relevant stakeholders;
- Ensuring and overseeing the implementation of this Performance Policy Framework and compliance to all performance legislative requirements in respect of the implementation of the PMS through the development of a Performance Process Plan;
- Facilitating inputs for the review and further development and refinement of the PMS;
- Providing regular support and capacity to the different departments in developing service/departmental scorecards;
- Continuously providing technical support to the Municipal Manager and the executive management team with implementation, assessment, review, monitoring and information management;

- Providing capacity for analysing organizational performance information submitted by Executive Managers on a quarterly, mid-term and annual basis in preparation for reporting;
- Responsible for co-ordination and compiling the annual Section 46 performance report;
- Ensuring that all quarterly, mid-term and annual organizational performance reports are submitted to all stakeholders timeously, e.g quarterly reports to Executive Committee; mid-term report to council and annual reports to Auditor General, MEC and the public;
- Work closely with the IDP, Budget and Audit Offices to co-ordinate performance activities according to Newcastle Municipality Performance Process Plan; and;
- Co-ordinate capacity building activities on municipal performance management for all stakeholders.
- Co-ordinate and facilitate the evaluation of all section 56/7 managers and maintaining proper record thereof

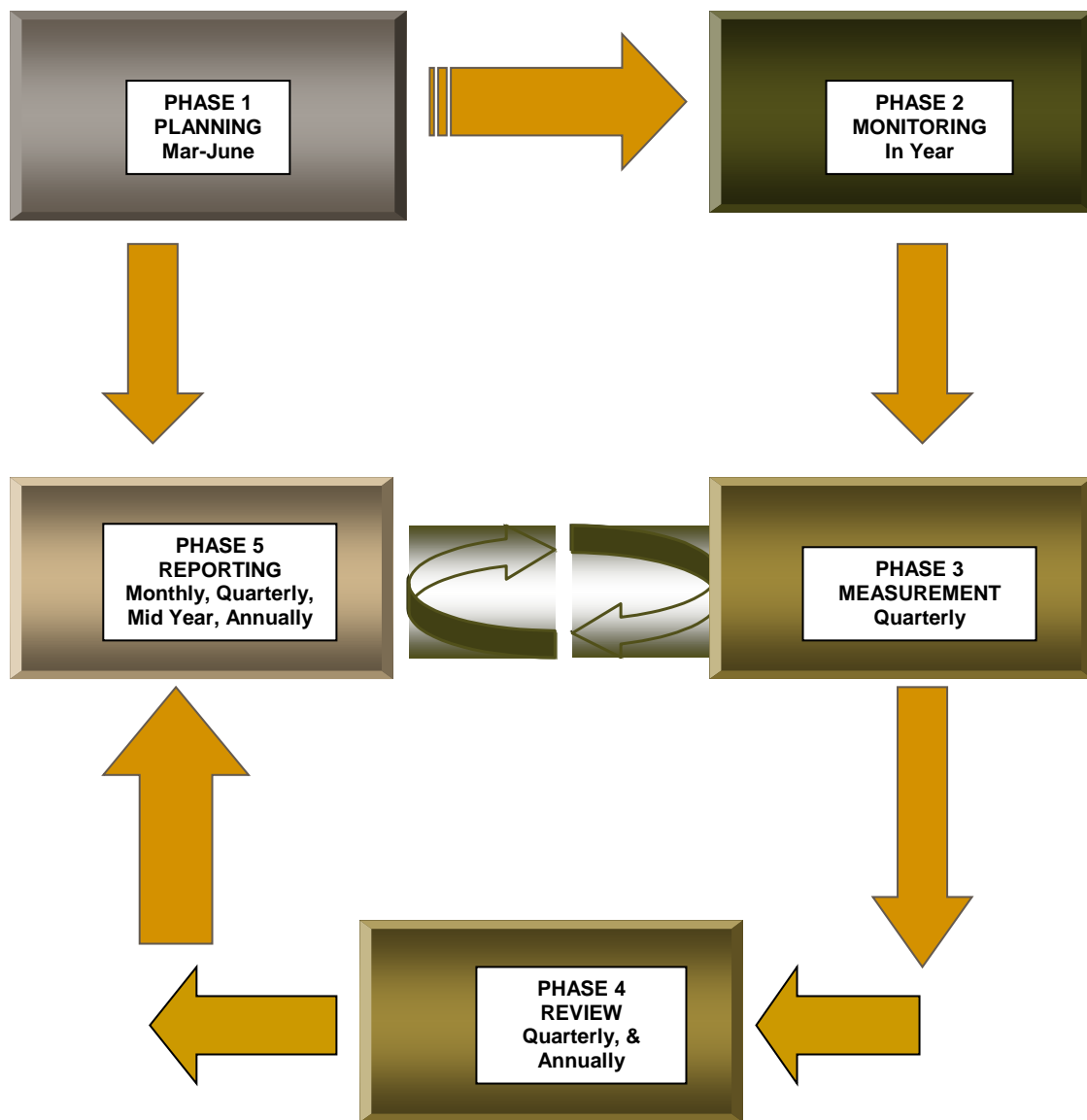
4.2 Implementing the Performance Management System

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 Performance Management Cycle

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

The IDP of the municipality contains the above features. The municipality has clustered its delivery priorities in the IDP under the following 5 Key Performance Areas (KPA's):

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

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 (around end-May or early-June). However, the Municipal Manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around 1 March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the Municipal Manager should merely revise the approved draft SDBIP, and

submit for final approval within 14 days of the approval of the budget. Draft performance agreements should also be submitted with the draft SDBIP by 1 May, and then submitted for approval with the revised SDBIP within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and then make the SDBIP and performance agreement of the Municipal Manager public within 14 days, preferably before 1 July.

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 five perspectives and will monitor and measure its performance against achievements and improvement within the 5 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.

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.

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 5 Key Performance Areas (Municipal Transformation and Institutional Development; Good Governance; Local Economic Development; Municipal Financial Viability; and Service Delivery and Infrastructure Development). Additional KPA's viz. Social Development and Municipal Planning 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. 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 Mayor will also publicize the SDBIP, the organizational scorecard and the Municipal Manager's Performance Agreement as per the provisions of Section 53(3) of the Municipal Finance Management Act.

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

- Pamphlets
- Local newspapers

The Mayor will also submit copies of the SDBIP, the Organizational Scorecard and all the Section 57 Managers to the MEC for Local Government in the Kwazulu-Natal province.

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 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.

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.

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

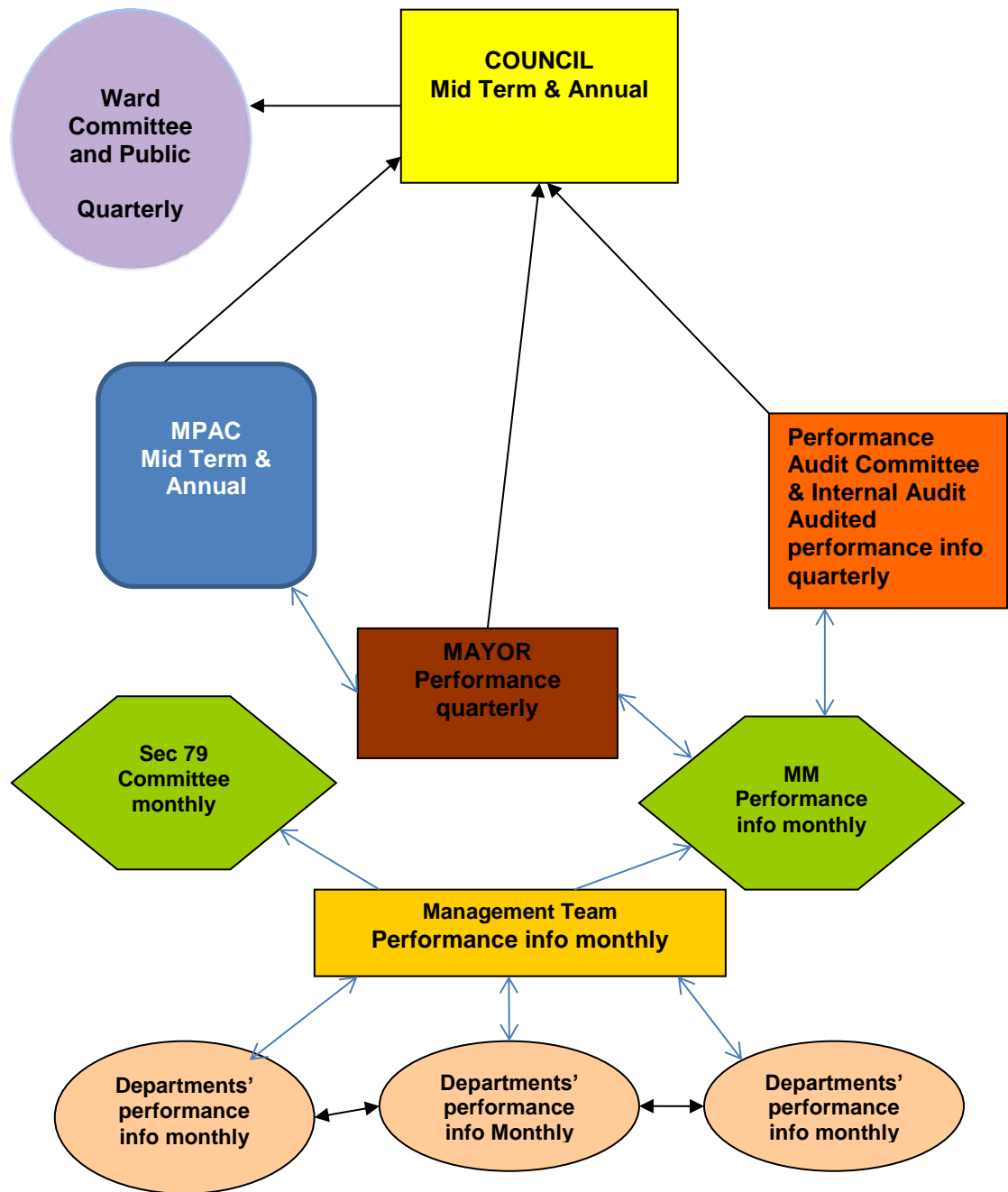


Figure 3: Newcastle Municipality Performance Monitoring System

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.

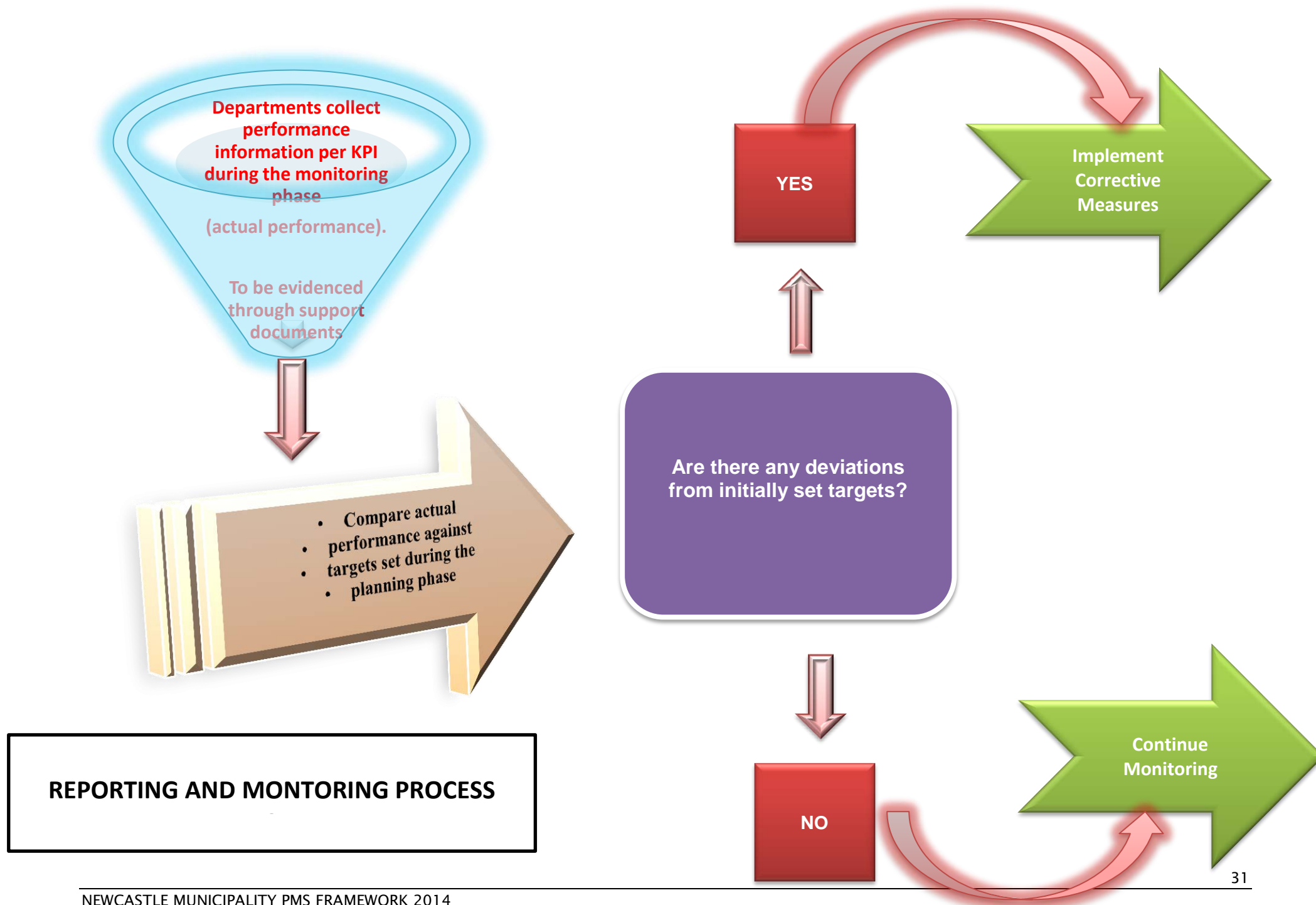
As indicated in section 3, Newcastle Municipality has adopted the Revised Municipal Spreadsheet Scorecard to analyse the performance information submitted during the monitoring phase and assess its performance levels. The adopted model will measure the municipality's performance through achievements within the 5 Key Performance Areas and report its organizational performance along the 5 performance perspectives. The

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 simeoultaneuosly 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 her 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 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 report will reflect its performance results clustered in the following 5 perspectives:

- Under the Municipal Development Perspective the municipality will reflect results achieved on indicators around the performance area of social and economic development. This perspective measures the outputs on socio-economic development in the municipality.
- Under the Service Delivery Perspective the municipality will reflect its annual performance achievements in the overall delivery of basic and infrastructural services outputs.
- Under the Financial Management Perspective, the annual report will reflect the municipality's performance with respect to the management and viability of its finances. It has to reflect the results of the financial process, inputs and output indicators.
- The Institutional Development Perspective will report on input indicators that measure the functioning of the municipality under areas such as human resources, strategic planning and implementation, performance management, etc; and
- Under the Governance Process Perspective the municipality's annual report must indicate results achieved in relation to its processes of engagement with its stakeholders in the process of governance, established and functioning governance structures, for example, a functioning Audit Committee, etc.

Figure 8: The Performance Reporting Template for Newcastle Municipality

<u>STRATEGIC FOCUS AREA</u>	<u>OBJECTIVE</u>	<u>KPIS</u>	<u>SOURCE EVIDENCE</u>	<u>FREQUEN CY</u>	<u>BASELINE</u>	<u>TARGET FOR THE PERIOD</u>	<u>ACTUAL FOR THE PERIOD</u>	<u>REASONS FOR PERFORMANCE STATUS</u>	<u>RECOMMENDED CORRECTIVE ACTION</u>
Infrastruct ure 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 Reporting

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:

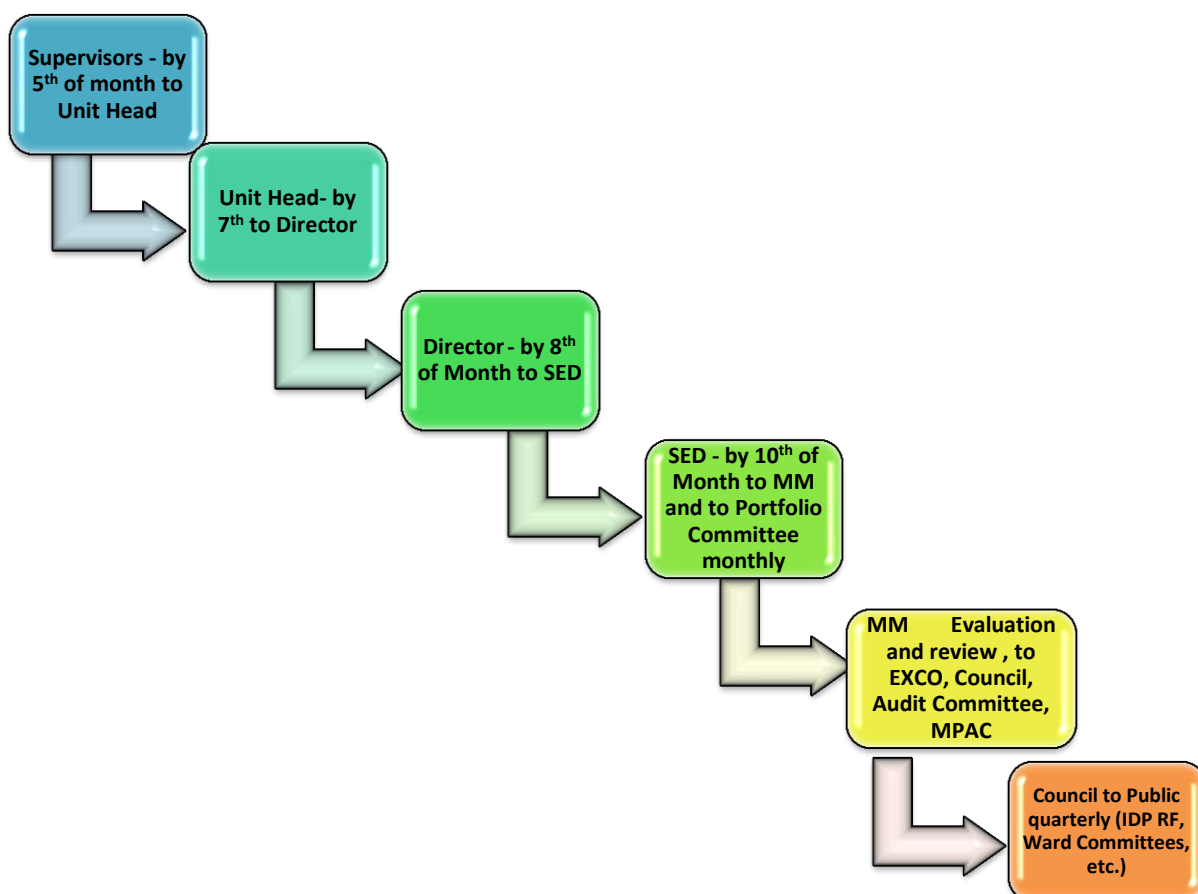
- Newcastle Municipality reporting to Communities;
- Newcastle Municipality reporting to Ward Committees;
- Executive Committee reporting to Council;
- Municipal Manager reporting to The Mayor ;
- Heads of Departments reporting to the Municipal Manager;
- Section Managers reporting to Heads of Departments; 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 PMS 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;
- 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.

6.3 Publication of Performance Reports

The annual report is required by legislation to be availed to the public. 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 review processes, annual customer surveys and through ward committee meetings.

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 Unit will be responsible for quality checks balances of all performance information submitted for measurement and review. Quality control is the central and key function of the Unit that will ensure achievement of effective and efficient performance by Newcastle Municipality. 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 	<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"> * Assess and submits the municipal annual audit plan and any substantial changes to council for approval * Assess and approves the implementation of the recommendations of the internal auditor with regard to improvement in the performance of the municipality or improvement of the performance management system itself * 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 	<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"> * Formulates the municipal annual audit plan * 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
* Develop the risk and compliance-based audit plan	* 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	* Submit quarterly reports to the Municipal Manager. * Submit quarterly reports to the Performance Audit Committee

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 quarterly reports to the Municipal Manager and The Mayor * 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 56/57 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, all the employees employed under Section 54 and 57 will be referred to as “**Section 54/57 Managers**” and those under the Bargaining Council will be referred to as “**Permanent Employees**”.

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 her. 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 Mayoral 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.

The formats of all scorecards and reporting formats will be similar for all employees to create uniformity and consistency in monitoring performance on both employee and organizational KPIs and performance targets.

The phases of managing individual performance are outlined below.

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 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. 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 score accordingly.

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 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	

LEVEL	TERMINOLOGY	DESCRIPTION	RATING DASHBOARD
		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 scorecard/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.

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 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.

If an employee is a permanent employee of Newcastle Municipality and is thus covered by the conditions of service of the municipality, performance is not directly linked to pay. Currently permanent employees receive an annually

The non-cash rewards that will be awarded to permanent employees appear in **Table 2** below.

Outstanding/above performance levels	A. Employee is granted “free” leave days. B. Merit Awards C. Mayoral Excellence Awards D. Salary Notch Adjustments E. Promotions
Average performance	No specific reward
Below average performance	Compulsory performance counselling and monthly coaching sessions by manager/supervisor

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 II.

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
		Signing performance Contracts/Plans with rest of staff	March – June	Municipal Manager All staff
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 and Recognition	June and February	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
		Departmental and Section Heads Reports	Monthly	Management Team Section managers

IMPROVE MENT	Performance Improvement Plans		June	Management employees	&
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7 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.

8 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.