



ALFRED NZO

DISTRICT MUNICIPALITY

**ADJUSTED SERVICE DELIVERY
&
BUDGET IMPLEMENTATION PLAN: 2023 - 2024**

1. Mayor's Foreword

As the Executive Mayor of the Alfred Nzo District Municipality, I hereby approve this document as the Adjusted Service Delivery and Budget Implementation Plan (SDBIP) of this municipality and thus constituting the Annual Plan for the Municipality for the financial year 2023/24.

Section 1 of the Municipal Finance Management Act (No.56 of 2003) defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53 (1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top layer) the following:

- a. projections for each month of-
 - i. revenue to be collected, by source; and
 - ii. operational and capital expenditure, by vote;
- b. Service delivery targets and performance indicators for each quarter”.

In developing a good performance management tool for the municipality, the IDP is drafted, the budget is drafted and the service delivery and budget implementation plan (SDBIP) is developed in order to put into effect the budget. The SDBIP is a monitoring and implementation tool that is the vital link between the Executive Mayor, Council and Administration as it facilitates the process for holding management accountable for its performance. The SDBIP quantifies the strategic objectives as highlighted in the budget to measurable outcomes. It is then, that as a monitoring tool, the Executive Mayor and Council are able to monitor the performance of Senior Managers and the Community is able to monitor the municipality.

Adherence to this SDBIP will ensure that the objectives set out in the budget are achieved and hence the objectives and goals identified in the IDP will be realised, thus ensuring service delivery and that the municipality meets the needs of the community.

2. Introduction By Municipal Manager

The SDBIP is a contract between the Administration, Council and Community where the goals and objectives as set out by the council are quantified and can be implemented by the administration of the municipality. Municipal Managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the Municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports.

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

The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible and enables the Council to monitor the performance of the municipality against quarterly targets on service delivery.

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

3. Timing And Methodology

“Section 69 (3) (a) of the MFMA requires the accounting officer (Municipal Manager) to submit SDBIP and annual performance agreements for the municipal manager and all senior managers, as required in terms of section 57 (1) (b) of the Municipal Systems Act. These should be submitted to the mayor not later than 14 days after the approval of the annual budget. The Executive Mayor in accordance with section 53 (3) (a) & (b) of the MFMA must not later than 14 days after the approval of the SDBIP ensure that the revenue and expenditure projections for each month and service delivery targets and performance indicators for each quarter, as set out in the SDBIP are made public. In the light of this statement must also ensure that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are also made public. Copies of such performance agreements must be submitted to the Council and MEC for local government in the province”.

These are the legal requirements and deadline limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIPs in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget, or soon after as supporting documentation to assist its budget hearings process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the Executive Mayor by 1 May at the latest. If the draft SDBIP is to be provided for the budget hearings, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the Executive Mayor will need to approve such departmental or draft SDBIP by mid-March.

It should be noted that it is up to the municipality to determine extra detail, and whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-downs for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by Council.

With careful planning of the budget process it may be possible for the Executive Mayor to approve the SDBIP in less than 7 days after the council approves the budget. Legally, to take account of possible revisions to the budget, the Act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 and 72 reports, and evaluated through the annual report process.

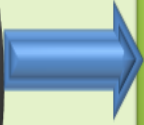
Council

Administration

- IDP
- Budget
- Monthly Reports
- Mid-year performance
- Assessment
- Annual Report



- Employee contracts and annual performance agreements for the municipal manger & senior managers



Quarter 3 & 4 Projections

Source	Jan	Feb	Mar	Apr	May	Jun	Total
Consumer Debtors	-	-	-	-	-	-	-
Property Rates	-	-	-	-	-	-	-
Penalties Imposed & Collection Charges on Rates	-	-	-	-	-	-	-
Electricity	-	-	-	-	-	-	-
Water	3 275 738,93	3 275 738,93	3 275 738,93	3 275 738,93	3 275 738,93	3 275 739,02	39 308 867,16
Sanitation	728 695,33	728 695,33	728 695,33	728 695,33	728 695,33	728 695,38	8 744 344,01
Refuse Removal	-	-	-	-	-	-	-
MIG Funding	37 796 916,66	37 796 916,66	37 796 916,66	37 796 916,66	37 796 916,66	37 796 916,68	376 009 000,00
Donor Funding	-	-	-	-	-	-	-
Conditional Grants	14 416 666,66	14 416 666,66	14 416 666,66	14 416 666,66	14 416 666,66	14 416 666,66	173 000 000,00
Interest & Investment Income	4 910 569,31	4 910 569,31	4 910 569,31	4 910 569,31	4 910 569,31	4 910 569,34	58 926 831,76
Rent of facilities & equipment	-	-	-	-	-	-	-
Interest Earned on Outstanding Debtors	187 609,35	187 609,35	187 609,35	187 609,35	187 609,35	187 609,35	2 251 312,23
Fines	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-
Disposals of Property, Plant & Equipment	-	-	-	-	-	-	-
Other	76 681,46	76 681,46	76 681,46	76 681,48	76 681,48	76 681,48	920 177,58
Agency Services	26 428,42	26 428,42	26 428,42	26 428,42	26 428,42	26 428,46	317 141,08
Transfers Recognised - Operational	62 704 166,66	62 704 166,66	62 704 166,66	62 704 166,66	62 704 166,66	62 704 166,68	752 450 000,00

5.2 Monthly Projections of and Expenditure by Vote

These projections relate to cash paid and should reconcile to the cash flow statement adopted with the budget documentation. Each key GFS function is a "vote" and must have associated with it as appropriate: operating expenditure; revenue; capital expenditure; and measurable performance objectives.

Quarter 1 Expenditure Projections (YTD)									
Vote/ Business Unit	July			August			September		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Corporate Services	9 316 960,78	427 988,08	-	9 316 960,78	427 988,08	-	9 316 960,78	427 988,08	-
<i>IDMS</i>	23 054 313,27	54 613 320,83	682 272 172,82	23 054 313,27	54 613 320,83	682 272 172,82	23 054 313,27	54 613 320,83	682 272 172,82
<i>CDS</i>	8 244 979,63	1 535 833,33	6 560,10	8 244 979,63	1 535 833,33	6 560,10	8 244 979,63	1 535 833,33	6 560,10
Planning & Economic Development	5 253 969,92	460 275,00	-	5 253 969,92	460 275,00	-	5 253 969,92	460 275,00	-
Budget & Treasury Office	20 863 547,82	3 225 000,00	79 702 455,64	20 863 547,82	3 225 000,00	79 702 455,64	20 863 547,82	3 225 000,00	79 702 455,64
Office the MM	9 418 122,55	125 000,00	704 166,67	9 418 122,55	125 000,00	704 166,67	9 418 122,55	125 000,00	704 166,67
Total	76 151 893,97	60 387 417,24	762 685 355,23	76 151 893,97	60 387 417,24	762 685 355,23	76 151 893,97	60 387 417,24	762 685 355,23

Quarter 2 Expenditure Projections (YTD)									
Vote/ Business Unit	Oct			Nov			Dec		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Corporate Services	9 316 960,78	427 988,08	-	9 316 960,78	427 988,08	-	9 316 960,78	427 988,08	-
<i>IDMS</i>	23 054 313,27	54 613 320,83	682 272 172,82	23 054 313,27	54 613 320,83	682 272 172,82	23 054 313,27	54 613 320,83	682 272 172,82
<i>CDS</i>	8 244 979,63	1 535 833,33	6 560,10	8 244 979,63	1 535 833,33	6 560,10	8 244 979,63	1 535 833,33	6 560,10
Planning & Economic Development	5 253 969,92	460 275,00	-	5 253 969,92	460 275,00	-	5 253 969,92	460 275,00	-
Budget & Treasury Office	20 863 547,82	3 225 000,00	79 702 455,64	20 863 547,82	3 225 000,00	79 702 455,64	20 863 547,82	3 225 000,00	79 702 455,64
Office the MM	9 418 122,55	125 000,00	704 166,67	9 418 122,55	125 000,00	704 166,67	9 418 122,55	125 000,00	704 166,67
Total	76 151 893,97	60 387 417,24	762 685 355,23	76 151 893,97	60 387 417,24	762 685 355,23	76 151 893,97	60 387 417,24	762 685 355,23

Quarter 3 Expenditure Projections (YTD)

Vote/ Business Unit	Jan			Feb			Mar		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Corporate Services	9 316 960,78	427 988,08	-	9 316 960,78	427 988,08	-	9 316 960,78	427 988,08	-
IDMS	23 054 313,27	54 613 320,83	682 272 172,82	23 054 313,27	54 613 320,83	682 272 172,82	23 054 313,27	54 613 320,83	682 272 172,82
CDS	8 244 979,63	1 535 833,33	6 560,10	8 244 979,63	1 535 833,33	6 560,10	8 244 979,63	1 535 833,33	6 560,10
Planning & Economic Development	5 253 969,92	460 275,00	-	5 253 969,92	460 275,00	-	5 253 969,92	460 275,00	-
Budget & Treasury Office	20 863 547,82	3 225 000,00	79 702 455,64	20 863 547,82	3 225 000,00	79 702 455,64	20 863 547,82	3 225 000,00	79 702 455,64
Office the MM	9 418 122,55	125 000,00	704 166,67	9 418 122,55	125 000,00	704 166,67	9 418 122,55	125 000,00	704 166,67
Total	76 151 893,97	60 387 417,24	762 685 355,23	76 151 893,97	60 387 417,24	762 685 355,23	76 151 893,97	60 387 417,24	762 685 355,23

Quarter 4 Expenditure Projections (Yd.)

Vote/ Business Unit	Apr			May			June		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Corporate Services	9 316 960,78	427 988,08	-	9 316 960,78	427 988,08	-	9 316 960,78	427 988,08	-
IDMS	23 054 313,27	54 613 320,83	682 272 172,82	23 054 313,27	54 613 320,83	682 272 172,82	23 054 313,27	54 613 320,83	682 272 172,82
CDS	8 244 979,63	1 535 833,33	6 560,10	8 244 979,63	1 535 833,33	6 560,10	8 244 979,63	1 535 833,33	6 560,10
Planning & Economic Development	5 253 969,92	460 275,00	-	5 253 969,92	460 275,00	-	5 253 969,92	460 275,00	-
Budget & Treasury Office	20 863 547,82	3 225 000,00	79 702 455,64	20 863 547,82	3 225 000,00	79 702 455,64	20 863 547,82	3 225 000,00	79 702 455,64
Office the MM	9 418 122,55	125 000,00	704 166,67	9 418 122,55	125 000,00	704 166,67	9 418 122,55	125 000,00	704 166,67
Total	76 151 893,97	60 387 417,24	762 685 355,23	76 151 893,97	60 387 417,24	762 685 355,23	76 151 893,97	60 387 417,24	762 685 355,23

5.3. Summary of Departmental Budget

Vote/ Business Unit	July - June		
	Opex	Capex	Rev
Corporate Services	111 803 529,37	5 135 856,99	6 000 000,00
IDMS	276 651 759,27	655 359 850,00	685 073 516,02
CDS	98 939 755,51	18 430 000,00	78 721,22
Planning & Economic Development	63 047 639,07	5 523 300,00	-
Budget & Treasury Office	250 362 573,85	38 700 000,00	956 429 467,64
Office the MM	113 017 470,62	1 500 000,00	2 450 000,00
Total	913 822 727,69	724 649 006,99	1 650 031 704,88



Submission to the Executive Mayor

The adjusted service delivery budget implementation plan, indicating how the budget and the strategic objectives of the Council will be implemented, is herewith submitted in terms of Section 54 (1) (c) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budget and Reporting Regulation for the necessary approval.

U.P MAHLASELA
Acting Municipal Manager of
Alfred Nzo District Municipality

Signature: _____

Date: 10/03/2024

SECTION 54(1) (C) –
ACKNOWLEDGEMENT OF
RECEIPT BY THE EXECUTIVE
MAYOR

The adjusted service delivery budget implementation plan is hereby received in terms of Section 54 (1) of the Municipal Finance Management Act (MFMA).

COUNCILLOR V.
MHLELEMBANA
Executive Mayor of Alfred Nzo
District Municipality

Approval Signature: _____

Date: 10/03/2024

Project ID	Project Name	Project Description	Start Date	End Date	Phase	Lead	Team	Status	Progress	Next Steps	Notes	Attachments
001	Project A	Phase 1: Initial Assessment and Planning	2023-01-01	2023-03-31	Completed	John Doe	Team Alpha	100%	Final Report	Review and sign-off	Phase 1 completed successfully.	Report A-001.pdf
002	Project B	Phase 2: Data Collection and Analysis	2023-04-01	2023-06-30	In Progress	Jane Smith	Team Beta	75%	Data Report	Finalize data collection	Minor delays in data collection.	Report B-002.pdf
003	Project C	Phase 3: Implementation and Evaluation	2023-07-01	2023-09-30	On Hold	Mike Johnson	Team Gamma	0%	None	Review budget and resources	Project on hold due to budget constraints.	Report C-003.pdf
004	Project D	Phase 4: Reporting and Archiving	2023-10-01	2023-12-31	Planned	Sarah Lee	Team Delta	0%	None	Develop reporting templates	Preparation for final reporting phase.	Report D-004.pdf
005	Project E	Phase 5: Review and Finalization	2024-01-01	2024-03-31	Planned	David Kim	Team Epsilon	0%	None	Final review and approval	Final review and approval phase.	Report E-005.pdf

Year	Project Name	Location	Project Type	Phase	Start Date	End Date	Responsible Agency	Project Manager	Status	Notes
2022	Water supply and distribution system	Urban Area	Infrastructure	Construction	2022-01-01	2022-12-31	Water Utility	John Doe	Completed	Project completed ahead of schedule.
2023	Wastewater treatment plant	Suburban Area	Infrastructure	Construction	2023-01-01	2023-12-31	Water Utility	Jane Smith	In Progress	On track for completion.
2024	Water supply and distribution system	Rural Area	Infrastructure	Construction	2024-01-01	2024-12-31	Water Utility	Mike Johnson	Planned	Initial planning phase.

6.1.3. INTER-GOVERNMENTAL RELATIONS (IGR)

Year	Project Name	Location	Project Type	Phase	Start Date	End Date	Responsible Agency	Project Manager	Status	Notes
2022	Water supply and distribution system	Urban Area	Infrastructure	Construction	2022-01-01	2022-12-31	Water Utility	John Doe	Completed	Project completed ahead of schedule.
2023	Wastewater treatment plant	Suburban Area	Infrastructure	Construction	2023-01-01	2023-12-31	Water Utility	Jane Smith	In Progress	On track for completion.
2024	Water supply and distribution system	Rural Area	Infrastructure	Construction	2024-01-01	2024-12-31	Water Utility	Mike Johnson	Planned	Initial planning phase.

6.1.4. ENVIRONMENTAL MANAGEMENT & WAT

Year	Project Name	Location	Project Type	Phase	Start Date	End Date	Responsible Agency	Project Manager	Status	Notes
2022	Water supply and distribution system	Urban Area	Infrastructure	Construction	2022-01-01	2022-12-31	Water Utility	John Doe	Completed	Project completed ahead of schedule.
2023	Wastewater treatment plant	Suburban Area	Infrastructure	Construction	2023-01-01	2023-12-31	Water Utility	Jane Smith	In Progress	On track for completion.
2024	Water supply and distribution system	Rural Area	Infrastructure	Construction	2024-01-01	2024-12-31	Water Utility	Mike Johnson	Planned	Initial planning phase.

Office of the Mayor	Section	Strategic Initiative	Program	Project	Priority	Timeline	Responsible	Start Date	End Date	Status	Notes
Office of the Mayor	Public Affairs	Community Outreach	Public Meetings	Quarterly Meetings	High	Ongoing	Mayor's Office	2023-01-01	2023-12-31	Active	Regular meetings with community members to discuss city issues.

6.1.3 OFFICE OF THE EXECUTIVE MAYOR

Section	Strategic Initiative	Program	Project	Priority	Timeline	Responsible	Start Date	End Date	Status	Notes
Office of the Executive Mayor	Public Affairs	Community Outreach	Public Meetings	High	Ongoing	Mayor's Office	2023-01-01	2023-12-31	Active	Regular meetings with community members to discuss city issues.
Office of the Executive Mayor	Public Affairs	Community Outreach	Public Meetings	High	Ongoing	Mayor's Office	2023-01-01	2023-12-31	Active	Regular meetings with community members to discuss city issues.

6.1.10 LEGAL SERVICES

Section	Strategic Initiative	Program	Project	Priority	Timeline	Responsible	Start Date	End Date	Status	Notes
Legal Services	Legal Services	Legal Services	Legal Services	High	Ongoing	Legal Services	2023-01-01	2023-12-31	Active	Providing legal advice and representation to the city.
Legal Services	Legal Services	Legal Services	Legal Services	High	Ongoing	Legal Services	2023-01-01	2023-12-31	Active	Providing legal advice and representation to the city.

6.1.11 MATRICAL AFFAIR

Section	Strategic Initiative	Program	Project	Priority	Timeline	Responsible	Start Date	End Date	Status	Notes
Matrical Affairs	Matrical Affairs	Matrical Affairs	Matrical Affairs	High	Ongoing	Matrical Affairs	2023-01-01	2023-12-31	Active	Managing matrical affairs and related issues.
Matrical Affairs	Matrical Affairs	Matrical Affairs	Matrical Affairs	High	Ongoing	Matrical Affairs	2023-01-01	2023-12-31	Active	Managing matrical affairs and related issues.

Project ID	Project Name	Project Manager	Project Sponsor	Project Status	Project Start	Project End	Project Budget	Project Description	Project Objectives	Project Risks	Project Deliverables	Project Milestones	Project Key Performance Indicators	Project Stakeholders	Project Dependencies	Project Risks	Project Status	Project Start	Project End	Project Budget	Project Description	Project Objectives	Project Risks	Project Deliverables	Project Milestones	Project Key Performance Indicators	Project Stakeholders	Project Dependencies	Project Risks	Project Status	Project Start	Project End	Project Budget	Project Description	Project Objectives	Project Risks	Project Deliverables	Project Milestones	Project Key Performance Indicators	Project Stakeholders	Project Dependencies	Project Risks
001	Project A	John Doe	Jane Smith	Completed	2023-01-01	2023-03-31	\$100,000	Project A Description	Project A Objectives	Project A Risks	Project A Deliverables	Project A Milestones	Project A KPIs	Project A Stakeholders	Project A Dependencies	Project A Risks	Completed	2023-01-01	2023-03-31	\$100,000	Project A Description	Project A Objectives	Project A Risks	Project A Deliverables	Project A Milestones	Project A KPIs	Project A Stakeholders	Project A Dependencies	Project A Risks	Completed	2023-01-01	2023-03-31	\$100,000	Project A Description	Project A Objectives	Project A Risks	Project A Deliverables	Project A Milestones	Project A KPIs	Project A Stakeholders	Project A Dependencies	Project A Risks

6.2. CORPORATE SERVICES (CPS)

6.2.1. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Project ID	Project Name	Project Manager	Project Sponsor	Project Status	Project Start	Project End	Project Budget	Project Description	Project Objectives	Project Risks	Project Deliverables	Project Milestones	Project Key Performance Indicators	Project Stakeholders	Project Dependencies	Project Risks	Project Status	Project Start	Project End	Project Budget	Project Description	Project Objectives	Project Risks	Project Deliverables	Project Milestones	Project Key Performance Indicators	Project Stakeholders	Project Dependencies	Project Risks	Project Status	Project Start	Project End	Project Budget	Project Description	Project Objectives	Project Risks	Project Deliverables	Project Milestones	Project Key Performance Indicators	Project Stakeholders	Project Dependencies	Project Risks
001	Project A	John Doe	Jane Smith	Completed	2023-01-01	2023-03-31	\$100,000	Project A Description	Project A Objectives	Project A Risks	Project A Deliverables	Project A Milestones	Project A KPIs	Project A Stakeholders	Project A Dependencies	Project A Risks	Completed	2023-01-01	2023-03-31	\$100,000	Project A Description	Project A Objectives	Project A Risks	Project A Deliverables	Project A Milestones	Project A KPIs	Project A Stakeholders	Project A Dependencies	Project A Risks	Completed	2023-01-01	2023-03-31	\$100,000	Project A Description	Project A Objectives	Project A Risks	Project A Deliverables	Project A Milestones	Project A KPIs	Project A Stakeholders	Project A Dependencies	Project A Risks

Project ID	Project Name	Project Manager	Project Status	Project Type	Project Location	Project Start Date	Project End Date	Project Budget	Project Description	Project Objectives	Project Deliverables	Project Risks	Project Milestones	Project Progress	Project Report	Project Contact	Project Email	Project Phone	Project Fax	Project Website
001	Water Services Provision (WSP)	John Doe	Active	Water	Region A	2023-01-01	2023-12-31	\$10,000,000

6.3.3. WATER SERVICES PROVISION (WSP)

Project ID	Project Name	Project Manager	Project Status	Project Type	Project Location	Project Start Date	Project End Date	Project Budget	Project Description	Project Objectives	Project Deliverables	Project Risks	Project Milestones	Project Progress	Project Report	Project Contact	Project Email	Project Phone	Project Fax	Project Website
002	Water Services Provision (WSP)	John Doe	Active	Water	Region A	2023-01-01	2023-12-31	\$10,000,000

Year	Project Name	Strategic Objective	Priority	Phase	Start Date	End Date	Responsible	Status	Progress	Notes
2024	Public Safety Initiative	Enhance community safety and emergency response	High	Phase 1	Jan 2024	Jun 2024	John Doe	On Track	80%	Completed initial assessment and procurement of equipment.
2024	Infrastructure Upgrade	Improve road conditions and public transit	Medium	Phase 2	Jul 2024	Dec 2024	Jane Smith	Delayed	60%	Facing budget constraints and contractor delays.
2024	Community Center Renovation	Revitalize public spaces and provide community services	Low	Phase 3	Jan 2025	Jun 2025	Mike Johnson	On Track	20%	Secured funding and started architectural plans.

6.4. COMMUNITY DEVELOPMENT SERVICES (CDS)

6.4.1. CUSTOMER CARE

Year	Project Name	Strategic Objective	Priority	Phase	Start Date	End Date	Responsible	Status	Progress	Notes
2024	Customer Service Training	Improve staff skills and customer satisfaction	High	Phase 1	Jan 2024	Jun 2024	John Doe	On Track	90%	Completed training modules for all staff.
2024	Public Feedback Mechanism	Establish a system for community input	Medium	Phase 2	Jul 2024	Dec 2024	Jane Smith	On Track	70%	Launched online survey and public meetings.
2024	Neighborhood Watch Program	Enhance neighborhood safety and vigilance	Low	Phase 3	Jan 2025	Jun 2025	Mike Johnson	On Track	30%	Recruiting volunteers and installing signage.
2024	Senior Citizen Support	Provide assistance and resources for the elderly	Medium	Phase 1	Jan 2024	Jun 2024	Jane Smith	On Track	85%	Organized social events and provided home visits.
2024	Youth Mentorship Program	Engage and guide young people in the community	Low	Phase 2	Jul 2024	Dec 2024	John Doe	On Track	60%	Identified mentors and started mentorship pairs.

6.4.2. FIRE AND RESCUE SERVICES

Year	Project Name	Strategic Objective	Priority	Phase	Start Date	End Date	Responsible	Status	Progress	Notes
2024	Fire Station Renovation	Upgrade fire response capabilities and equipment	High	Phase 1	Jan 2024	Jun 2024	John Doe	On Track	95%	Completed structural work and equipment installation.
2024	Firefighter Training	Enhance skills and safety of fire service personnel	Medium	Phase 2	Jul 2024	Dec 2024	Jane Smith	On Track	80%	Completed advanced training courses.
2024	Emergency Response Protocol	Streamline procedures for faster and more effective response	Low	Phase 3	Jan 2025	Jun 2025	Mike Johnson	On Track	40%	Conducting drills and reviewing protocols.
2024	Public Fire Safety Education	Reduce fire incidents through community awareness	Medium	Phase 1	Jan 2024	Jun 2024	Jane Smith	On Track	90%	Completed fire safety workshops and campaigns.
2024	Fire Department Expansion	Expand service area to underserved neighborhoods	High	Phase 2	Jul 2024	Dec 2024	John Doe	On Track	70%	Secured funding and started site preparation.

Code	Project Name	Category	Priority	Start Date	End Date	Responsible Party	Status	Progress	Budget	Actual	Notes
001	Public Safety	Police	High	2023-01-01	2023-12-31	Chief of Police	Completed	100%	\$1,200,000	\$1,200,000	Police Department completed all projects for the year.
002	Public Safety	Fire	High	2023-01-01	2023-12-31	Chief of Fire	Completed	100%	\$800,000	\$800,000	Fire Department completed all projects for the year.
003	Public Safety	Emergency	High	2023-01-01	2023-12-31	Chief of Emergency	Completed	100%	\$500,000	\$500,000	Emergency Services completed all projects for the year.
004	Public Safety	Police	Medium	2023-01-01	2023-12-31	Chief of Police	In Progress	75%	\$1,200,000	\$900,000	Police Department is currently working on several projects.
005	Public Safety	Fire	Medium	2023-01-01	2023-12-31	Chief of Fire	In Progress	60%	\$800,000	\$480,000	Fire Department is currently working on several projects.
006	Public Safety	Emergency	Medium	2023-01-01	2023-12-31	Chief of Emergency	In Progress	50%	\$500,000	\$250,000	Emergency Services is currently working on several projects.
007	Public Safety	Police	Low	2023-01-01	2023-12-31	Chief of Police	Not Started	0%	\$1,200,000	\$0	Police Department has not yet started any projects.
008	Public Safety	Fire	Low	2023-01-01	2023-12-31	Chief of Fire	Not Started	0%	\$800,000	\$0	Fire Department has not yet started any projects.
009	Public Safety	Emergency	Low	2023-01-01	2023-12-31	Chief of Emergency	Not Started	0%	\$500,000	\$0	Emergency Services has not yet started any projects.

6.4.5 DISASTER MANAGEMENT UNIT

Code	Project Name	Category	Priority	Start Date	End Date	Responsible Party	Status	Progress	Budget	Actual	Notes
010	Disaster Management	Emergency	High	2023-01-01	2023-12-31	Chief of Disaster Management	Completed	100%	\$1,000,000	\$1,000,000	Disaster Management Unit completed all projects for the year.
011	Disaster Management	Emergency	High	2023-01-01	2023-12-31	Chief of Disaster Management	Completed	100%	\$800,000	\$800,000	Disaster Management Unit completed all projects for the year.
012	Disaster Management	Emergency	High	2023-01-01	2023-12-31	Chief of Disaster Management	Completed	100%	\$600,000	\$600,000	Disaster Management Unit completed all projects for the year.
013	Disaster Management	Emergency	Medium	2023-01-01	2023-12-31	Chief of Disaster Management	In Progress	70%	\$1,000,000	\$700,000	Disaster Management Unit is currently working on several projects.
014	Disaster Management	Emergency	Medium	2023-01-01	2023-12-31	Chief of Disaster Management	In Progress	60%	\$800,000	\$480,000	Disaster Management Unit is currently working on several projects.
015	Disaster Management	Emergency	Medium	2023-01-01	2023-12-31	Chief of Disaster Management	In Progress	50%	\$600,000	\$300,000	Disaster Management Unit is currently working on several projects.
016	Disaster Management	Emergency	Low	2023-01-01	2023-12-31	Chief of Disaster Management	Not Started	0%	\$1,000,000	\$0	Disaster Management Unit has not yet started any projects.
017	Disaster Management	Emergency	Low	2023-01-01	2023-12-31	Chief of Disaster Management	Not Started	0%	\$800,000	\$0	Disaster Management Unit has not yet started any projects.
018	Disaster Management	Emergency	Low	2023-01-01	2023-12-31	Chief of Disaster Management	Not Started	0%	\$600,000	\$0	Disaster Management Unit has not yet started any projects.

6.4.5 MUNICIPAL HEALTH SERVICES

Code	Project Name	Category	Priority	Start Date	End Date	Responsible Party	Status	Progress	Budget	Actual	Notes
019	Municipal Health Services	Public Health	High	2023-01-01	2023-12-31	Chief of Municipal Health Services	Completed	100%	\$1,500,000	\$1,500,000	Municipal Health Services completed all projects for the year.
020	Municipal Health Services	Public Health	High	2023-01-01	2023-12-31	Chief of Municipal Health Services	Completed	100%	\$1,200,000	\$1,200,000	Municipal Health Services completed all projects for the year.
021	Municipal Health Services	Public Health	High	2023-01-01	2023-12-31	Chief of Municipal Health Services	Completed	100%	\$900,000	\$900,000	Municipal Health Services completed all projects for the year.
022	Municipal Health Services	Public Health	Medium	2023-01-01	2023-12-31	Chief of Municipal Health Services	In Progress	70%	\$1,500,000	\$1,050,000	Municipal Health Services is currently working on several projects.
023	Municipal Health Services	Public Health	Medium	2023-01-01	2023-12-31	Chief of Municipal Health Services	In Progress	60%	\$1,200,000	\$720,000	Municipal Health Services is currently working on several projects.
024	Municipal Health Services	Public Health	Medium	2023-01-01	2023-12-31	Chief of Municipal Health Services	In Progress	50%	\$900,000	\$450,000	Municipal Health Services is currently working on several projects.
025	Municipal Health Services	Public Health	Low	2023-01-01	2023-12-31	Chief of Municipal Health Services	Not Started	0%	\$1,500,000	\$0	Municipal Health Services has not yet started any projects.
026	Municipal Health Services	Public Health	Low	2023-01-01	2023-12-31	Chief of Municipal Health Services	Not Started	0%	\$1,200,000	\$0	Municipal Health Services has not yet started any projects.
027	Municipal Health Services	Public Health	Low	2023-01-01	2023-12-31	Chief of Municipal Health Services	Not Started	0%	\$900,000	\$0	Municipal Health Services has not yet started any projects.

Project ID	Project Name	Phase	Start Date	End Date	Status	Lead	Team	Budget	Progress	Key Deliverables	Next Steps	Risks	Dependencies	Stakeholders	Reporting	Compliance	Documentation	Communication	Quality Assurance	Change Management	Project Management	Human Resources	Information Technology	Legal	Finance	Operations	Marketing	Customer Support	Partners	Other
001	Project Alpha	Phase 1	2023-01-01	2023-03-31	Completed	John Doe	Team Alpha	\$1,000,000	100%	Final Report, User Acceptance Testing	Review and close out	None	None	Stakeholders	Weekly	ISO 9001	Project Charter, SRS, PRD	Weekly Status Meetings	QA Reviews	Change Log	Project Manager	10	5	2	1	1	1	1	1	1
002	Project Beta	Phase 2	2023-04-01	2023-06-30	In Progress	Jane Smith	Team Beta	\$1,500,000	75%	System Integration, Data Migration	Complete integration and testing	Scope Creep	Resource Shortage	Stakeholders	Daily	ISO 27001	Architecture Diagrams, Integration Plan	Daily Stand-ups	Automated Testing	Change Request Process	Project Manager	15	8	3	2	2	2	2	2	2
003	Project Gamma	Phase 3	2023-07-01	2023-09-30	On Hold	Mike Johnson	Team Gamma	\$2,000,000	10%	Market Research, Initial Design	Re-evaluate business case	Budget Overrun	Market Volatility	Stakeholders	Monthly	None	Market Analysis, Design Concepts	Ad-hoc Meetings	Manual Testing	None	Project Manager	8	4	1	1	1	1	1	1	1

6.2.2 CAPITAL PLANNING & IS

Project ID	Project Name	Phase	Start Date	End Date	Status	Lead	Team	Budget	Progress	Key Deliverables	Next Steps	Risks	Dependencies	Stakeholders	Reporting	Compliance	Documentation	Communication	Quality Assurance	Change Management	Project Management	Human Resources	Information Technology	Legal	Finance	Operations	Marketing	Customer Support	Partners	Other
004	Project Delta	Phase 1	2023-10-01	2024-03-31	Planned	Alice Brown	Team Delta	\$3,000,000	0%	Business Case, Feasibility Study	Finalize business case and secure funding	High Initial Costs	Uncertain ROI	Stakeholders	Quarterly	None	Business Case, Feasibility Study	Executive Reviews	None	None	Project Manager	5	2	0	0	0	0	0	0	0
005	Project Epsilon	Phase 2	2024-04-01	2024-09-30	Planned	Bob Green	Team Epsilon	\$2,500,000	0%	Vendor Selection, Contracting	Complete vendor selection and contracting	Vendor Lock-in	Integration Complexity	Stakeholders	Monthly	None	Vendor RFPs, Contract Templates	Vendor Meetings	None	None	Project Manager	12	6	1	1	1	1	1	1	1
006	Project Zeta	Phase 3	2024-10-01	2025-03-31	Planned	Charlie Blue	Team Zeta	\$1,800,000	0%	Architecture Design, Procurement	Finalize architecture and start procurement	Scope Creep	Resource Shortage	Stakeholders	Weekly	None	Architecture Diagrams, Procurement Plan	Weekly Status Meetings	QA Reviews	Change Request Process	Project Manager	10	5	2	1	1	1	1	1	1

Project ID	Project Name	Strategic Objectives	Business Objectives	Key Deliverables	Start Date	End Date	Phase	Current Status	Responsible Party	Key Stakeholders	Dependencies	Risks	Impact	Priority	Notes
001	Annual Financial Review	Review and improve financial performance	Identify cost-saving opportunities	Finalized report by June 30, 2024	Q1 2024	Q2 2024	Analysis	Completed	Finance Director	Finance Dept, Operations	Accurate data collection	Low	High	1	Report completed and shared with stakeholders.
002	IT System Upgrade	Implement new ERP system	Improve operational efficiency	Go-live by June 30, 2024	Q2 2024	Q3 2024	Implementation	In Progress	IT Manager	IT Dept, Finance, Operations	System integration	Medium	High	2	Testing phase underway, minor bugs identified.
003	Customer Service Initiative	Enhance customer satisfaction	Reduce response time	Feedback report by June 30, 2024	Q1 2024	Q2 2024	Analysis	Completed	Customer Service Manager	Customer Service, Marketing	Accurate feedback collection	Low	Medium	3	Survey results show positive trends.
004	HR Policy Review	Update HR policies and procedures	Ensure compliance with regulations	Finalized policy by June 30, 2024	Q1 2024	Q2 2024	Review	Completed	HR Director	HR Dept, Legal	Policy clarity and consistency	Low	Medium	4	Policy document approved and disseminated.
005	Marketing Campaign Launch	Launch new product marketing campaign	Increase brand awareness	Campaign start by June 30, 2024	Q2 2024	Q3 2024	Execution	In Progress	Marketing Manager	Marketing Dept, Sales	Creative development	Medium	High	5	Creative assets being finalized.

6.3. GENERAL EXPENDITURE

Project ID	Project Name	Strategic Objectives	Business Objectives	Key Deliverables	Start Date	End Date	Phase	Current Status	Responsible Party	Key Stakeholders	Dependencies	Risks	Impact	Priority	Notes
006	Operational Efficiency	Streamline internal processes	Reduce operational costs	Process map by June 30, 2024	Q1 2024	Q2 2024	Analysis	Completed	Operations Manager	Operations, Finance	Accurate process mapping	Low	Medium	6	Process map completed, identifying inefficiencies.
007	IT Security Audit	Conduct security audit of IT systems	Ensure data security and compliance	Audit report by June 30, 2024	Q2 2024	Q3 2024	Execution	In Progress	IT Security Officer	IT Dept, Legal, Compliance	Audit scope definition	Medium	High	7	Audit team engaged, initial findings being reviewed.
008	Legal Review	Review contracts and legal agreements	Ensure legal compliance	Review report by June 30, 2024	Q1 2024	Q2 2024	Review	Completed	Legal Counsel	Legal Dept, Finance, Operations	Contract clarity and risk mitigation	Low	Medium	8	Review completed, minor amendments noted.
009	Facilities Management	Optimize office space and facilities	Reduce overhead costs	Facilities report by June 30, 2024	Q1 2024	Q2 2024	Analysis	Completed	Facilities Manager	Facilities, Finance	Space utilization and cost analysis	Low	Medium	9	Report highlights opportunities for cost reduction.
010	Employee Training	Implement training programs for staff	Improve employee skills and productivity	Training completion by June 30, 2024	Q2 2024	Q3 2024	Execution	In Progress	HR Manager	HR Dept, Operations	Training content development	Medium	Medium	10	Training modules being developed.

6.4. PROJECT EXPENDITURE

Project ID	Project Name	Strategic Objectives	Business Objectives	Key Deliverables	Start Date	End Date	Phase	Current Status	Responsible Party	Key Stakeholders	Dependencies	Risks	Impact	Priority	Notes
011	Product Development	Develop new product line	Expand market reach	Product launch by June 30, 2024	Q3 2024	Q4 2024	Development	In Progress	Product Manager	R&D, Marketing, Sales	Market research and design	Medium	High	11	Design phase complete, prototyping underway.
012	Market Expansion	Enter new geographical markets	Increase sales volume	Market entry by June 30, 2024	Q4 2024	Q1 2025	Execution	In Progress	Market Expansion Manager	Sales, Marketing, Finance	Local market research and distribution	Medium	High	12	Identifying potential partners in target markets.
013	Supply Chain Optimization	Optimize procurement and logistics	Reduce supply chain costs	Optimization report by June 30, 2024	Q1 2024	Q2 2024	Analysis	Completed	Supply Chain Manager	Procurement, Logistics, Finance	Supplier evaluation and cost analysis	Low	Medium	13	Report identifies key areas for cost savings.
014	Customer Retention	Implement loyalty programs	Increase customer loyalty	Loyalty program launch by June 30, 2024	Q2 2024	Q3 2024	Execution	In Progress	Customer Retention Manager	Marketing, Sales, Finance	Program design and implementation	Medium	Medium	14	Program design in progress, testing phase.
015	Operational Excellence	Implement lean manufacturing principles	Improve production efficiency	Lean implementation by June 30, 2024	Q3 2024	Q4 2024	Execution	In Progress	Operational Excellence Manager	Operations, Finance	Process mapping and waste reduction	Medium	Medium	15	Initial waste reduction efforts showing promise.

6.5. REVENUE AND DEBT MANAGEMENT

Project ID	Project Name	Strategic Objectives	Business Objectives	Key Deliverables	Start Date	End Date	Phase	Current Status	Responsible Party	Key Stakeholders	Dependencies	Risks	Impact	Priority	Notes
016	Revenue Growth	Identify new revenue streams	Increase overall revenue	Revenue report by June 30, 2024	Q1 2024	Q2 2024	Analysis	Completed	Revenue Manager	Sales, Marketing, Finance	Market research and opportunity identification	Low	Medium	16	Report identifies several potential new revenue sources.
017	Debt Management	Optimize debt structure and interest rates	Reduce financial risk and costs	Debt management plan by June 30, 2024	Q2 2024	Q3 2024	Execution	In Progress	Debt Management Officer	Finance, Legal	Debt portfolio review and refinancing options	Medium	High	17	Reviewing current debt terms and exploring refinancing.
018	Customer Acquisition	Implement targeted marketing campaigns	Increase customer base	Acquisition report by June 30, 2024	Q3 2024	Q4 2024	Execution	In Progress	Customer Acquisition Manager	Marketing, Sales, Finance	Campaign design and execution	Medium	Medium	18	Targeted campaigns being launched.
019	Operational Efficiency	Streamline internal processes	Reduce operational costs	Process map by June 30, 2024	Q1 2024	Q2 2024	Analysis	Completed	Operations Manager	Operations, Finance	Accurate process mapping	Low	Medium	19	Process map completed, identifying inefficiencies.
020	IT Security Audit	Conduct security audit of IT systems	Ensure data security and compliance	Audit report by June 30, 2024	Q2 2024	Q3 2024	Execution	In Progress	IT Security Officer	IT Dept, Legal, Compliance	Audit scope definition	Medium	High	20	Audit team engaged, initial findings being reviewed.

