

**15. SERVICE DELIVERY & BUDGET IMPLEMENTATION PLANS (SDBIP)- 2017/18 (MM 2/1/2/1) : JUNE 2017**

**EXECUTIVE SUMMARY**

The development, implementation and monitoring of the PMS is a requirement of the Municipal Systems Act (MSA) (Act 32 of 2000); and the Municipal Finance Management Act, ( MFMA )(Act No. 56 of 2003). Accordingly the Organisational PMS 2017/18 to 2022 was approved with the IDP in May 2017.

In terms of *Section 53 (1) (c) (ii) of the MFMA : “That the municipality’s service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget “* The Service Delivery Budget Implementation Plan (SDBIP) is a detailed one year plan of the municipality that gives effect to the IDP and the budget of the municipality. The SDBIP is a management plan for implementing the IDP through the approved budget. It is an expression of the objectives of the municipality, in quantifiable outcomes that will be implemented for the financial year. It includes the service delivery targets for each quarter and facilitates oversight over financial and non- financial performance of the municipality.

Accordingly, the Final SDBIP comprising of the following is submitted for the Mayor in consultation with the Executive Committee :

- ✓ 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 2017/18
- ✓ Monthly Projections of Revenue to be Collected for each Source based on 1/12 principle
- ✓ Monthly Projections of Expenditure and Revenue for each Vote based on 1/12 principle
- ✓ Monthly projections of capital expenditure as per the approved Capital budget 2017/18 as per proposed Project Implementation Plans
- ✓ High level project implementation plans aligned to the Capital budget
- ✓ Service Delivery Budget Implementation Plan (SDBIP) of Uthukela Water (Pty) Ltd for the 2017/18 financial year
- ✓ Draft Performance Agreements for the Municipal Manager and managers reporting directly to the Municipal Manager

**RECOMMENDED**

- a) That in terms of section 53 of the Municipal Finance Management Act read with Chapter 6 Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) as amended - the

Final SDBIP comprising of the following is submitted for the approval by the Mayor in consultation with the Executive Committee :-

- ✓ 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 2017/18
  - ✓ Monthly Projections of Revenue to be Collected for each Source based on 1/12 principle
  - ✓ Monthly Projections of Expenditure and Revenue for each Vote based on 1/12 principle
  - ✓ Monthly projections of capital expenditure as per the approved Capital budget 2017/18 as per proposed Project Implementation Plans
  - ✓ High level project implementation plans aligned to the Capital budget
  - ✓ Service Delivery Budget Implementation Plan (SDBIP) of UThukela Water (Pty) Ltd for the 2017/18 financial year
- b) that the Pro- forma Performance Agreement for the Municipal Manager and Managers directly accountable to the Municipal Manager be noted for finalization before the 31 July 2017 ;
- c) that the Municipal Manager finalise performance agreements for all officials occupying acting positions of section 57 managers by the 31 July 2017 as per the approved PMS Framework ;
- d) That the final approved SDBIP, as signed off by the Mayor be made public as per section 53(3)(a) of the Municipal Finance Management Act (Act No. 56 of 2003) and be submitted to National and Provincial Treasury accordingly;
- e) That any further refinements be finalised prior to the publishing of the approved SDBIP's.



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**B E MSWANE (MR)**  
**MUNICIPAL MANAGER**

NEWCASTLE MUNICIPALITY																						
FINAL SDBIP 2017/18 : BUDGET AND TREASURY OFFICE																						
SDBIP REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA ( LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
BTO001	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Achieve Value for money	To have an effective Supply Chain Management system in place;	Budget and Treasury Office	257,382,086.13	0	FV16.1.1	Approved annual procurement plan by July 2017 approved by the Finance Portfolio Standing Committee	OUTPUT	Approved procurement plan aligned to the approved budget	New KPI	Approved annual procurement plan by July 2017 approved by the Finance Portfolio Standing Committee	Approved annual procurement plan by July 2017 approved by the Portfolio Steering Committee	N/A	N/A	N/A	Director: Supply Chain Management	Annually	Minutes of PFSC and Approved Procurement Plan
BTO002	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Achieve Value for money	To have an effective Supply Chain Management system in place;	Budget and Treasury Office			FV16.2.1	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotations)	OUTPUT	Number of days	120 days for bids and 60 days quotations	120 days for bids and 60 days quotations	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotations)	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotations)	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotations)	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotations)	Director: Supply Chain Management	Quarterly	register certified by CFO with calculation,Bid committees and letter of awards etc
BTO003	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	Review the financial policies to ensure sound financial and fiscal management and good governance	Budget and Treasury Office				Supply Chain Management Policy reviewedand approved by May 2018	OUTPUT	SCM Policy approved by Council by May 31	SCM Policy approved by Council by May 31	SCM Policy approved by Council by May 31	N/A	N/A	Draft SCM policy submitted to council	SCM policy approved by Council	Director: Supply Chain Management	Quarterly	Council Resolution
BTO004	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	Revenue enhancement	Facilitate the annual Review of the Revenue Enhancement Strategy	Budget and Treasury Office			FV19.1.1	Review the Revenue Enhancement Strategy by September 2017	OUTPUT	Council Minutes and Approved Revenue Enhancement Strategy in line with approved budget	Revence Enhancement Strategy approved in 2012/13	Review the Revenue Enhancement Strategy by September 2017	Review the Revenue Enhancement Strategy by September 2017	N/A	N/A	N/A	Director: Expenditure and Revenue Enhancement	Annually	Council resolution and approved Revenue Enhancement Strategy
BTO005	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure compliance with the roll out of mSCOA	Budget and Treasury Office			FV18.1.1	%age compliance with MSCOA assessment by National Treasury	OUTPUT	%age	New KPI	100%	N/A	N/A	N/A	100%	Director: Expenditure and Revenue Enhancement	Annually	Compliance report by National Treasury
BTO006	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent are eligible for the support and to eradicate a culture of non payment	Budget and Treasury Office			FV15.1.1	Number of meetings held per quarter to discuss indigent applications and explain the billing processes and emphasises the payment of municipal bill as per Approved policy and procedures	OUTPUT	Number	0	34 (one meeting per ward	9 wards	9 wards	9 wards	8 wards	Director: Financial Management	Quarterly	Agenda and attendance register of meetings and report back to SED.
BTO007	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.		Budget and Treasury Office			FV15.2.1	Annual verification of the indigent register performed at 30 July 2017	OUTPUT	Verification report	0	Annual verification of the indigent register performed at 30 July 2017	Annual verification of the indigent register performed at 30 July 2017	0	0	0	Director: Financial Management	Annually	Verification report including methodology used in the process and portfolio committee in august
BTO008	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.		Budget and Treasury Office			FV15.3.1	Increase of payment factor by 2 percentage basis point by 30 June 2017	OUTPUT	Percentage	77%	79%	77.50%	78%	78.50%	79%	Director: Financial Management	Quarterly	Payment factor report submitted to finance Portfolio Committee and portfolio minutes
BTO009	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.		Budget and Treasury Office			FV15.4.1	%age of queries addressed within 90 days	OUTPUT	Percentage	0	80%	70%	73%	77%	80%	Director: Financial Management	Quarterly	Query Ageing report
BTO010	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To improve access to basic services		Budget and Treasury Office				The percentage of households earning less than R1100 per month with access to free basic services;	OUTPUT	Percentage	22.8% (19 487/85410*100)	23.2%(19829/85410*100)	n/a	n/a	n/a	23.2%(19829/85410 *100)	Director: Financial Management	Annually	Monthly income summary together with monthly summary of movement, STATS SA information
BTO011	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office			FV18.1.5	Financial viability in terms of debt coverage	OUTPUT	Percentage	60%	6%	n/a	n/a	n/a	6%	Director: Budget and Financial Reporting	Annually	Loan repayment schedule and Section 71 Reports
BTO012	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office			FV18.1.6	Financial viability in terms of cost coverage	OUTPUT	number of Months	1 Month	1 Month	n/a	n/a	n/a	1 Month	Director: Budget and Financial Reporting	Annually	Bank Statement, Investment Schedule and Section 71 Reports
BTO013	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office			FV18.1.7	Financial viability in terms of outstanding service debtors	OUTPUT	Percentage	82%	80%	n/a	n/a	n/a	80%	Director: Budget and Financial Reporting	Annually	Monthly income report submitted to Portfolio and calculation
BTO014	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure efficient and effective implementation of financial internal controls	Budget and Treasury Office			FV18.1.2	%age compliance with MFMA reporting obligations as per MFMA calendar	OUTPUT	Percentage	100%	100%	100%	100%	100%	100%	Director: Budget and Financial Reporting	Monthly	National Treasury Compliance Report

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NEWCASTLE MUNICIPALITY DP&HS DRAFT SDBIP 2017/18																						
SDBIP REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA ( LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
DPHS1	OUTPUT 6; Administrative and Financial Viability	FINANCIAL VIABILITY	Building capable local government institutions.	Sound financial management/ viability	To ensure implementation of capital programme	To develop a system of delegation that will maximise administrative and operational efficiencies	Administration				The percentage of a capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	OUTCOME		90%	90%	17%	42%	68%	90%	SED: DP & HS	Quarterly	Year to date (Month-end) expenditure reports from BTO.
DPHS2	OUTPUT4 : Action support of human settlement outcomes	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Develop an efficient and effective land use management system so as to promote harmonious land development	To develop a system of delegation that will maximise administrative and operational efficiencies	Administration				Number of policies/bylaws formed and reviewed	OUTCOME		1	1	N/A	N/A	N/A	1	SED: DP & HS	Annual	Council Minutes
ED1	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To develop LED Strategy in line with the 4th generation IDP	Local Economic Development			ED31.1.1	DEVELOPMENT & APPROVAL OF THE NEW LED STRATEGY IN LINE WITH 4TH GENERATION IDP BY 30 JUNE 2018	Output	Council Resolution and Approved LED Strategy	LED Strategy (3rd Generation)	DEVELOPMENT & APPROVAL OF THE NEW LED STRATEGY IN LINE WITH 4TH GENERATION IDP BY 30 JUNE 2018	APPOINTING OF SERVICE PROVIDER	ENGAGEMENT WITH ALL ROLE PLAYERS	DRAFT STRATEGY (POLICY)	APPROVAL OF THE NEW LED STRATEGY IN LINE WITH 4TH GENERATION IDP BY 30 JUNE 2018	Director: ED	Quarterly	Q1. APPOINTMENT LETTER Q2. ATTENDANCE REGISTER AND MINUTES Q3 DRAFT STRATEGY
ED2	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To Promote Business Retention and Expansion (BNR) to support local businesses	Local Economic Development			ED31.2.1	Approved Business Retention and Expansion (BNR) by 30 June 2018	OUTPUT	Council Resolution and Approved LED Strategy	Existing BNR Strategy	Approved Business Retention and Expansion (BNR) by 30 June 2018	Workshops with Business Chambers on existing BNR Strategy	Draft reviewd BNR	Workshop Council on Draft BNR	Approved Business Retention and Expansion (BNR) by 30 June 2018	Director: ED	Quarterly	Q1 - Attendance Register of meeting held with Chamber; Q2 - Draft NBR; Q3 - Attendance Register of Workshop with Councillors; Q4 - Council Resolution of approved BNR
ED3	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	Local Economic Development	7,270,821.42	6,545,404.89	ED31.5.1	Updating of municipal database for SMME's	OUTPUT	Final Database	new	Updated municipal database for SMME's	Advertising request for SMME's to register	n/a	Final refined SMME's Database	n/a	Acting Manager: LED	BI-ANNUAL	Q1 - Advert; Q3- Final refined database
ED4	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	Local Economic Development			ED31.6.1	Number of SMME's Training Events	OUTPUT	Number	5	5	n/a	n/a	n/a	5	Acting Manager: LED	Annual	Report to Portfolio Committee on SMME's Training Events undertaken
ED5	Output 1: Implement a differentiated approach to municipal financing, planning and support.	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To ensure radicalisation of the local economy	Promotion of local procurement of goods and services to stimulate local economy and job creation	Local Economic Development			ED32.12.1	Undertaking of Audit on projects funded via Poverty Alliviation Programme	Output	Analysis report	New KPI	Analysis Report on projects funded via Poverty Alliviation Programme	n/a	n/a	n/a	Analysis Report on projects funded via Poverty Alliviation Programme	Acting Manager: LED	Annual	Report to Portfolio Committee on Analysis Report on projects funded via Poverty Alliviation Programme
ED6	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING.	LOCAL ECONOMIC DEVELOPMENT	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	Local Economic Development (eradication of poverty and unemployment)	To promote economic development that will result in sustainable job creation	Provide economic data	Local Economic Development				Number of Jobs created through Municipal Programmes			700	700	n/a	n/a	n/a	700	DPHS : LED	ANNUALLY	Progress Report to Portfolio Committee
TP1	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Administration of By-laws and polices and guidelines that are aligned to the Land Use matters	Town Planning	19,105,806.29	50,000,000.00		Enforcement of By-laws and polices that are aligned to the Land Use Scheme, Building Regulations and Outdoor Advertising				100%	100%	100%	100%	100%	Senior Building Inspector and Acting Manager: LUM	Quortely	Progress Report / Registers
TP2	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Administration of By-laws and polices and guidelines that are aligned to the Land Use matters	Town Planning				%age compliance to prescribed timeframes on processing of development and/or planning applications				Compliance to statutory timeframes.	100%	100%	100%	100%	S. Cindi	Quarterly	
TP3	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	To undertake efficient and effective building controls.	Town Planning				Completed feasibility in relation green building development within the municipality				Undertake a feasibility to develop bylaws in relation to green buildings 30 June 2018	Process Plan	Final status co- report	Approval of draft by- law	adoption of final by- law	Senior Building Inspector	Quarterly	Progress report &/portfolio/ Council minutes
TP4	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To ensure an effective and integrated Geographic Information Management System.	GIS System integration with other municipal systems.	Town Planning				Complete TOR in relation to feasibility of intergating GIS with other systems	PROCESS		New - None	Finalise TOR in relation to intergrate GIS with municipal financial system in the municipality	N/A	Draft TOR	N/A	Finalise TOR in relation to intergrate GIS with municipal financial system	Manager: GIS	BI-ANNUAL	Q2.MINUTES AND SIDNED ATTENDANCE REGISTER 4.COUNCILR RESOLUTION
TP5	Output 7: Single window of coordination.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Development of municipal SDF in line with the 4th Generation of IDP	Town Planning				Approved SDF by 31 May 2018	Output	Approved SDF	Newcastle SDF	Approved Spatial Development Framework by 31 May 2018	N/A	N/A	Draft Newcastle SDF	Final approved SDF as part of the IDP	Manager: SP	BI-ANNUAL	Council Resolutions
TP6	Output 1: Implement a differentiated approach to municipal financing, planning and support.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Development of municipal SDF in line with the 4th Generation of IDP	Town Planning				Approval of one Local Area Plan / Precinct Plan by 30 June 2018	Output	Approved LAP	1	Approval of one Local Area Plan / Precinct Plan by 30 June 2018	N/A	Status Qou Analysis	Draft Concept Plan	Final approved Local Area Plan / Precinct Plan	Manager: SP	Inception Meeting	Q1 : N/A, Q2 Status Qou Analysis Report, Q3 Draft Concept Plan, Q4 Final Local Area Plan/Precinct Plan
TP7	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Identification of suitable land for cemeteries and relevant Geotech studies	Town Planning				Geotech Report on identified sites for cemetery	Input	Report on Geotech findings	0	Geotech Report on identified sites for cemetery	N/A	N/A	Geotech Report	N/A	DPHS	Annual	Geotech Report
TP8	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To create a safe and healthy environment	To establish a new landfill site including management of the existing facility	Town Planning			BS23.4.1	Planning and Identification of Land Fill Site by 30 June 2018	Output	Progress Reports submitted to PFSC	None	Completion of enviromental specialist studies Land Fill Site by 30 June 2018	n/a	n/a	n/a	Completion of environmental specialist studies Land Fill Site by 30 June 2018	Director: Town Planning	Annually	Progress reports as submitted to PFSC
URP1	Output 2: Improving access to basic services.	CROSS CUTTING	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To uplift communities socially, economically and environmentally, including infrastructure development.	Promotion of focussed Urban Renewal in the Madadeni, Blaaubosch (including Cavan and Johnstown) and Osizweni areas including the Greater Newcastle Area	Town Planning				Approved Urban Regeneration Strategy	OUTPUT	Urban Regeneration Strategy	New KPI	Approved Urban Regeneration Strategy	Project Inception	Status Quo Analysis	Draft Urban Regeneration strategy	Approved Urban Regeneration Strategy	Director URP	Quarterly	Q1: Inception Minutes Q2: Status Quo Report Q3: Draft Urban Regeneration Strateev Q4:

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IDP1	Output 7: Single window of coordination.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To improve both internal and external communication	MM				Approval of Public Participation Strategy by June 2018	OUTPUT	Approved Public Participation Strategy	New KPI	Approved Public Participation Strategy by June 2018	Appointment of Service Provider	Development of Draft Public Participation Strategy	Consultation of relevant Stakeholders on Public Participation Strategy	Approval of Public Participation Strategy	Director IDP	Quarterly	1. Advert of Bid. Appoint letter for Service Provider; 2. Draft Public Participation Strategy; 3.	
IDP2	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functionality of ward committees	MM				Approved Ward Committee Operational Plan by June 2018	OUTPUT	Ward Committee Operational Plan	New KPI	Approved of Ward Committee Operational Plan by June 2018	Appointment of Service Provider	Development of Draft Ward Committee Operational Plan by June 2018	Consultation of relevant Stakeholders on Ward Committee Operational Plan by June 2018	Approval of Ward Committee Operational Plan by June 2018	Director IDP	Quarterly	1. Advert of Bid. Appoint letter for Service Provider; 2. Draft Ward Committee Operational Plan; 3.	
IDP3	Output 7: Single window of coordination.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To develop IDP in line with 4th generation guide packs / guidelines	MM				Review & Adopted IDP by 31 May 2018	OUTPUT	Adopted IDP	Adoption of IDP by 31 May 2017 for implementation on the next financial year.	Adoption of IDP by 31 May 2018 for implementation on the next financial year.	Approved process plan by 31 August 2017	N/A	Tabling of Draft IDP by 31 March 2018	Adoption of IDP by 31 May 2018 for implementation on the next financial year.	Director IDP	Quartely	Q1 : Approved Process Plan , Q2 N/A, Q3 Draft IDP, Q4 Council Resolution	
IDP4	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	Public Participation for IDP	MM									2	2	N/A	1	N/A	Director IDP	Bi-Annually	Attendance Register
IDP5	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functioning of Ward Committees.	MM					Quarterly repots on Ward Committee meetings submitted to COGTA.	OUTPUT	Quarterly repots on Ward Committee meetings submitted to COGTA.	4	4	1	1	1	1	Director IDP	Quarterly	reports from Ward Committee meetings
HL1	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To develop a Human Settlement Plan in line with the 4th Generation IDP	Housing & Land	23,143,970.12	250,000.00		To develop Human Settlements Plan in line with the 4th Generation IDP by 30 June 2018	Output	Number	Annual Review of Housing Sector Plan approved as part of the IDP	Approval of Human Settlements Plan in line with 4th Generation IDP by 30 June 2018	N/A	N/A	N/A	Approval of Human Settlements Plan in line with 4th Generation IDP by 30 June 2018	Director: Human Settlements	Annual	Council Resolution	
HL2	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To reduce housing backlog to meet the provincial and national targets	Housing & Land				Number of application for funding submitted to the Department of Human Settlement	Output	Number	2	2	N/A	1	N/A	1	Director: Human Settlements	Biannual	Application Submitted to KZN Dept of Human Settlements	
HL3	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To reduce housing backlog to meet the provincial and national targets	Housing & Land				Number of houses built in a year		Number housing unit		600	N/A	N/A	N/A	600	Director: Human Settlements	Annual	Progress Reports and D6 Certificates	
HL4					To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To reduce housing backlog to meet the provincial and national targets	Housing & Land				Number of services sites completed		Number of sites services		670	N/A	N/A	N/A	670	Director: Human Settlements	Annual	Progress Report & Engineers Certificate	
HL5	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land				Progress made with Drycut Housing Project	Output	Number	Completion and submission of Stage 1 Application	Finalise specialist studies for formalisation of the area	n/a	n/a	n/a	Finalise specialist studies for formalisation of the area	Manager: Rural Development	Annual	Progress Report to Housing Forum	
HL6	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to land (including Land Reform)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	Fast-track Title Deed Restoration Project	Housing & Land				Number of houses transferred through Enhanced Extended Discount Benefit Scheme (EEDBS)	Output	Number	40	120	N/A	60	N/A	60	Manager: Estate	Bi-annual	Copies of Title Deeds	
HL7	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to land (including Land Reform)	To facilitate secure tenure and clear property rights	Disposal of municipal land in line with Land Disposal Policy	Housing & Land				Number of Residential Sites released for disposal	Output	Number	15	20	N/A	N/A	0	20	Manager: Estate	Annual	Advert for release of sites	
HL8	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to land (including Land Reform)	To facilitate secure tenure and clear property rights	Disposal of municipal land in line with Land Disposal Policy	Housing & Land				Number of Sites released for disposal for business/Industrial	Output	Number	5	5	0	0	0	5	Manager: Estate	Annual	Adverts for release of sites	
HL9	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate secure tenure and clear property rights	To develop and maintain a reliable National Housing Needs Register (NHNR)	Housing & Land				Number of approved beneficiaries captured on Nationall Housing Needs Register	Output	%age	100%	100%	100%	100%	100%	100%	Director: Human Settlements	Quarterly	Applications received and Updated report from NHNR	
HL10	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of affordable housing opportunities	Provision of affordable housing opportunities for middle income to address gap market (i.e Social Housing/ Gap / Flisp)	Housing & Land				Progress on the disposal of atleast one Gap/Flips Housing Project	Process	Reports	New KPI	Disposal of land to developers for development of at least one Gap / FLIPS Housing Project by June 2018	N/A	N/A	N/A	Award of land to successful bidder (developer) for Gap/Flips	Manager: Estate	Annual	Advert for release of land	
HL11	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate provision of new rental stock	Provision of rental housing opportunities	Housing & Land				Initiate development of at least one CRU Housing Project	Process	Reports	New KPI	Initiate the construction N11 CRU Housing Project	N/A	N/A	N/A	Site establishment and bulk earthworks for construction of the N11 CRU	Manager: Urban Development	Annual	Progress Report	
HL12	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate secure tenure and clear property rights	Provision of housing to military veterans	Housing & Land				Number of housing opportunities provided to military veterans in a year	Process	Reports	New KPI	Submission of application for top up funding	Verification and approval of qualifying military veterans by Dept of Defence and Militatry Vetarans	Approval of the military veteran beneficiary list	Identification of sites	Submission of application for top up funding	Human Settlements		Approval of list/application for funding/final approval	
								49,520,597.83	56,795,404.89														

NEWCASTLE MUNICIPALITY

DRAFT SDBIP 2017/18

SDBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
CS001	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial managemen t; and	Improved access to public facilities (including educational facilities - provincial mandate)	To ensure implementation of capital programme	To ensure that good governance principles are implemented	Administration	4,798,309.66	0		The percentage of a capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated Development Plan	OUTPUT	Percentage (%)	90%	90%	15%	42%	67%	90%	SED: Community Services	Quarterly	Year to date (Month-end) expenditure reports from BTO.
CS002	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first;	Improved Community Safety	To improve Awareness Campaigns and Information sharing Sessions to the Community and Schools	Facilitate safety awareness campaigns	Administration				Percentage of a Communication Plan implemented	OUTPUT	Percentage (%)	100%	100%	100%	100%	100%	100%	SED: Community Services	Quarterly	Communication plan and Presentations/registers/publicati ons/minutes of meeting
CS003	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (I.e Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To implement the Waste Management Strategy in line with relevant legislation	Cleansing	71,296,804.12	0.00	BS23.1.1	Annual review of the Integrated Waste Management Plan by June 2018	OUTPUT	Integrated Waste Management Plan	Existing Plan	Reviewed Integrated Waste Management Plan by June 2018	N/A	N/A	N/A	Reviewed Integrated Waste Management Plan by June 2018	Superintendent Waste Management	Annual	Council Resolution
CS004	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (I.e Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To provide a refuse removal service to the Newcastle Community	Cleansing			BS23.2.1	Percentage of households with access to basic level of solid waste removal	OUTPUT	Percentage (%)	71%	71%	0	0	0	71%	Superintendent Waste Management	Annual	BTO and progress reports against Stats SA census information
CS005	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (I.e Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To establish a new landfill site including management of the existing facility	Cleansing			BS23.3.1	Annual audit compliance report from EDTEA on existing site by June 2018	OUTCOME	Audit Compliance Report	Existing Audit Compliance Report	Annual audit compliance report from EDTEA on existing site by June 2018	N/A	N/A	N/A	Annual audit compliance report from EDTEA on existing site by June 2018	Superintendent Waste Management	Annual	EDTEA Audit Compliance Report
CS006	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to basic health services (NB : Provincial Mandate)	To ensure a healthy environment in compliance with legislation	Conducting inspections at Funeral undertaker premises	Environmental Health	7,597,277.19	0.00		Number of funeral undertaker inspections conducted	OUTPUT	Number (I)	30	20	0	10	0	10	Chief Environmental Health	Bi-Annual	Inspection Forms/ Reports/ Notices
CS007	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to basic health services (NB : Provincial Mandate)	To ensure a healthy environment in compliance with legislation	Conduction of inspections at food premises	Environmental Health				Number of food premises inspected	OUTPUT	Number (I)	120	120	30	30	30	30	Chief Environmental Health	Quarterly	Inspection Forms/ Reports/ Notices
CS008	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure the provision of Traffic Management Services	Intensify Law Enforcement activities	Traffic Control	29,772,770.93	0.00	CC38.1.1	Number of roadblocks conducted	OUTPUT	Number (I)	24	24	6	6	6	6	Chief Traffic	Quarterly	Road block statistics and register
CS009	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To provide and maintain an efficient and effective Disaster Management Service to Newcastle.	Fire and Defence	31,968,095.96	0.00	CC40.1.1	Adoption of Disaster Management Plan by June 2018	OUTPUT	Adoption of the plan	Draft Disaster Management Plan	Adoption of Disaster Management Plan by June 2018	Workshopping of Councillors on the Disaster Management Plan	Acquire legal comments or inputs	N/A	Adoption of Disaster Management Plan by June 2018	Chief Fire	Quarterly	Q1 - Minutes and attendance register Q2 - Written Confirmation from Legal Services Q4 - Council Resolution and Disaster Management Plan
CS010	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To provide and maintain an efficient and effective Disaster Management Service to Newcastle.	Fire and Defence				Average time taken to assess and distribute disaster relieve	INPUT	Hour	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	Chief Fire	Quarterly	Beneficiary / Distribution Forms and Summary of Calculation
CS011	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To improve the fire- fighting services.	Fire and Defence				Number of fire inspections conducted	OUTPUT	Number (I)	200	120	30	30	30	30	Chief Fire	Quarterly	Fire Safety Inspection Form
CS012	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To improve the fire- fighting services.	Fire and Defence				3 minutes average dispatch time in line with SANS 10090:2003	PROCESS	Time	1 minute	3 minutes average dispatch time in line with SANS 10090:2003	3minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	Chief Fire	Quarterly	Occurance Book and Formula
CS013	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Security Services	Securing and Safe guarding of Councils assets, people, property and information.	Security	28,380,684.18	0.00		Number of Security Breach Incidents reported	OUTPUT	Number (I)	8	8	0	0	0	8	Chief Security	Annual	Security Breach Incident Register
CS014	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Environmental sustainability (Environmental conservation /management)	To ensure efficient use, maintenance and management of community facilities and open space.	Improvement and provision of acess to community facilities (Parks Recreation and Cemeteries).	Cemeteries	4,162,690.64	0.00		Percentage of complaints addressed	OUTPUT	Percentage	100%	100%	100%	100%	100%	100%	Director: Parks Recreation and Cemeteries	Quartely	Register

SDBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
CS015	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Environmental sustainability (Environmental conservation /management)	To ensure efficient use, maintenance and management of community facilities and open space.	Improvement and provision of access to community facilities (Parks Recreation and Cemeteries).	Recreational Facilities	59,802,368.33	0.00		Percentage of cutting cycle plan implemented quarterly	OUTPUT	Register and cutting cycle plan	100%	100%	100%	100%	100%	100%	Director: Parks Recreation and Cemeteries	Quarterly	Register and Signed off cutting cycle plan
CS016	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	Art, Culture & Amenities	22,834,215.28	16,705,000.00	CC41.1.1	Number of new libraries built	PROCESS	Progress Report	6	Number of new libraries built	Appointment of service provider	Construction of library	Construction of library	Construction of library	Director: Arts, Culture & Amenities	Quarterly	Q1 - Appointment Letter Q2 to Q4 - Progress Reports
CS017	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	Art, Culture & Amenities			CC41.2.1	Number of Libraries upgraded	OUTPUT	Number ()	New	1	Construction of library	Construction of library	Construction of library	1	Director: Arts, Culture & Amenities	Quarterly	Q1 to Q3 - Progress Reports Q4 - Completion Certificate
CS018	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	Art, Culture & Amenities				Construction of a Replica Railway Station	PROCESS	Replica Railway Station	New	Construction of a replica railway station and completion of a project	Appointment of service provider	Construction of a replica railway station	Construction of a replica railway station	Construction of a replica railway station and completion of a project	Director: Arts, Culture & Amenities	Quarterly	Q1 - Appointment Letter Q2 to Q3 - Progress Reports Q4 - Progress report and Completion Certificate
CS019	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To provide an efficient and effective information service to the community	Improvement and provision of access to community facilities (Arts Culture & Amenities).	Art, Culture & Amenities				Number of programmes conducted.	OUTPUT	Number ()	248	210	50	50	60	50	Director: Arts, Culture & Amenities	Quarterly	Attendance Registers/librarian's report
CS020	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Amenities).	Art, Culture & Amenities				Number of research articles	OUTPUT	Number ()	18	18	5	4	5	4	Director: Arts, Culture & Amenities	Quarterly	Paper clippings/written article/presentations
CS021	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Educational programmes or activities conducted	OUTPUT	Number ()	93	80	24	24	16	16	Director: Arts, Culture & Amenities	Quarterly	Group visit forms/newspaper articles/attendance registers
CS022	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Number of exhibitions/events facilitated	OUTPUT	Number ()	8	8	2	2	2	2	Director: Arts, Culture & Amenities	Quarterly	Exhibitions/events/invitations/programmes/visitors book/newspaper article
CS023	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Number of advertisements	OUTPUT	Number ()	25	20	5	5	5	5	Director: Arts, Culture & Amenities	Quarterly	Copy of advertisements/pamphlets/posters/publications
CS024	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Number of projects implemented	OUTPUT	Number ()	1	1	N/A	N/A	N/A	1	Director: Arts, Culture & Amenities	Annually	Project booklet/paper
CS025	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Annual asset stock take by 30 June 2018	OUTPUT	Asset stock take	Annual asset stock take by 30 June 2017	Annual asset stock take by 30 June 2018	N/A	N/A	N/A	Annual asset stock take by 30 June 2018	Director: Arts, Culture & Amenities	Annually	Inventory Report
CS026	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Number of workshops on craft development conducted	OUTPUT	Number ()	5	6	1	2	1	2	Director: Arts, Culture & Amenities	Quarterly	Attendance Registers

260,613,216.28 16,705,000.00



NEWCASTLE MUNICIPALITY DRAFT SDBIP 2017/18																								
SDBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA ( LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE		
CORP001	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide quality administrative services, to support optimal organisational performance	To develop policies and realign systems and procedures that ensure good governance and an efficient and effective secretariat and general administration support by 2021	Corporate Services Administration	50,058,614.96	3,700,000.00	IT2.1.1	Number of Administration policies or procedures developed or reviewed	Output	Number	New	1. Meeting management(developed) 2.records managemnt (review)	Data collection and consultation with staff	Approval of Meeting management procedure by corporate services Manco	Tabling of Records managemnt policy to EXCO	Approval of record managemnt policy by council	Director : Administration	Bi-Annually	Approved meeting management procedure by SED Corporate services ,EXCO and Council minutes for policy approval		
CORP002	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide quality administrative services, to support optimal organisational performance	To provide quality administrative services, to support optimal organisational performance				IT2.2.1	%age on compliance with Annual Meeting Plan as approved by Council	Output	%age	100%	100%					100%	100%	Director : Administration	Quarterly	Progress report against approved Annual Plan and Minutes of statutory committee meeting
CORP003	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Organizational Development	Increase utilisation of EDRMS system in the organisation	Procurement of additional licenses for EDRMS system					Number of Procured additional licenses to increase utilisation of EDRMS	Output	Number	New	179	179	N/A	N/A	N/A		Director : Administration	Annually	Emails from EMC2 with logging credentials to access those licenses and list of officials to be licensed and email communication	
CORP004	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Efficient support for secretate service	Procurement of conference deligate system					Procurement and installation of conference delegate system by April 2018	OUTPUT		New	Procurement and installation of conference delegate system by April 2018	Bid Evaluation Committee	Site Establishment		Construction Commence Date	Project Completion Date	Director : Administration	Annually	Invoices,BEC minutes, progress report and completion certificate	
CORP005	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	SOUND FINANCIAL MANAGEMENT	Accelerated Municipal Transformation and Corporate Development	To ensure implementation of capital programme	Implementation of capital programme		19,241,093.73			%age of capital budget spent as per approved cash flows	OUTPUT	Percentage	90%	90%	23%	45%	84%	90%	SED : CORPOARETE SERVICES	QUARTERLY	Budget Printouts and and invoices		
CORP006	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining best talent by 2021.	To implement systems that will ensure compliance with the Employment Equity Act by ensuring equitable representation at all levels.	Corporate Services Administration			IT1.2.1	the number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Output	Number		23	N/A	N/A	N/A	23	Director : Human Resources	Annually	Employment Equity Report		
CORP007	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining best talent by 2021.	To promote employee relations (ER) and labour stability	Corporate Services : Human Resources Management			IT1.5.1	Number of LLF meetings held as per organisational rights agreement	Output	Number	New	12	3	3	3	3	Director : Human Resources	Quarterly	Attendance register and LFF minitues		
CORP008	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining best talent by 2021.	To align current policies with changes in legislation	Corporate Services : Human Resources Management			IT1.4.1	Number of HR policies developed / reviewed 1. Employment practice policy permanent(review) 2.Acting policy (Review) 3.Overtime policy (Review) 4. Leave policy (develop) 5.Employment practise policy temporal(Develop) 6.EAP policy (Review)	Output	Number	New	Number of HR policies developed / reviewed 1. Employment practice policy permanent(review) 2.Acting policy (Review) 3.Overtime policy (Review) 4. Leave policy (develop) 5.Employment practise policy temporal(Develop) 6.EAP policy (Review)	Tabling of first 6 policy to Exco for comments	by council 1. Employment practice policy permanent(review) 2.Acting policy (Review) 3.Overtime policy (Review) 4. Leave policy (develop) 5.Employment practice policy temporal(Develop) 6.EAP policy (Review) 7.Occupational health and safty (review)	N/A	N/A	Director : Human Resources	Bi-Annually	Exco minutes, council minutes and draft policies		
CORP009	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Ensure service excellence through institutional transformation	Provide efficient HR support services	Corporate Services : Human Resources Management				Number of EAP awareness campains and wellness programmes per quarter	Input	Number	New	12	3	3	3	3	Director : Human Resources	Quarterly	Attandance register		
CORP010	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide an effective labour relations support service	Promote employee relations (ER) and labour stability	Corporate Services : Human Resources Management				Institute proceedings within 3 months of receipt of disciplinary matter from the department	PROCESS	Number		3 months	3 months	3 months	3 months	3 months	Director : Human Resources	Quarterly	Register of the disciplinary matters received and addressed		
CORP011	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide adequate human capital	To ensure that budgeted posts are filled	Corporate Services : Human Resources Management				Percentage of budgeted positions filled	OUTPUT	Perenatge		100%	N/A	25%	N/A	75%	Director : Human Resources	Quarterly	Appointment letters, monthly reports on staff movements,budgeted list post and number of filled position with calculation		
CORP012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To fill all critical positions	To ensure that all critical positions as prioritised	Corporate Services : Human Resources Management				Percentage of critical postion filled as budgeted for	OUTPUT	Percentage		75%	Finalisation of critical post list	Recruitment processes	25%	75%	Director : Human Resources	Quarterly	Critical budgeted post list, recruitment processes and appointment letter with calculation		
CORP013	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Ensure service excellence through institutional transformation	Moving towards eletronic HR	Corporate Services : Human Resources Management				Phasing in of Employee self service system to all departments	OUTCOME	Electronic leave management process		100%	25%	50%	75%	100%	Director : Human Resources				
CORP014	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide adequate human capital	To implement the Workplace Skills Plan	Corporate Services : Human Resources Management			IT1.3.1	%age of municipal budget actually spent on implementing its workplace skills plan	OUTPUT	Percentage	NEW CALCULATION	0.412%	0.103%	0.206%	0.309%	0.412%	Director : Human Resources	Quarterly	Budget Printouts and annual workplace skills plan and calculation		
CORP015	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining best talent by 2021	Conduct investigation on organizational systems and processes	Corporate Services : Human Resources Management			IT1.1.1	Percentage of investigations conducted as received from the office of the Municipal Manager	OUTPUT	Percentage	NEW CALCULATION	100%	100%	100%	100%	100%	Director : Human Resources	Quarterly	Summary of a report signed off by the head of department,investigation report and final report as submitted to MM /Manco		
CORP016	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To implement the Workplace Skills Plan for a productive motivated workforce	To implement the Workplace Skills Plan for a productive motivated workforce	Corporate Services : Human Resources Management				Number of training interventions arranged for workplace skills development	OUTPUT	Number	NEW CALCULATION	40	10	10	10	10	Director : Human Resources	Quarterly	Communication sent to departments and The workplace skills development plan		
CORP017	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To ensure that the Workplace Skills Plan is a product of consultation of all stakeholders in the identification of planned training interventions	To ensure that the Workplace Skills Plan is a product of consultation of all stakeholders in the identification of planned training interventions	Corporate Services : Human Resources Management				Implementation and submission of the workplace skills plan	PROCESS	Documents	Submission of WSP on 30 April 2016 / Training Programme	Submission of WSP on 30 April 2016 / Training Programme	PDP's to be requested from employees for inclusion in the WSP	Inputs requested from departments and Organized labour for inclusion in WSP	Report to be submitted to LLF / LLF sub-committee	Submission of WSP to LGSETA	Director : Human Resources	Quarterly	department and summary of PDPs,Q2 Memo for training request,Q3Minutes of the LLF and Q4 Prove of submission to LGSETA Minutes of Safety Committee Meeting and progress report on Saftey issues resolved submitted to Manco		
CORP018	Output 6: Administrative and financial capability.	INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT	Building capable local government institutions.	Accelerated Municipal Transformation and Organizational Development	To comply with health and safety legislation	To promote zero fatalities and ensure a healthy and safe working environment	Corporate Services : Human Resources Management			IT3.1.1	%age of safety issues as raised by Safety Committees addressed	Output		Output	100%	100%	100%	100%	100%	Director : Human Resources	Quarterly			
CORP019	Output 6: Administrative and financial capability.	INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT	Building capable local government institutions.	Accelerated Municipal Transformation and Organizational Development	To comply with health and safety legislation	To promote zero fatalities and ensure a healthy and safe working environment	Corporate Services : Human Resources Management			IT4.1.1	Section 16.2 appointments finalised by Municipal Manager	Output		Output	Section 16.2 appointments finalised by Municipal Manager	Section 16.2 appointments finalised by Municipal Manager	n/a	n/a	0	Director : Human Resources	Annually	Appointment letters signed by MM		
CORP020	Administrative and financial capability.	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Improved access to basic health services (NB : Provincial Mandate)	To promote zero fatality and ensure a health and safe working environment	To comply with health and safety legislation	Corporate Services : Human Resources Management				Percentage of injury on duty IOD'S addressed	OUTPUT	Percentage	new	100%	100%	100%	100%	100%	Director : Human Resources	Quartely	Reported IOD'S, Number of reported injuries against addressed		
CORP021	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Improved access to basic health services (NB : Provincial Mandate)	To promote zero fatality and ensure a health and safe working environment	To comply with health and safety legislation	Corporate Services : Human Resources Management	69,299,708.69	3,700,000.00		Number of safety committee meetings	OUTPUT	Number	new	12	3	3	3	3	Director : Human Resources	Quartley	Agenda and minutes of Safety meeting		

534,077,197.89	9,000,000.00
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	NEWCASTLE MUNICIPALITY SDBIP 2017/18: OFFICE OF THE MUNICIPAL MANAGER																					
SDBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA ( LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
MM01	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy and service charter by 2021	Municipal Manager	19,676,093.27	0.00	GG1.2	Monthly Progress reports on execution of resolutions for Manco, Exco, Council and MPAC	Output	Reports	11	11	2	3	3	3	Manager : Executive Support	Quarterly	Minutes of Exco/Council / MPAC
MM02	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop a system of delegation that will maximise administrative and operational efficiencies	Municipal Manager			GG5.1.2	Annual Review of Delegations Policy by 30 June 2018	Output indicator	Council Minutes and Approved Delegation Policy	Approved Delegations on 30 June 2014	Annual Review of Delegations Policy by 30 June 2018	n/a	n/a	Approval of Delegations Policy by Council by 30 Mach 2018	n/a	Manager : Executive Support	Annual	Council resolution and approved Delegation Policy
MM03	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To strengthen executive support .	Municipal Manager			GG.1.3	Approved Intergovernmental Relations Framework and Strategy by 30 June 2018.	Output Indicator	Council Minutes and Approved Intergovernmental Relations Framework and Strategy	New KPI	Approved Intergovernmental Relations Framework and Strategy by 30 June 2018.	n/a	n/a	n/a	Approval of the Strategy BY 30 June 2018	Manager : Executive Support	Annual	Council Resolutions and approved IGR Framework and Strategy
MM04	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy	Public relations	2,062,049.22	0.00	GG10.1.1	Approved Communication Strategy by June 2018	Output Indicator	Approved Communication strategy	Draft communication strategy	Approved Communication strategy by June 2018	n/a	n/a	n/a	Approved Communication strategy by June 2018	Director : IT	Annual	Council resolution and approved Communication Strategy
MM05	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide an enhanced internal and external communication service.	Public relations			GG11.1.1	Number of Internal Communications Forum meetings held	Output Indicator	Number	12	12	3	3	3	3	Director : IT	Quarterly	ICF Minutes and attendance registers
MM06	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	Publication of Quarterly Internal Newsletter	Public relations				Number of Internal Newsletters	Output Indicator	Number	New KPI	8	2	2	2	2	Director : IT	Quarterly	Internal Newsletters
MM07	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To improve both internal and external communication.	Public relations				Development and Approval of a Communication Plan	OUTPUT	Communication Plan	Annual Departmental Communication Plans	Development and Approval of a Communication Plan by 30 June 201	Draft Communication Plan	Draft Communication Plan Manco approval	Draft Communication Plan and Exco approval and Workshop of Councillors	Development and Approval of a Communication Plan by 30 June 2018	Director : IT	Quarterly	Draft Communication Plan/Consolidated Departmental Communication Plans,Manco, Exco, Council resolutions
MM08	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To address issues raised by the Public	Public relations				% of customer complaints submitted and addressed	OUTCOME	% complaints addressed	96%	96%	96%	96%	96%	96%	Director : IT	Quarterly	Register of complaints, responses to complaints and calculation to show % received
MM09	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure good relations with the media houses	Public relations				% of media enquiries addressed	OUTCOME	% of media enquiries address	96%	96%	96%	96%	96%	96%	Director : IT	Quarterly	Media Enquiries addressed register,A signed Municipality Official response,publishatio n,email communications
MM10	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele principles	Public relations				Development of Service Charter and Service Standards	OUTPUT	Service Charter and Service Standard	Approved Service Charter and Service Standards	Draft Service Charter and Service Standard	Draft Service Charter and Standards Manco approval	Draft Service Charter and Service Standard Exco approval and Workshop of Councillors	Approved Service Charter and Service Standard by 30 June 2018	Manager: Communications	Director : IT	Quarterly	Internal Communicators Forum Resolutions and Minutes/Manco Resolutions/Exco Resolutions/Council Resolutions/Worksh
MM11	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Batho Pele Principles	Public relations				Annual Customer Satisfaction Survey Conducted by 31 January 2018	OUTPUT	Survey	Annual Customer Satisfaction Survey Conducted by 31 January 2017	Annual Customer Satisfaction Survey Conducted by 31 January 2018	N/A	Annual Customer Satisfaction Survey Conducted by 31 January 2018	N/A	Manager : Communications	Director : IT	Bi annual	Customer Satisfaction Survey Report/minutes of Exco, Council
MM12	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele principles	Public relations				Number of media briefings and press releases	OUTCOME	Press leasees	8	2	2	2	2	2	Manager : Communications	Director : IT	Quarterly
MM13	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote ICT governance by ensuring alignment of ICT and organizational objectives	To ensure that the ICT activities and investments are in alignment with organizational objectives and strategies	IT	16,810,649.44	0.00		Approval of ICT Strategic Plan June by 2018	Output Indicator	Approved ICT Strategic Plan	New KPI	Approval of ICT Strategic Plan by 2018	ICT Strategic Plan adoption by ICT Steering Committee	ICT Strategic Plan adoption by Manco	ICT Strategic Plan adoption by Exco	ICT Strategic Plan adoption by Council	Director : IT	Quarterly	ICT Steering Committee minutes and attendance register,Manco Minutes & Attendance Register,Exco
MM14	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote ICT governance by ensuring alignment of ICT and organizational objectives	To facilitate the annual implementation of good ICT governance processes	IT			GG12.11	Number of ICT Steering Committee meetings	Output Indicator	Number	4	4	1	1	1	1	Director : IT	Quarterly	ICT Steering Committee Minutes and attendance register
MM15	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure effective and efficient IT support services and systems	To provide continuous IT solutions and support services	IT				% of uptime maintained	OUTCOME	%	96%	96%	96%	96%	96%	96%	Director : IT		System Uptime Report and ( additional evidence supporting the report)
MM16	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure effective and efficient IT support services and systems	To provide continuous IT solutions and support services	IT			16,810,649.44	0.00		Number of Disaster Recovery Tests conducted	OUTPUT	Number of Disaster Test	1	1	N/A	N/A	N/A	1	Director : IT

SOBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA ( LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
MM17	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure effective and efficient IT support services and systems	To implement more effective ICT controls	IT				Number of ICT Security Audits	OUTPUT	Number of ICT Security Audits	4	4	1	1	1	1	Director : IT		Active Directory Audit Report and additional evidence supporting the report
MM18	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure effective and efficient IT support services and systems	To provide ICT systems access to authorized users	IT				Frequency of user access reviews	OUTPUT		4	4	1	1	1	1	Director : IT		User Access Review Report and evidence supporting the report
MM19	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure that good governance principles are implemented	To review and implement policies and strategies	IT			GG12. 2.1	Number of reviewed ICT Strategy / ICT policies / ICT procedures	OUTPUT	Number of ICT policies/procedures	4	1	n/a	n/a	n/a	1	Director : IT	Annually	Council Resolution/ SED Approval for procedures
MM20	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management			GG5 4.1	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2018	OUTPUT	Policy and Strategy	Existing Risk Management Policy and strategy, Anti- Fraud & Corruption Policy and strategy	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2018	n/a	n/a	n/a	Approval of Risk Management Policy and Strategy, Anti- Fraud & Corruption Policy and Strategy by 30 June 2018	Chief Risk Officer	Annually	Council resolution and Approved Strategy and Policy (Where applicable )/ Proof of review)
MM21	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management			GG5 5.1	Annual risk assessment report for 2018/19 as approved by Manco by 31 May 2018	OUTPUT	Minutes of Manco and Annual Risk Register	Risk Register 2016/17	Annual risk assessment report for 2018/19 as approved by Municipal Manager by 31 May 2018	N/A	N/A	N/A	Annual risk assessment report for 2018/19 as approved by Municipal Manager by 31 May 2018	Chief Risk Officer	Anually	Manco Resolution/ Attendance registers for risk assessment workshops and Annual Risk assessment
MM22	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the organizational objectives and service delivery targets.	Risk management	149,932.00	0.00	GG5 6.1	Quarterly risk Management reports on implementation of risk management action plan submitted to Audit Committee	OUTPUT	Audit Committee Minutes and Progress Report on Risk Management	To specify last report submitted to AC	4	1	1	1	1	Chief Risk Officer	Quarterly	Audit Committee Resolution and Quarterly risk Management reports
MM23	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	Risk management			GG5 .7.1	Finalised Clean Audit Strategy by 31 December 2017	OUTPUT	Strategy	Draft clean audit strategy	Clean Audit strategy approved by Audit Committee by 31 December 2017	N/A	Clean Audit strategy approved by Audit Committee by 31 December 2017	N/A	N/A	Chief Risk Officer	Annually	Reports /Minutes of Audit Committee
MM24	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit outcomes	Risk management			GG5 8.1	Quarterly Compliance Monitoring reporting submitted to Audit Committee	OUTPUT	Number of reports	Current quarterly Compliance Monitoring reporting reports	4	1	1	1	1	Chief Risk Officer	Quarterly	Audit Committee Resolution and Quarterly Compliance Monitoring reporting reports
MM25	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit			GG7 .1.1	%age of Projects implemented as per Internal Audit Plan	Outcome	Number	100%	100%	100%	100%	100%	100%	Chief Audit Executive	Quarterly	Progress report against approved Internal Audit Plan and Internal audit reports
MM26	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit	7,515,686.97	0	GG7 .2.1	Council Approval of audit committee charter by March 2018	Output	Council resolution approving Audit Committee Charter	Approved Audit Committee Charter by Council in May 2016	Council Approval of audit committee charter by March 2018	N/A	N/A	Council Approval of audit committee charter by March 2018	N/A	Chief Audit Executive	Annual	Council resolution Approving Audit Committee Charter
MM27	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Internal Audit				Number of audit committee meeting	Output	Number	7	7	3	1	1	2	Chief Audit Executive	Quarterly	Audit committee minutes and agenda of meetings
MM28	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services			GG8. 1.1	%age of contracts drafted and vetted as requested by departments	Output	%age	New KPI	100%	100%	100%	100%	100%	Executive Manager : Legal Services	Quarterly	Registers of all contracts received with a date received and date finalised , and contracts vetted and drafted
MM29	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services	3,881,148.78	0.00	GG8 .3.1	%age of objections addressed within 60days as per SCM Regulations	Output	Number of days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	Executive Manager : Legal Services	Quarterly	Objections register with dates of objection received and resolved, Objections and communication to Objctor
MM30	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal Services			GG8. 4.1	%age of bylaws published as prioritised by ManCo	Output	Published Bylaws	new KPI	100%	n/a	n/a	n/a	100%	Executive Manager : Legal Services	Annually	Proof of publication of bylaws
MM31	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To obtain a clean audit on the Audit of Performance Objectives by 2020	To facilitate the development , review and implementation of the PMS annually	PMS			GG13. 1.1	Number of performance reports submitted to Audit Committee quarterly	Output Indicator	Number	4	4	1	1	1	1	Manager : Monitoring and Evaluation	Quarterly	Audit Committee resolution and Quarterly performance report
MM32	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To obtain a clean audit on the Audit of Performance Objectives by 2020	To implement outreach and awareness workshops on PMS to departments and other role-players	PMS	4 286 258 79	n	GG13. 2.1	Number of PMS workshops held quarterly	Output Indicator	Number	New KPI	4	1	1	1	1	Manager : Monitoring and Evaluation	Quarterly	Workshops attendance register



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NEWCASTLE MUNICIPALITY																						
DRAFT SDBIP 2017/18																						
TECHNICAL SERVICES																						
SDBIP REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
TS1	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	SOUND FINANCIAL VIABILITY	Accelerated Municipal Transformation and Corporate Development	To ensure implementation of capital programme	Implementation of capital programme	Technical Services				The percentage of a capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	OUTPUT	Percentage	90%	90%	13%	37%	69%	90%	SED: Technical Services	Quarterly	Year to date (Month-end) expenditure reports from BTO.
TS2	Output 3: Implementation of the Community Work Programme.	LOCAL ECONOMIC DEVELOPMENT	GOOD GOVERNANCE	Local Economic Development (Eradication of poverty and unemployment)	To create job opportunities through operational and capital programs.	To create job opportunities through operational and capital programs.	Technical Services				Number of jobs created through municipality's local economic development initiatives including capital projects	OUTPUT	Number	969	800	0	0	0	800	SED: Technical Services	Annual	EPWP report as submitted to Public Works
CV1	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	To create an efficient system for Infrastructure operations and management	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	Civil			BS 20.1.1 AND BS20.2.1	Submission of a Business Plan to obtain funding for the preparation of the comprehensive Infrastructure Master Plan Roads & Storm water	OUTPUT	number	0	Submission of a Business Plan to obtain funding for the preparation of the comprehensive Infrastructure Master Plan Roads & Storm water	0	Submission to exco to obtain a council resolution for the submission of a business plan	0	Submission of business plan to sector departments to obtain funding	Director: Civil Services	Bi-annual	Council Resolution and proof of submission to sector departments
CV2	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	Civil			BS24.1.1	Km of Roads ressealed/rehabilitated	Output	Kilometres (km)	2,26 Km	12km	0km	0km	3 km	9 km	Manager: Roads and Storm-water	Bi-annual	Reports signed by the Director and confirmed by the Portfolio Councillor for Technical Services
CV3	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	Civil			BS24.2.1	km's of roads gravelled	Output	Kilometres (km)	5 Km	2,5km	0 km	1,25km	1,25km	0km	Manager: Roads and Storm-water	Bi-annual	Reports signed by the Director and confirmed by the Portfolio Councillor for Technical Services
CV4	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	DELIVERING BASIC SERVICES	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	To address ad-hoc complaints related to building maintenance from different sections within the municipality	Civil	314,226,619.30	43,989,000.00		%age of maintenance complaints addressed as received	Output	Percentage (%)	90%	90%	90%	90%	90%	90%	Manager: Buildings	Quarterly	Maintenance Register and report signed by the Director (summary and calculations)
CV5	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	DELIVERING BASIC SERVICES	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	Develop a comprehensive buildings maintenance plan and a short term plan for implementation in the current year	Civil				% implementation of the building maintenance plan	Output	Percentage (%)	0%	90%	0	45%	0	90%	Manager: Buildings	Bi-annual	Maintenance Plan and Maintenance Register and report signed by the Director (summary and calculations)
CV6	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	DELIVERING BASIC SERVICES	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	Develop a comprehensive buildings maintenance plan and a short term plan for implementation in the current year	Civil				Number of Building Maintenance Steering Committee Meetings convened	output	number	0	1	0	0	0	1	Manager: Buildings	Annual	Minutes of the meeting and the register

SOBP REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA ( LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA ( OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA ( CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
CIV7	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	Upgrade of gravel roads to tarred roads with storm water infrastructure and street furniture	Ensure 100% expenditure on approved grant funding and explore other sources of funding	Civil				% of MIG budget spent	Process	Percentage (%)	100%	100%	10%	40%	60%	100%	Manager: PMU	Quarterly	Budget versus expenditure report from the financial system including the funding source and calculation
CIV8	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	Upgrade of gravel roads to tarred roads with storm water infrastructure and street furniture	Implementation of the Capital Program (MIG-INTERNAL FUNDING)	Civil			BS25.1.1	Km's of roads upgraded from gravel to blacktop including street furniture	Output	Kilometres (km)	9,903km	1,22km	0km	0km	0km	1,22Km	Manager: PMU	Annual	(Invoices will be linked to relevant PIP's) Completion certificates, progress reports signed by the Director/SED
WS1	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To create an efficient system for infrastructure operations and management	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	Water			BS20.1.1	Submission of Sector Business Plan to obtain funding for the preparation of the comprehensive Infrastructure Master Plan For Water & Sanitation by 30 June 2018	Process	Process indicator - business plan	0	Submission of a Business plan to obtain funding for the preparation of the comprehensive Infrastructure Master Plan	Appointment of consultants and contractual obligations	Feasibility studies	Draft Business plans and Reports	Final submission of Business plans to sector departments (Department of Water Affairs and COGTA)	Director: WSA	Quarterly	Draft infrastructure business plan, approval of the business plan by the SED and Council Resolution
WS2	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To create an efficient system for infrastructure operations and management	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	Water				Implementation of the Web Based WSDP Module 1 by 31 December 2017	Process Indicator	Process indicator - implementation of the web based WSDP Module 1	Approved Module 1 WSDP	Implementation of the Web Based WSDP Module 1 by 31 December 2017	0	Implementation of the Web Based WSDP Module 1 by 31 December 2017	0	0	Director: WSA	Annual	Confirmation of implementation of the Module 1 of the WSDP by Department of Water Services
WS3	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	To prioritise the implementation of the Master plan	Water				The review and approval of the WSDP by January 2018	Output	Reviewed WSDP	Approved WSDP	The review and approval of the WSDP by January 2018	0	0	The review and approval of the WSDP by January 2018	0	Director: WSA	Annual	Council Resolution
WS4	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To ensure that the service level agreement is implemented	To monitor the performance of the entity (financial and non-financial performance)	Water				Number of Monthly meetings with UTW to interrogate monthly performance reports	output	Number	0	12	3	3	3	3	Director: WSA	Quarterly	Register, Reports and minutes of the meeting
WS5	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Increase number of households with access to basic potable (drinkable) water.	Water			BS21.1.1	% Of households with access to a basic level of water	Output indicator	Percentage (%)	96.00%	96.00%	0	0	0	96.00%	Director: WSA	Annual	Progress report based on Stats SA census figures, BTO reports on new connections OR supported by completion certificates and final payment certificates/invoices signed by the Director and SED.
WS6	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	Increase number of households with access to basic sanitation.	Water			BS21.2.1	% Of households with access to a basic level of sanitation	Output indicator	Percentage (%)	94.34%	94.93%	0	0	0	94.93%	Director: WSA	Annual	Progress report based on Stats SA census figures, BTO reports on new connections OR supported by completion certificates and final payment certificates/invoices signed by the Director and SED.
WS7	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To reduce water loss	To reduce the percentage of water losses. (Non-revenue water loss)	Water	279,256,036.67	123,589,000.00	BS22.1.1	Reduction of water loss by 2% per annum for Non-Revenue Water loss	Outcome indicator	Percentage (%)	42.30%	40.30%	0	0	0	40.30%	Director: WSA	Annual	Water balance scorecard

[illegible]

NEWCASTLE MUNICIPALITY DRAFT SDBIP 2017/18																						
SDBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	ENTITY OBJECTIVE	ENTITY STRATEGIES	FUNCTIONAL AREA ( LIST AS PER THE FUNCTIONAL AREA ON THE BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
UTW001	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Communicate company performance to stakeholders and public	Submission of Monthly Section 71 Oversight Reports to Shareholders	UTHUKELA WATER	R66,793,005.76	0		Submit Monthly Section 71 Oversight Reports to Newcastle Municipality	OUTPUT	Number	12	12 Monthly Reports	3 Monthly Oversight Reports	3 Monthly Oversight Quarterly Performance Report	3 Monthly Oversight Reports	3 Monthly Oversight Reports	Farida Moola	Quarterly	Reports, Proof of Submission
UTW002	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Communicate company performance to stakeholders and public	Submission of Performance Reports as legislated by the MFMA					Submit Final Annual Report, Annual Performance Report and Mid Year Performance report to Newcastle Municipality	OUTPUT	Number	1 of each Report (3)	1 Annual Report, 1 Performance Report, 1 Mid Year Performance Report	1 Annual Report and 1 Annual Performance Report	N/A	1 Mid Year Performance Report	N/A	Luiz Cunha , Farida Moola and Kay-lee Wells	Bi Annually; Annually	Reports, Proof of Submission
UTW003	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	Compliance with statutory company and local government legislation					To ensure compliance with all MFMA Requirements (except where there is no budget provision)	OUTPUT	Number	1	4	1 Signed Control Sheet	1 Signed Control Sheet	1 Signed Control Sheet	1 Signed Control Sheet	Luiz Cunha	Quarterly	Signed MFMA Requirement Control Sheet
UTW004	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	Identify and Manage Risks					Submit Annual Risk Assessment and Quarterly Risk Monitoring Reports	OUTPUT	Number	1 Risk Assessment and 4 Quarterly Reports	1;4	1 Risk Assessment; 1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	Kay-lee Wells	Annually; Quarterly	Risk Assessment; Quarterly Reports
UTW005	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	To ensure readiness in case of disaster for Bulk Water Services					Appoint a Disaster Recovery Steering Committee. Schedule Monthly Meetings to complete planning for disaster recovery plan	PROCESS	Number		1 Appointed Steering Committee ; 12 Meetings	1 Appointed Steering Committee ; 1 Monthly Planning Meeting	1 Monthly Planning Meeting	1 Monthly Planning Meeting	1 Monthly Planning Meeting	Luiz Cunha	Quarterly	Appointment of Members; Monthly Meeting Notices, Agendas and Minutes
UTW006	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Planning, development, management and control of sustainable bulk water volumes and quality assurance	Water Conservation Management					To Restrict bulk water losses on raw water and potable bulk pipelines to less than 15% per annum	OUTCOME	Percentage	18%	15%	15%	15%	15%	15%	Hannelie Hickley; Clever Dhlwayo	Quarterly	Monthly Operations Report
UTW007	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Planning, development, management and control of sustainable bulk water volumes and quality assurance	To supply agreed bulk water volumes to Newcastle Municipality					To supply bulk water volumes in terms of the WSP/WSA agreement and budgeted volumes	OUTPUT	Kilolitres	33 Million	25 - 30 Million	N/A	N/A	N/A	25 - 30 Million	Hannelie Hickley; Clever Dhlwayo	Quarterly	Monthly Operations Report
UTW008	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Planning, development, management and control of sustainable bulk water volumes and quality assurance	To supply quality bulk water in terms of SANS 241:2015					Produce bulk water testing 95 % or above across all Determinants of SANS 241:2015	OUTCOME	Percentage	95%	95%	95%	95%	95%	95%	Hannelie Hickley; Clever Dhlwayo	Quarterly	Monthly Operations Report
UTW009	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Asset Management	Perform regular asset conditional assessments and Maintenance Planning					Submit an annual asset conditional assessment report, recommendations and asset maintenance plan to Newcastle Municipality	OUTPUT	Number	1	1	1 Asset Conditional Assessment and Asset Maintenance Plan	N/A	N/A	N/A	Dick Lemmer; Hannelie Hickley; Clever Dhlwayo	Annually	1 Asset Conditional Assessment and Asset Maintenance Plan
UTW010	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Planning, development, management and control of sustainable bulk water volumes and quality assurance	Coordination of of the regional bulk water master plan steering committee					Coordinatate quarterly meetings of the regional bulk water master plan steering committee		Number	4	4	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Hannelie Hickley; Clever Dhlwayo	Quarterly	Notice of Meetings, Agendas and Minutes
UTW011	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Sustainable financial management	sustainable financial management to ensure uninterrupted service delivery		R66,793,005.76	0		To invoice the WSA monthly for bulk water services rendered and to expect payment from the WSA within 30 days of date of invoice as per the WSP agreement.	OUTPUT	Number	12	12	3 Invoices	3 Invoices	3 Invoices	3 Invoices	Farida Moola	Quarterly	Monthly Invoices, Proof of Submission, Proof of Receipt

	NEWCASTLE MUNICIPALITY													
	CAPITAL BUDGET SUBMISSIONS: 2017/18 BUDGET													
	TECHNICAL SERVICES 2017/18													
	PROPOSED CASHFLOW PROJECTION													
DEPARTMENT	PROJECT DESCRIPTION	2017/18	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
Technical Services	MADADENI WWTP	20,000,000.00							2000000	3000000	4100000	5500000	3600000	1800000
Technical Services	UPGRADE OF NGAGANE WWTW PHASE1	15,000,000.00							1450000	1750000	2500000	3300000	4000000	2000000
Technical Services	BASIC SANITATION SERVICES NORMANDIEN	700,000.00	70,000.00	120,000.00	190,000.00	220,000.00	70,000.00	30,000.00						
Technical Services	BASIC SANITATION SERVICES INGOGO	700,000.00	70,000.00	120,000.00	190,000.00	220,000.00	70,000.00	30,000.00						
Technical Services	BASIC SANITATION SERVICES CHARLESTOWN	700,000.00	70,000.00	120,000.00	190,000.00	220,000.00	70,000.00	30,000.00						
Technical Services	BLAAUWBOSCH BULK WATER PROJECT	15,000,000.00					1,500,000.00	2,100,000.00	2900000	3300000	2300000	1700000	1100000	100000
Technical Services	PIPE REPLACEMENT AND UPGRADE PROJECT	7,489,000.00							740000	990000	1900000	2500000	1100000	259000
Technical Services	NGAGANE BULK WATER SUPPLY PROJECT	10,000,000.00						950,000.00	1100000	1350000	2000000	2900000	1300000	400000
Technical Services	WCDM OSIZWENI	10,000,000.00							1000000	1350000	2100000	2800000	1850000	900000
Technical Services	NEWCASTLE EAST WATER SUPPLY EXTENSION	35,000,000.00	3,500,000.00	4,700,000.00	5,500,000.00	6,100,000.00	8,500,000.00	6,300,000.00	4,900,000.00	3,700,000.00				
Technical Services	UPGRADE AND REFURBISHMENT OF PUMPSTATIONS	-												
Technical Services	RESEALING OF ROADS - NEWCASTLE WEST	6,000,000.00	300,000.00	1,300,000.00	2,300,000.00	1,300,000.00	300,000.00		300,000.00	200,000.00				
Technical Services	RESEALING OF ROADS - MADADENI	2,000,000.00	-			1,800,000.00	200,000.00							
Technical Services	RESEALING OF ROADS - OSIZWENI	2,000,000.00	-				1,800,000.00		200,000.00					
Technical Services	RESEALING OF ROADS - KILBARCHAN	1,000,000.00	-								500,000.00	500,000.00		
Technical Services	RESEALING OF ROADS - CHARLESTOWN	1,000,000.00	-	1,000,000.00										
Technical Services	MF55	2,632,500.00	-		350,000.00	450,000.00	380,000.00	270,000.00	290,000.00	380,000.00	512,500.00			
Technical Services	MD35	2,825,000.00	-		380,000.00	430,000.00	340,000.00	260,000.00	270,000.00	340,000.00	805,000.00			
Technical Services	MD30	1,175,000.00	-		220,000.00	330,000.00	290,000.00	180,000.00	155,000.00					
Technical Services	ME11 (A)	4,815,000.00	-		380,000.00	690,000.00	720,000.00	340,000.00	480,000.00	750,000.00	740,000.00	715,000.00		
Technical Services	ME11 (B)	2,935,000.00	-		380,000.00	430,000.00	340,000.00	260,000.00	270,000.00	440,000.00	815,000.00			
Technical Services	OE41	2,690,000.00	-		350,000.00	450,000.00	380,000.00	270,000.00	290,000.00	380,000.00	570,000.00			
Technical Services	OA85 (A)	4,367,500.00	-		480,000.00	390,000.00	720,000.00	340,000.00	280,000.00	750,000.00	790,000.00	617,500.00		
Technical Services	OA85 (B)	2,882,500.00	-		350,000.00	430,000.00	480,000.00	370,000.00	290,000.00	480,000.00	482,500.00			
Technical Services	OC20	2,365,000.00	-		350,000.00	450,000.00	255,000.00	270,000.00	290,000.00	370,000.00	380,000.00			
Technical Services	OA103	2,927,500.00	-		350,000.00	450,000.00	380,000.00	270,000.00	290,000.00	380,000.00	523,500.00	284,000.00		
Technical Services	OSIZWENI E AND F	9,000,000.00	-											
Technical Services	PANORAMA STORMWATER	2,374,000.00			600,000.00	640,000.00	560,000.00	574,000.00						
		167,578,000.00	4,010,000.00	7,360,000.00	12,560,000.00	15,000,000.00	17,355,000.00	12,844,000.00	17,495,000.00	19,910,000.00	21,018,500.00	20,816,500.00	12,950,000.00	5,459,000.00
COMMUNITY SERVICES	CONSTRUCTION OF CHARLESTOWN LIBRARY	11,000,000.00	0	0	0	640,000	740,000	1,160,000	1,300,000	1,380,000	1,500,000	1,560,000	1,720,000	1,000,000
COMMUNITY SERVICES	REFURBISHMENT AND EXTENSION OF NEWCASTLE LIBRARY	5,425,000.00	651,000	776,300	1,303,500	937,000	955,000	570,200	232,000	0	0	0	0	0
COMMUNITY SERVICES	REPLICA RAILWAY STATION	280,000.00	0	0	0	47,000	46,600	46,600	46,600	46,600	46,600	0	0	0
COMMUNITY SERVICES		16,705,000.00	651,000.00	776,300.00	1,303,500.00	1,624,000.00	1,741,600.00	1,776,800.00	1,578,600.00	1,426,600.00	1,546,600.00	1,560,000.00	1,720,000.00	1,000,000.00
					14.71248129			42.41771925			66.94103562			
CORPORATE SERVICES	FURNITURE & EQUIPMENT	1,000,000.00	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34
CORPORATE SERVICES	PA SYSTEM	2,700,000.00									2,700,000.00			
		3,700,000.00	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	83,333.34	2,783,333.34	83,333.34	83,333.34	83,333.34
ELECTRICAL	SIYAPHLALALA ELECTRIFICATION	9,000,000	720,000	1,500,000	780,000	1,500,000	1,500,000	1,000,000	1,200,000	800,000	0	0	0	0
Development Planning and Human Settlements	JBC to Osizweni Link Road Phase 2 House Relocations	1,000,000.00			R 200,000.00	R 300,000.00	R 300,000.00	R 200,000.00						
Development Planning and Human Settlements	JBC Urban Hub Walkways Informal Trading Stalls	29,124,702.00	100,000	100,000			584412.25	584412.25	584412.25	584412.25	584412.25	584412.25	584412.25	584412.25
Development Planning and Human Settlements	Madadeni Secondary Link Road Walkways	15,000,000.00		2647700.18	2647700.18	2647700.18	2647700.18	2647700.18	2647700.18	2647700.18	2647700.18	2647700.18	2647700.18	2647700.2
Development Planning and Human Settlements	JBC-Osizweni Secondary Link Road Phase 2	4,875,298.00				1363636.36	1363636.36	1363636.36	2727272.27	2727272.27	1363636.36	1363636.36	1363636.36	1363637.3
Development Planning and Human Settlements	Ingogo Fresh Produce Market	145,404.89			145,404.89									
Development Planning and Human Settlements	Building of New Infrastructure (AIRPORT/TECHNO HU)	6,400,000.00	1,600,000.00	1,600,000.00	1,600,000.00	1,600,000.00								
Development Planning and Human Settlements	Furnisher & Equipment	250,000.00												250,000.00
		56,795,404.89	1,700,000.00	4,347,700.18	4,593,105.07	5,911,336.54	4,895,748.79	4,795,748.79	5,959,384.70	5,959,384.70	4,595,748.79	4,595,748.79	4,595,748.79	4,845,749.75

MISSISSAUGA MUNICIPALITY  
 CAPITAL BUDGET TRANSMISSIONING 2017/18 FINAL BUDGET  
 COMMUNITY SERVICES  
 REPORTING TO CAPITAL BUDGET 2017/18

CAP BUDGET NUMBER	PROJECT DESCRIPTION	BUDGET TYPE	FUNDING SOURCE/INITIATIVE NAME	RFP PRIORITY	BUDGET	FUNDING SOURCE	2017/18	KEY PERFORMANCE INDICATOR (KPI) / PARTIAL OR PROPOSED	ANNUAL TARGET	QUARTERLY TARGETS			
										QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
CONTRACT	Construction of Chatham-Kent Library	Rep	Regional Grant			Regional Grant	\$1,000,000.00	Number of new library built	1	Appointment of service	Construction of library	Construction of library	Construction of library
CONTRACT	Refurbishment & extension of Chatham-Kent Library	Rep	Regional Grant			Regional Grant	\$1,400,000.00	Number of library renovation project	1	Construction of library	Construction of library	Construction of library	1
CONTRACT	Public Library, Berlin	Rep	Regional Grant			Regional Grant	200,000.00	Construction of a replica library building and renovation of ground	Appointment of service	Construction of a replica library building	Construction of a replica library building	Construction of a replica library building	Construction of a replica library building and renovation of ground
							\$2,600,000.00						

NEWCASTLE MUNICIPALITY																														
CAPITAL BUDGET 2017/18 - HIGH LEVEL PROJECT IMPLEMENTATION PLAN																														
						INSERT DATES																								
CAP REFERENCE NO.	DEPARTMENT	FUNDING SOURCE	VOTE NUMBER	VOTE DESCRIPTION	17/18 TOTAL 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	Project Inception / Site Establishment	Construction Commence Date	Month 1 Site Meeting / PSC meeting	Month 2 Site Meeting / PSC meeting	Month 3 Site Meeting / PSC meeting	Month 4 Site Meeting / PSC meeting	Month 5 Site Meeting / PSC meeting	Month 6 Site Meeting / PSC meeting	Month 7 Site Meeting / PSC meeting	Month 8 Site Meeting / PSC meeting	Month 9 Site Meeting / PSC meeting	Month 10 Site Meeting / PSC meeting	Month 11 Site Meeting / PSC meeting	Month 12 Site Meeting / PSC meeting	Project Completion Date	Project Duration (Number of Months for construction)	
						Letter of appointment	Report/ design /invoices	Minutes of BSC	Advert	Advert	Minutes of BEC	Minutes of BAC	Letter of appointment	Minutes of meeting/ approved invoice	Signed SLA	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget	Minutes / Monthly progress reports/ expenditure incurred - signed budget
PROPOSED SOURCE OF EVIDENCE (Examples of source of evidence is specified for Audit purposes. Departments may review this based on specific project needs)																														
COMMPP1	COMMUNITY SERVICES	PROVINCIAL GRANT		CONSTRUCTION OF CHARLESTOWN LIBRARY	11,000,000.00					Jul-17	31-Jul-17	Aug-17	Sep-17	Sep-17	Oct-17	Oct-17					Site Establishment	Excavations	Excavations	Foundation brickwork	Foundation brickwork	External and internal brickwalls	External and internal brickwalls	External and internal brickwalls	External and internal brickwalls	
COMMPP2	COMMUNITY SERVICES	PROVINCIAL GRANT		REFURBISHMENT AND EXTENSION OF NEWCASTLE LIBRARY	5,425,000.00										N/A	N/A	N/A		Foundation brickwork, Concrete footings, backfilling	Prepare under surface slabs, External & internal brickwalls	Concrete to surface slabs, Roof structure & coverings	Slabbing & joist, Second fix elect./Mech./pl umb.	Finishes, Fire, water reticulation, Third fix for electrical & plumbing	Fittings, Third fix for mechanical	Fittings, Third fix for mechanical	Snagging and fixing	Construction and completion of a project	30-Jun-18		
COMMPP3	COMMUNITY SERVICES	MUSEUM GRANT		REPLICA RAILWAY STATION	280,000.00					Jul-17	31-Jul-17	Aug-17	Sep-17	Sep-17	Oct-17	Oct-17				Site establishment and foundations	Superstructure	Superstructure	Roof opening	Roof covering	Installation of windows and doors	Interior dry wall cladding and ceiling	Snagging and site clearance	Completion of a project	30-Jun-18	



**SDBIP LINK TO CAPITAL BUDGET 2017/18**

[illegible]

PROJECT IMPLEMENTATION PLAN :2017/2018 FINANCIAL YEAR															
ACTION PLAN & PERFORMANCE REPORTING															
PROJECT NAME :			Procurement of furniture and equipment			RESPONSIBLE DEPARTMENT			Corporate services :Administration						
VOTE/PROJECT NO.			070106115201			RESPONSIBLE MANAGER			Director : Administration						
COST OF PROJECT(AS APPROVED)			R 1,000,000			WARD LOCALITY									
PROJECT OBJECTIVE :															
PERFORMANCE TARGET:															
ACTION PLAN															
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME												
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	
Request departments for furniture and equipment needs	Memo and emails		x			x				x			x		
Send specification to SCM	Report			x			x				x			x	
Delivery of furniture	Report			x			x				x			x	
Expenditure	Invoices				250,000				250,000			250,000			250,000
TOTAL		0	0	0	250,000	0	0	250,000	0	0	250,000	0	0	250,000	
REPORTING															
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			
ACTUAL (non financial)															
Actual (financial)			0												
Reason for Variance															
No. of Jobs Created															
No. of Persons Trained															
COMMENTS															

**INSERT DATES**

# CAPITAL BUDGET SUBMISSIONS: 2017/18 DRAFT BUDGET

## EWCASTLE MUNICIPALITY

[BIP LINK TO CAPITAL BUDGET 2017/18](#)

DEPARTMENT	PROJECT DESCRIPTION	SOURCE OF FUNDING	IDP PRIORITY	WARD/S	FUNDING SOURCE	2017/18	KEY PERFORMANCE INDICATOR (OUTPUT OR PROCESS)	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
CORPORATE SERVICES	FURNITURE & EQUIPMENT	INTERNAL FUNDS			INTERNAL FUNDING	1,000,000.00						
CORPORATE SERVICES	PA SYSTEM	INTERNAL FUNDS			INTERNAL FUNDING	2,700,000.00						
<b>CORPORATE SERVICES</b>						<b>3,700,000.00</b>						
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	JBC to Osiweni Secondary Link Road Phase 2 House relocations	NDPG	Improved access to basic service delivery	18	NATIONAL GRANT	1,000,000.00	Houses relocated and built at identified sites	Houses relocated and built at identified sites	appointment of contractor and commencement of house construction	hand-over of new houses and demolition of existing houses	n/a	n/a
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	Mededeni Secondary Link Road	NDPG	Improved access to basic service delivery	24/16/	NATIONAL GRANT	29,124,702.00	Walkways, road upgrades and streetlights	Walkways, road upgrades done and streetlights installed	construction and construction supervision	construction and construction supervision	project closeout	n/a
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	JBC to Osiweni Secondary Link Road Phase 2	NDPG		17/18	NATIONAL GRANT	15,000,000.00	Walkways, road upgrades and streetlights	Walkways, road upgrades done and streetlights installed	Project Designs, procurement and appointment of contractor	construction and construction supervision	construction and construction supervision	construction and construction supervision and project closeout
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	JBC Urban Hub Informal Trading Stalls	NDPG		16	NATIONAL GRANT	4,875,298.00	Informal trading stalls	Informal trading stalls constructed	Project Designs and tender documentation	procurement and appointment of contractor	construction and construction supervision	construction and construction supervision and project closeout
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	Ingogo Fresh Produce Market	COGTA		1	INTERNAL FUNDING	145,404.89	Completion of Building	Completion of building	Payment of Retention			
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	Building of New Infrastructure (AIRPORT/TECHNO HUB)	TREASURY		34	PROVINCIAL GRANT	6,400,000.00	Completion of Airport Technohub Building	Completion of building	Continue construction	continue construction	Building to be completed	
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS	Furnisher & Equipment	LEVEL 2 ACCREDITATION			PROVINCIAL GRANT	750,000.00						
<b>DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS</b>						<b>56,795,404.89</b>						

PROJECT IMPLEMENTATION PLAN :2017/2018 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		JBC to Osizweni Secondary Link Road Phase 2 House relocations	RESPONSIBLE DEPARTMENT			DPHS/TECHNICAL SERVICES								
VOTE/PROJECT NO.			RESPONSIBLE MANAGER			G. Phiri/V. Mboyana								
COST OF PROJECT(AS APPROVED)		R 1,000,000	WARD LOCALITY			18								
PROJECT OBJECTIVE :		To relocate existing family houses from within the road reserve and build them at identified sites in order to facilitate construction of JBC to Osizweni Link Road Phase 2												
PERFORMANCE TARGET:		Relocate houses and build them at identified sites												
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Procurement and appoitment of Contractor	Procurement docs, correspondence and appointment letter	300,000			300,000									
Building of new family houses and hand over	progress reports	500,000				500,000								
Demolition of existing houses and site clearing	progress reports and photos	200,000				200,000								
Project closure	report													
TOTAL		1,000,000	0	0	300,000	700,000	0	0	0	0	0			
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0											

300,000

500,000

200,000

1,000,000

Reason for Variance														
No. of Jobs Created														
No. of Persons Trained														
COMMENTS														

PROJECT IMPLEMENTATION PLAN :2017/2018 FINANCIAL YEAR														
ACTION PLAN & PERFORMANCE REPORTING														
PROJECT NAME :		Madadeni Secondary Link Road	RESPONSIBLE DEPARTMENT		DPHS/TECHNICAL SERVICES									
VOTE/PROJECT NO.			RESPONSIBLE MANAGER		G. Phiri/V. Mboyana									
COST OF PROJECT(AS APPROVED)		R 29,124,702	WARD LOCALITY		16; 19; 21; 24; 28; 27									
PROJECT OBJECTIVE :		To create safe spaces for pedestrian movement and vehicular traffic movement as well as improve public lighting												
PERFORMANCE TARGET:		Walkways, road upgrades and streetlights												
ACTION PLAN														
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME											
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE
Inception: (Stage 1)														
Topographic Survey														
Specialist Services(survey, geotech, environmental assessment)														
Concept viability : Stage 2 - (Preliminary Design)														
Design Development : Stage 3 -(Detailed Design)														
Tender Document compilation : Stage 4.1														
Procurement - Stage 4.2														
Construction and construction supervision continues from 2016/17	reports/minutes/project communication	29,124,702	5091808	5,091,808	6,848,808	6,848,808	4,363,270	880,199						
Project closeout	reports													
TOTAL		29,124,702	5,091,808	5,091,808	6,848,808	6,848,808	4,363,270	880,199						
REPORTING														
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
ACTUAL (non financial)														
Actual (financial)			0											
Reason for Variance														
No. of Jobs Created														

29124702

No. of Persons Trained														
COMMENTS														



PROJECT IMPLEMENTATION PLAN :2017/2018 FINANCIAL YEAR															
ACTION PLAN & PERFORMANCE REPORTING															
PROJECT NAME :		JBC to Osizweni Secondary Link Road Phase 2	RESPONSIBLE DEPARTMENT	DPHS/TECHNICAL SERVICES											
VOTE/PROJECT NO.			RESPONSIBLE MANAGER	G. Phiri/V. Mboyana											
COST OF PROJECT(AS APPROVED)		R 15,000,000	WARD LOCALITY	18											
PROJECT OBJECTIVE :		To create safe spaces for pedestrian movement and vehicular traffic movement as well as improve public lighting													
PERFORMANCE TARGET:		Walkways, road upgrades and streetlights													
ACTION PLAN															
KEY ACTIVITIES	SOURCE OF EVIDENCE	COST	TIME FRAME												Total
			JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	
Inception: (Stage 1)	minutes/reports														
Topographic Survey	reports														
Concept viability : Stage 2 - (Preliminary Design)	concepts/preliminary designs														
Design Development : Stage 3 -(Detailed Design)	design														
Bid Specifications to BSC	reports/minutes	1,890,000	1,890,000											1,890,000	
Bid advert	advert documentation														
BEC	reports/minutes														
BAC	reports/minutes														
Award to contractor	provisional/appointment letter														
Construction and construction supervision	reports/minutes/project communication	13,110,000						2035000	2,535,000	3,035,000	3,935,000	1,035,000	535,000	13,110,000	
Project closure	report														
TOTAL		15,000,000	1,890,000	0	0	0	0	2,035,000	2,535,000	3,035,000	3,935,000	1,035,000	535,000	15,000,000	
REPORTING															
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			
ACTUAL (non financial)															
Actual (financial)			0												
Reason for Variance															
No. of Jobs Created															
No. of Persons Trained															
COMMENTS															

Total

1,890,000

13,110,000

15,000,000

[illegible]

COMMENTS													

## CAPITAL BUDGET 2017/18 - HIGH LEVEL PROJECT IMPLEMENTATION PLAN

**INSERT DATES**

CAPITAL BUDGET SUBMISSIONS: 2017/18 DRAFT BUDGET

NEWCASTLE MUNICIPALITY  
SDBIP LINK TO CAPITAL BUDGET 2017/18

CAP REF NO.	DEPARTMENT	PROJECT DESCRIPTION	SOURCE OF FUNDING	IDP PRIORITY	WARD/S	FUNDING SOURCE	2017/18	KEY PERFORMANCE INDICATOR (OUTPUT OR PROCESS)	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
ELECP1	TECHNICAL SERVICES: ELECTRICAL	SIYAHALA LA ELECTRIFICATION	Integrated National Electrification (Municipal)			NATIONAL GRANT	9,000,000.00	Percentage of households with access to a basic level of electricity	500 connections	Site establishment	Construction commencement	Construction commencement	500 connections
	TECHNICAL SERVICES: ELECTRICAL						9,000,000.00						

[illegible]



DEPARTMENT	PROJECT DESCRIPTION	SOURCE OF FUNDING	IDP PRIORITY	WARD/S	FUNDING SOURCE	2017/18	KEY PERFORMANCE INDICATOR (OUTPUT OR PROCESS)	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TECHNICAL SERVICES: CIVIL	RESEALING OF ROADS - NEWCASTLE WEST	INTERNAL FUNDS	Improved quality of roads and stormwater infrastructure (incl		INTERNAL FUNDING	6,000,000.00	OUTPUT	7 KM	Site establishment and commencement of construction phase	Construction phase	Construction phase	Completion of 7 KM
TECHNICAL SERVICES: CIVIL	RESEALING OF ROADS - MADADENI	INTERNAL FUNDS	Improved quality of roads and stormwater infrastructure (incl		INTERNAL FUNDING	2,000,000.00	OUTPUT	1,5 KM		Site establishment and commencement of construction phase	Completion 1,5 KM	0
TECHNICAL SERVICES: CIVIL	RESEALING OF ROADS - OSIZWENI	INTERNAL FUNDS	Improved quality of roads and stormwater infrastructure (incl		INTERNAL FUNDING	2,000,000.00	OUTPUT	1,5 KM		Site establishment and commencement of construction phase	Completion 1,5 KM	0
TECHNICAL SERVICES: CIVIL	RESEALING OF ROADS - KILBARCHAN	INTERNAL FUNDS	Improved quality of roads and stormwater infrastructure (incl		INTERNAL FUNDING	1,000,000.00	OUTPUT	1 KM	0		Site establishment and commencement of construction phase	Completion 1 KM
TECHNICAL SERVICES: CIVIL	RESEALING OF ROADS - CHARLESTOWN	INTERNAL FUNDS	Improved quality of roads and stormwater infrastructure (incl		INTERNAL FUNDING	1,000,000.00	OUTPUT	1 KM	0		Site establishment and commencement of construction phase	Completion 1 KM
TECHNICAL SERVICES: CIVIL	MF55	MIG			NATIONAL GRANT	2,632,500.00	Process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase
TECHNICAL SERVICES: CIVIL	MD35	MIG			NATIONAL GRANT	2,825,000.00	Process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase
TECHNICAL SERVICES: CIVIL	MD30	MIG			NATIONAL GRANT	1,175,000.00	Process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase
TECHNICAL SERVICES: CIVIL	ME11 (A)	MIG			NATIONAL GRANT	4,815,000.00	OUTPUT	Completion of 0,61km road	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	Completion of 0,61km road
TECHNICAL SERVICES: CIVIL	ME11 (B)	MIG			NATIONAL GRANT	2,935,000.00	Process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase
TECHNICAL SERVICES: CIVIL	OE41	MIG			NATIONAL GRANT	2,690,000.00	Process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase
TECHNICAL SERVICES: CIVIL	OAB5 (A)	MIG			NATIONAL GRANT	4,367,500.00	OUTPUT	Completion of 0,61km road	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	Completion of 0,61km road
TECHNICAL SERVICES: CIVIL	OAB5 (B)	MIG			NATIONAL GRANT	2,882,500.00	process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase
TECHNICAL SERVICES: CIVIL	OC20	MIG			NATIONAL GRANT	2,365,000.00	Process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase
TECHNICAL SERVICES: CIVIL	OA103	MIG			NATIONAL GRANT	2,927,500.00	Process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase
TECHNICAL SERVICES: CIVIL	OSIZWENI E AND F	MIG			NATIONAL GRANT	9,000,000.00	OUTPUT	Installation of 305 toilets	-	-	-	Installation of 305 toilets
TECHNICAL SERVICES: CIVIL						50,615,000.00						
TECHNICAL SERVICES: WATER	PANORAMA STORMWATER	INTERNAL FUNDS			INTERNAL FUNDING	2,374,000.00	Process	30% completion of construction phase	BSC and advertisement of tender	BEC, BAC, Contractual agreement and site establishment	Construction phase	30% completion of construction phase



**NEWCASTLE MUNICIPALITY  
CAPITAL BUDGET 2017/18 - HIGH LEVEL PROJECT IMPLEMENTATION PLAN**

CAP REFERENCE NO.						DEPARTMENT	FUNDING SOURCE	VOTE NUMBER	VOTE DESCRIPTION	15/16 TOTAL BUDGET (Draft)	INSERT DATES																														
PROPOSED SOURCE OF EVIDENCE ( Examples of Source of evidence is specified for Audit purposes. Departments may review this based on specific project needs)											Letter of appointment	Report/ design /invoices	Minutes of BOC	Advert	Advert	Minutes of BOC	Minutes of BAC	Letter of appointment	Minutes of meeting/ approved invoice	Signed I&A	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Minutes / Monthly progress reports/ expenditure incurred - signed invoices	Project Completion Date	Project Duration (Number of Months for construction)				
CUPP1											TECHNICAL SERVICES CIVIL	INTERNAL FUNDS		RESALING OF ROADS - NEWCASTLE WEST	6,000,000.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1-Aug-17	15-Aug-17	1-Sep-17	2-Oct-17	1-Nov-17	1-Dec-17	1-Jan-18	2-Feb-18	1-Mar-18	1-Apr-18	1-May-18	30-Jun-18		30-Jun-18	11			
CUPP2											TECHNICAL SERVICES CIVIL	INTERNAL FUNDS		RESALING OF ROADS - MACHADINI	2,000,000.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1-Oct-17	15-Oct-17	30-Nov-17	15-Dec-17	31-Jan-18	28-Feb-18									28-Feb-18	5		
CUPP3											TECHNICAL SERVICES CIVIL	INTERNAL FUNDS		RESALING OF ROADS - OLIVIER	2,000,000.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1-Oct-17	15-Oct-17	30-Nov-17	15-Dec-17	31-Jan-18	28-Feb-18									28-Feb-18	5		
CUPP4											TECHNICAL SERVICES CIVIL	INTERNAL FUNDS		RESALING OF ROADS - KIBARCHAN	1,000,000.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	15-Feb-18	28-Feb-18	30-Mar-18	11-April-2018	31-May-18	30-Jun-18									30-Jun-18	5		
CUPP5											TECHNICAL SERVICES CIVIL	INTERNAL FUNDS		RESALING OF ROADS - CHARLESTOWN	1,000,000.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	15-Feb-18	28-Feb-18	30-Mar-18	11-April-2018	31-May-18	30-Jun-18									30-Jun-18	5		
CUPP6											TECHNICAL SERVICES CIVIL	BMS		ME55	2,815,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18							30-Aug-18	8
CUPP7											TECHNICAL SERVICES CIVIL	BMS		ME55	2,870,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18							30-Aug-18	8
CUPP8											TECHNICAL SERVICES CIVIL	BMS		ME59	1,175,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18							30-Aug-18	8
CUPP9											TECHNICAL SERVICES CIVIL	BMS		ME11 (A)	4,815,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18								30-Jun-17	6	
CUPP10											TECHNICAL SERVICES CIVIL	BMS		ME11 (B)	2,870,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18							30-Aug-18	8
CUPP11											TECHNICAL SERVICES CIVIL	BMS		0241	2,000,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18							30-Aug-18	8
CUPP12											TECHNICAL SERVICES CIVIL	BMS		0AB5 (A)	4,047,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18							30-Jun-17	6		
CUPP13											TECHNICAL SERVICES CIVIL	BMS		0AB5 (B)	2,882,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18							30-Aug-18	8
CUPP14											TECHNICAL SERVICES CIVIL	BMS		0220	2,360,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18							30-Aug-18	8
CUPP15											TECHNICAL SERVICES CIVIL	BMS		0A103	2,027,000.00	30-Jun-17	28-Jul-17	17-Aug-17	5-Sep-17	22-Sep-17	12-Oct-17	2-Nov-17	17-Nov-17	20-Nov-17	21-Nov-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18							30-Aug-18	8
CUPP16											TECHNICAL SERVICES CIVIL	INTERNAL FUNDS		PANORAMA STORMWATER	2,174,000.00										9-May-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17							9-Nov-17	6		

CAPITAL BUDGET SUBMISSIONS: 2017/18 DRAFT BUDGET

NEWCASTLE MUNICIPALITY  
SDBIP LINK TO CAPITAL BUDGET 2017/18

DEPARTMENT	PROJECT DESCRIPTION	SOURCE OF FUNDING	IDP PRIORITY	WARD/S	FUNDING SOURCE	2017/18	KEY PERFORMANCE INDICATOR (OUTPUT OR PROCESS)	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
TECHNICAL SERVICES: WATER	MADADENI WWTP	MIG			NATIONAL GRANT	20,000,000.00	Process	60% construction of the Madadeni WWTW	-	35% construction of the Madadeni WWTW	40% construction of the Madadeni WWTW	60% construction of the Madadeni WWTW
TECHNICAL SERVICES: WATER	UPGRADE OF NGAGANE WWTW PHASE1	MIG			NATIONAL GRANT	15,000,000.00	Process	40% OF THE TOTAL REFURBISHMENT AND UPGRADE	-	20% Construction Progress	30% Construction Progress	40% OF THE TOTAL REFURBISHMENT AND UPGRADE
TECHNICAL SERVICES: WATER	BASIC SANITATION SERVICES NORMANDIEN	MIG			NATIONAL GRANT	700,000.00	OUTPUT	INSTALLATION OF 50 VIPS	10 VIP Toilets Installed	25 VIP Toilets Installed	35 VIP Toilets Installed	INSTALLATION OF 50 VIPS COMPLETED
TECHNICAL SERVICES: WATER	BASIC SANITATION SERVICES INGOGO	MIG			NATIONAL GRANT	700,000.00	OUTPUT	INSTALLATION OF 50 VIPS	10 VIP Toilets Installed	25 VIP Toilets Installed	35 VIP Toilets Installed	INSTALLATION OF 50 VIPS COMPLETED
TECHNICAL SERVICES: WATER	BASIC SANITATION SERVICES CHARLESTOWN	MIG			NATIONAL GRANT	700,000.00	OUTPUT	INSTALLATION OF 50 VIPS	10 VIP Toilets Installed	25 VIP Toilets Installed	35 VIP Toilets Installed	INSTALLATION OF 50 VIPS COMPLETED
TECHNICAL SERVICES: WATER	BLAAUWBOSCH BULK WATER PROJECT	MIG			NATIONAL GRANT	15,000,000.00	OUTPUT	100% Construction of bulk water pipe line for the Blaauwbosch Housing Project	-	25% CONSTRUCTION PROGRESS	50% CONSTRUCTION PROGRESS	100% Construction of bulk water pipe line for the Blaauwbosch Housing Project
TECHNICAL SERVICES: WATER	PIPE REPLACEMENT AND UPGRADE PROJECT	MIG			NATIONAL GRANT	7,489,000.00	OUTPUT	100% Construction of pipes replaced in the newcastle area	Advertisement	Contractual Obligations	50% CONSTRUCTION PROGRESS	100% Construction Completed
TECHNICAL SERVICES: WATER	NGAGANE BULK WATER SUPPLY PROJECT	MIG			NATIONAL GRANT	10,000,000.00	OUTPUT	Finalisation of design and documentation for contractors	-	Feasibility and Methodology Study	Compilation of Tender Document & Detailed Designed Drawings	Finalisation of design and documentation for contractors
TECHNICAL SERVICES: WATER	WCDM OSIZWENI	MWIG			NATIONAL GRANT	10,000,000.00	OUTPUT	100% of pipelines repaired and water meter replacement	Advertisement	Contractual Obligations	50% CONSTRUCTION PROGRESS	100% Construction Completed
TECHNICAL SERVICES: WATER	NEWCASTLE EAST WATER SUPPLY EXTENSION	MWIG			NATIONAL GRANT	35,000,000.00	OUTPUT	installation of piped water for 480 households	50 Households' pipeline Installed	100 HH's pipeline Installed	300 Households' pipeline Installed	installation of piped water for 480 households

**NEWCASTLE MUNICIPALITY**  
**CAPITAL BUDGET 2017/18 - HIGH LEVEL PROJECT IMPLEMENTATION PLAN**

[illegible]



**Annexure A**

(to Memorandum of Agreement of Employment)

**PERFORMANCE AGREEMENT**

**COMMENCING 01 July 2017**

**MADE AND ENTERED INTO BY AND BETWEEN**

**THE COUNCIL OF THE NEWCASTLE MUNICIPALITY**

Herein represented by **Eric Makhosini Nkosi**

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

AND

\_\_\_\_\_  
**B E MSWANE**

**MUNICIPAL MANAGER**

## **INTRODUCTION**

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

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

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

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

## **2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to –

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

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

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

**2.4** monitor and measure performance against set targeted outputs;

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

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

## **3 COMMENCEMENT AND DURATION**

**3.1** This Agreement will commence on the **01 July 2017** and will remain in force in line with Employment agreement until the **30 September 2017**, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof if applicable.

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

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

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

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

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

#### **4 PERFORMANCE OBJECTIVES**

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

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

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

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

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

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

## 5 PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

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

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

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

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

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



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

<b>CRITICAL LEADING COMPETENCIES</b>		<b>WEIGHT</b>
<b>Strategic Direction and Leadership</b>	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	10%
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	10%
<b>Programme and Project Management</b>	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	10%
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	10%
<b>Change Leadership</b>	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	10%
<b>Governance Leadership</b>	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Co-operative Governance</li> </ul>	10%
<b>CORE COMPETENCIES</b>		
<b>Moral Competence</b>		10%
<b>Planning and Organising</b>		5%
<b>Analysis and Innovation</b>		5%
<b>Knowledge and Information Management</b>		5%
<b>Communication</b>		5%
<b>Results and Quality Focus</b>		10%
<b>Total Percentage</b>		<b>100%</b>

## **7. EVALUATING PERFORMANCE**

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

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

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

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

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

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

**7.5** The annual performance appraisal will involve:

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

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

**7.5.2 Assessment of the CMCs**

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

**7.5.3 Overall rating**

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

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

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

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

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

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

QUARTER	PERIOD	REVIEW TARGET DATE
First	July to September 2017	30 September 2017
Second		
Third		
Fourth /Annual		

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

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

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

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

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

## 9. DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE EMPLOYER

**10.1** The Employer shall –

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

**10.1.2** provide access to skills development and capacity building opportunities;

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

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

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

## **11. CONSULTATION**

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

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

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

**11.1.3** a substantial financial effect on the Employee.

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

## **12. MANAGEMENT OF EVALUATION OUTCOMES**

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

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

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

## **13. DISPUTE RESOLUTION**

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

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

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

***whose decision shall be final and binding on both parties.***

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

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

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

***whose decision shall be final and binding on both parties.***

#### **14. GENERAL**

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

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

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

Signed and accepted BE MSWANE	
Signed and accepted by E. M NKOSI	
Date Performance Plan signed	
Witness Number One : Name and Signature	
Witness Number Two : Name and Signature	

## **PERFORMANCE AGREEMENT**

**COMMENCING 01 July 2017**

**MADE AND ENTERED INTO BY AND BETWEEN**

### **THE COUNCIL OF THE NEWCASTLE MUNICIPALITY**

Herein represented by **Bhekani Errol Mswane**

in his duly authorised capacity as **Municipal Manager** of the **NEWCASTLE Municipality**

AND

**N S THUSI**

**STRATEGIC EXECUTIVE DIRECTOR : DEVELOPMENT PLANNING & HUMAN SETTLEMENTS**

## INTRODUCTION

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

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

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

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

## 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

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

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

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

**2.4** monitor and measure performance against set targeted outputs;

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

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

## 3 COMMENCEMENT AND DURATION

**3.1** This Agreement will commence on the **01 July 2017** and will remain in force in line with Employment agreement until the **31 March 2018**, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof if applicable.



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

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

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

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

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

#### **4 PERFORMANCE OBJECTIVES**

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

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

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

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

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

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

## 5 PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

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

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

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

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

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

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

<b>CRITICAL LEADING COMPETENCIES</b>		<b>WEIGHT</b>
<b>Strategic Direction and Leadership</b>	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	10%
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	10%
<b>Programme and Project Management</b>	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	10%
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	10%
<b>Change Leadership</b>	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	10%
<b>Governance Leadership</b>	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Co-operative Governance</li> </ul>	10%
<b>CORE COMPETENCIES</b>		
<b>Moral Competence</b>		10%
<b>Planning and Organising</b>		5%
<b>Analysis and Innovation</b>		5%
<b>Knowledge and Information Management</b>		5%
<b>Communication</b>		5%
<b>Results and Quality Focus</b>		10%
<b>Total Percentage</b>		<b>100%</b>

## **7. EVALUATING PERFORMANCE**

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

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

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

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

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

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

**7.5** The annual performance appraisal will involve:

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

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

**7.5.2 Assessment of the CMCs**

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

**7.5.3 Overall rating**

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

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

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<b>QUARTER</b>	<b>PERIOD</b>	<b>REVIEW TARGET DATE</b>
First	July to September 2017	30 November 2017
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**8.2** The Employer shall keep a record of the quarterly, mid-year review and annual assessment meetings.

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

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

## **11. CONSULTATION**

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

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

**11.1.3** a substantial financial effect on the Employee.

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

## **12. MANAGEMENT OF EVALUATION OUTCOMES**

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

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

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

***whose decision shall be final and binding on both parties.***

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

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

***whose decision shall be final and binding on both parties.***

#### **14. GENERAL**

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

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

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

Signed and accepted N S THUSI	
Signed and accepted by B.E MSWANE	
Date Performance Plan signed	
Witness Number One : Name and Signature	
Witness Number Two : Name and Signature	



## **PERFORMANCE AGREEMENT**

**COMMENCING 01 July 2017**

**MADE AND ENTERED INTO BY AND BETWEEN**

### **THE COUNCIL OF THE NEWCASTLE MUNICIPALITY**

Herein represented by **Bhekani Errol Mswane**

in his duly authorised capacity as **Municipal Manager** of the **NEWCASTLE Municipality**

AND

**S CHENIA**

**CHIEF AUDIT EXECUTIVE**

## **INTRODUCTION**

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

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

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

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

## **2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to –

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

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

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

**2.4** monitor and measure performance against set targeted outputs;

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

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

## **3 COMMENCEMENT AND DURATION**

**3.1** This Agreement will commence on the 01 July 2017 and will remain in force in line with Employment agreement until the 30 June 2018, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof if applicable.

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

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

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

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

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

#### **4 PERFORMANCE OBJECTIVES**

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

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

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

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

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

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

## 5 PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

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

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

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

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

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	0%
Municipal Institutional Development and Transformation	20%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	10%
Good Governance and Public Participation	70%
Municipal Planning	%
Social Development	0%
Total	100%

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

<b>CRITICAL LEADING COMPETENCIES</b>		<b>WEIGHT</b>
<b>Strategic Direction and Leadership</b>	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	10%
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	10%
<b>Programme and Project Management</b>	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	10%
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	10%
<b>Change Leadership</b>	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	10%
<b>Governance Leadership</b>	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Co-operative Governance</li> </ul>	10%
<b>CORE COMPETENCIES</b>		
<b>Moral Competence</b>		10%
<b>Planning and Organising</b>		5%
<b>Analysis and Innovation</b>		5%
<b>Knowledge and Information Management</b>		5%
<b>Communication</b>		5%
<b>Results and Quality Focus</b>		10%
<b>Total Percentage</b>		<b>100%</b>

## 7. EVALUATING PERFORMANCE

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

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

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

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

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

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

**7.5** The annual performance appraisal will involve:

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

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

**7.5.2 Assessment of the CMCs**

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

**7.5.3 Overall rating**

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
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