

ELIAS MOTSOLEDI LOCAL MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2015/16



“Thé agro-economical and ecotourism heartland”

Motto: The sunshine valley

Contents

1.	INTRODUCTION	3
2.	LEGISLATION	4
3.	METHODOLOGY AND CONTENT	5
4.	VISION, MISSION AND VALUES	6
5.	STRATEGIC OBJECTIVES	7
6.	STRATEGIC ALIGNMENT	8
7.	PROJECTED MONTHLY REVENUE AND EXPENDITURE.....	11
8.	SERVICE DELIVERY AND PERFORMANCE INDICATORS.....	27
8.1.	OFFICE OF THE MUNICIPAL MANAGER – VOTE.....	27
8.2.	CORPORATE SERVICES – VOTE	34
8.3.	BUDGET AND TREASURY – VOTE	39
8.4.	COMMUNITY SERVICES – VOTE	44
8.5.	INFRASTRUCTURE SERVICES – VOTE.....	55
8.6.	EXECUTIVE SUPPORT	61
8.7.	DETAILED CAPITAL WORKS PLAN	65
9.	CONCLUSION	76

1. INTRODUCTION

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.”

2. LEGISLATION

The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (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 municipal services and its annual budget, and which must indicate-

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

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Elias Motsoaledi Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

¹ Section 1 of the MFMA defines a "vote" as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

3. METHODOLOGY AND CONTENT

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Elias Motsoaledi Local Municipality is aligned to the Key Performance Areas (KPA) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by the municipality in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information ²(FMPPI) that was published in May 2007. The accompanying figure as an extract from the FMPPI is hereby indicated.

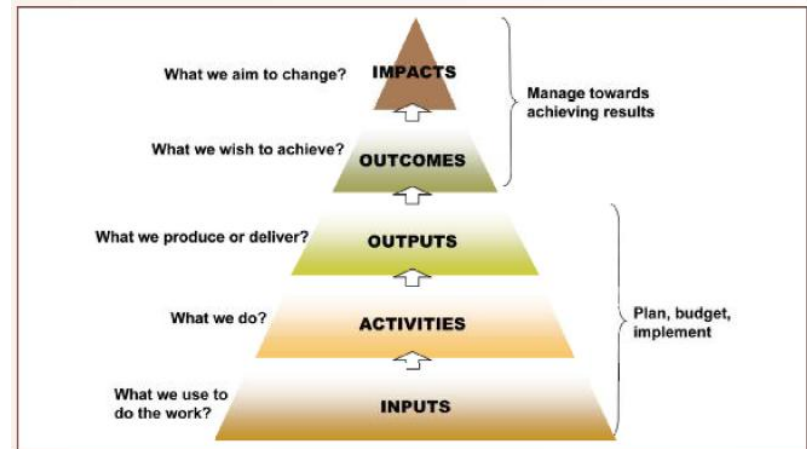
The Logic Model was followed whereby desired impacts were identified for each strategic objective with measurements and targets contributing to the achievement of those impacts. This was followed by the identification of programmes and associated outcomes and measurements and targets contributing to the achievement of those outcomes. Then SMART programme objectives and short, medium and long terms strategies were developed to achieve the outcomes and associated output indicators and targets.

Thereafter projects were identified with quarterly activities and required budget as well as required human resources, furniture and equipment (inputs). This process was used to prioritise projects, capital items to be acquired and the personnel budget.

The strategies of the municipality, which are linked to programmes, measurement and targets as well as projects focus on and are aligned to the National and Provincial priorities.

The key performance indicators and targets as well as the projects that are contained in this SDBIP are to measure, monitor and report on the implementation of the outcomes and strategies identified in the strategic phase of the IDP. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. The second layer of the SDBIP, that need not be made public, will deal with the breakdown of more details of outputs per directorate and will be contained in the directorates' SDBIPs.



² The Framework for Managing Programme Performance Information is available at: www.treasury.gov.za

4. VISION, MISSION AND VALUES

The strategic vision of the organisation sets the long term goal the Municipality wants to achieve. Elias Motsoaledi Local Municipality's vision is one that "wishes" for a future that deals with the many challenges and needs of the community in building the first city since 1994. The **Vision** of Elias Motsoaledi Local Municipality is:

"Thé agro-economical and ecotourism heartland"

Motto:
The sunshine valley

Elias Motsoaledi Local Municipality has summarized its objectives into the following mission statement that should provide everyone involved with the municipality (either as employee, stakeholder or community member) with the answer to justify the reason for its existence.

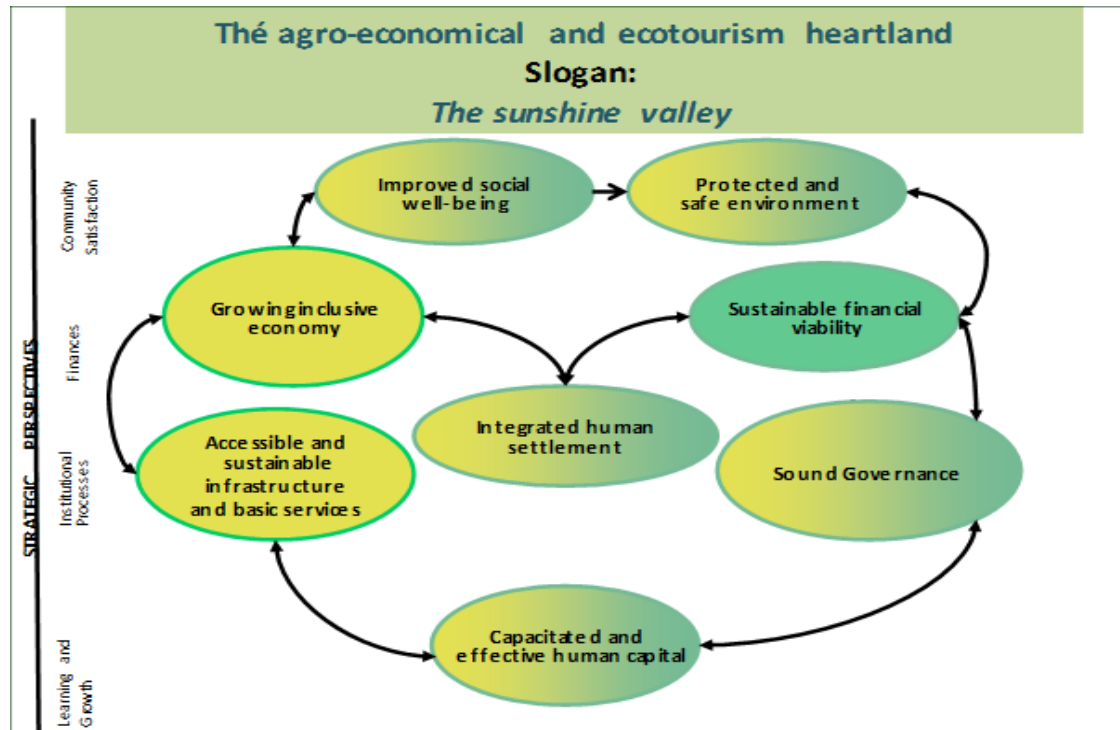
- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

The **Value** system of Elias Motsoaledi Local Municipality is articulated in the table below as follows:

Value	Description
People first	Everybody is empowered within the whole community
Transparency	Invite and encourage public sharing and democratic participation in council's activities.
Commitment	Focus and concentrate on council's core activities in a consistent manner.
Integrity	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Environmental Conscious	Taking care of the sensitive environment to ensure that the vision is achieved.
Empowerment	To be seen to be empowering our people, knowledge is power.
Service excellence	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.
Change	In order to move to a better quality life, something different needs to be done from what is being done now. In this regard change will be the main driver of doing things differently

5. STRATEGIC OBJECTIVES

The Strategy Map below depicts the Strategic Objectives on how the Elias Motsoaledi Local Municipality will be able to achieve its vision. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All the outputs contained in the SDBIP are aligned to the attainment of one or more of these objectives:



6. STRATEGIC ALIGNMENT

The strategy developed for Elias Motsoaledi Local Municipality (EMLM) should adhere to, incorporate and support various strategies and intentions of government both at national and provincial levels. Based on these strategic plans and priorities or objectives, Elias Motsoaledi Local Municipality has developed the following tabular matrix to plot how the strategic objectives will align to the different objectives and priorities developed from various spheres of government, as follows:

Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes
Putting people and their concerns first	Social protection	Contributing to a better Africa and a better world	11 Create a better South Africa and contribute to a better and safer Africa and World		Improved social well-being	Creation of a safe social environment with the provision of a centralized, accessible multi-disciplined service center (Thusong)
	Transforming society and uniting the country	Social cohesion and nation building	3 All people in South Africa feel and are safe			
	Building safer communities					
	Improving quality of education, training and innovation	Improving the quality of and expanding access to education and training	1 Improved quality of basic education			
Sound financial management and accounting	Fighting corruption	Fighting corruption and crime	9 A responsive, accountable, effective and efficient local government system	Implement a differentiated approach to municipal financing, planning and support	Sustainable financial growth/viability	Increased generation of own revenue and sufficient reserves for investment into communities. Reduced grant dependency

Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes
Demonstrating good governance and administration			12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Single Window of co-ordination	Sound Governance	Unqualified audit opinion
Sound institutional and administrative capabilities	Reforming the public service		5 Skilled and capable workforce to support an inclusive growth path	Improved municipal financial and administrative capacity	Capacitated and effective human capital	Efficient workforce
Delivering municipal services	Improving infrastructure	Ensuring access to adequate human settlements and quality basic services	6 An efficient, competitive and responsive economic infrastructure network	Improved access to Basic Services	Accessible and sustainable infrastructure and basic services	Reduction in basic service backlogs in our communities
	An economy that will create more jobs	Radical economic transformation, rapid economic growth and job creation	4 Decent employment through inclusive economic growth	Implement the Community work programme and Co-operatives supported	Growing inclusive economy	Improved economic condition
				Deepen democracy through a refined ward committee model		
	An inclusive and integrated rural economy	Rural development, land and agrarian reform and food security	7 Vibrant, equitable and sustainable rural communities with food security for all	Actions supportive of the Human Settlement outcomes	Integrated Human Settlement	Improved living conditions

Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes
Delivering municipal services (Contd.)	Reversing the spatial effect of apartheid		8 Sustainable human settlements and improved quality of household life			
	Transition to a low-carbon economy		10 Environment assets and natural resources that are well protected and continually enhanced		Protected and safe environment	The protection of flora and Fauna for sustainable eco-tourism and agro-economy
	Quality health care for all	Ensuring quality health care and social security for all citizens	2 A long and healthy life for all South Africans			

7. PROJECTED MONTHLY REVENUE AND EXPENDITURE

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality MUST ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be collected and should reconcile to the cash flow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than accrued (billed) revenue is to ensure that expenditure does not exceed actual income.

It is necessary to also show monthly projections of expenditure. The expenditure projections relate to cash paid and should reconcile to the cash flow (reconciliation between revenue and expenditure per month) It is necessary to manage and monitor cash flow on a monthly basis to ensure that expenditure do not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

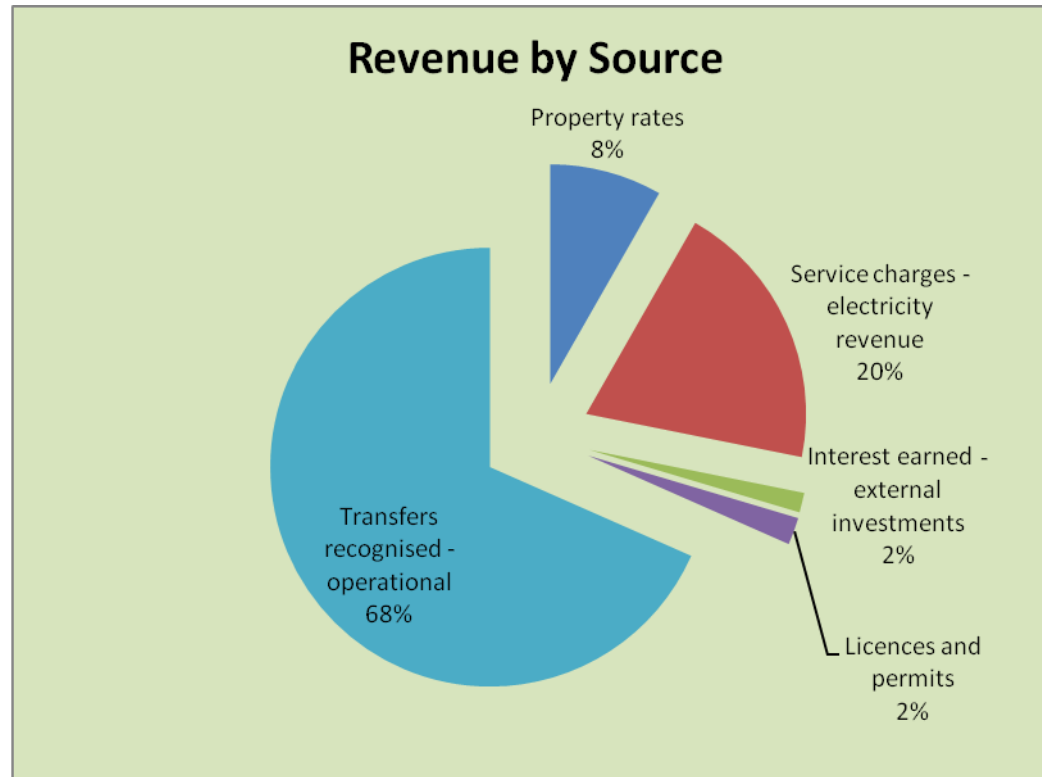
This part of the plan is based upon the Budget and Reporting Regulations Schedules A1 that serve as supporting documentation for the budget, in particular Tables SA25-SA30 and will deal with the following:

Monthly Revenue Projections:	Monthly Expenditure Projections:	Cash Flow Projections:
a. Revenue by source; b. Revenue by vote; c. Revenue in terms of standard classifications.	a. Expenditure by type; b. Overall expenditure: i. By vote ii. In terms of standard classifications c. Capital expenditure: i. By vote ii. In terms of standard classifications	a. Cash receipts by source b. Cash payments by type

The SDBIP information on revenue and expenditure will be monitored and reported monthly in terms of section 71 of the MFMA.

1. REVENUE:

The majority of revenue is expected to be sourced from transfers recognized – operational (68%), followed by service charges electricity (20%) and property rates (8%) of the total revenue for 2015/16.



a. The monthly projections for revenue by source, is included below:

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
REVENUE BY SOURCE															
Property rates	2185600	2200000	2076500	2150150	2300450	2187000	2456200	2145000	2300000	2430000	2456000	1295100	26182000	27792193	29418036.29
Service charges - electricity revenue	7250000	6500000	5460000	4560450	4300000	4672000	4120000	4260000	4563000	5521000	5800000	5966370	62972820	66845648.43	70756118.86
Service charges - refuse revenue	385000	345000	395000	325000	385000	375600	400000	295000	450000	395000	450000	427716	4628316	4912957.434	5200365.444
Rental of facilities and equipment	265000	250000	245000	280000	275000	265000	256000	285000	245000	290000	356000	278380	3290380	3492738.37	3697063.565
Interest earned - external investments	350000	365000	360000	400000	365000	375000	320000	395400	324000	450000	395000	500600	4600000	4882900	5168549.65
Interest earned - outstanding debtors	320000	385000	370000	390000	410000	365000	420000	375000	390000	360000	360000	355000	4500000	4776750	5056189.875
Fines	45000	50000	38900	35000	60000	75000	34000	55000	65000	40000	67000	69900	634800	673840.2	713259.8517
Licences and permits	530000	450000	580000	550000	475000	495000	600000	540000	650000	450000	495000	533000	6348000	6738402	7132598.517
Transfers recognised - operational	82217000	0	0	0	75600000	0	0	58835000		0	0	0	216652000	218594000	215619000
Other revenue	101000	150000	75600	120000	104000	102000	65000	210000	75000	65000	65000	282659	1415259	1502297.429	1590181.828
Total Revenue (excluding capital transfers and contributions)	93648600	10695000	9601000	8810600	84274450	8911600	8671200	67395400	9062000	10001000	10444000	9708725	331223575	340211726.9	344351363.9

Supporting Table SA25 Consolidated budgeted monthly revenue by source

b. The monthly projections for revenue by vote follows:

R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue by Vote															
Vote 2 - Office of the Municipal Manager	55000	75000	100000	85000	103000	125000	60000	75000	90000	40000	45000	77000	930000	957000	1033000
Vote 3 - Budget & Treasury	65735000	5562000	5920040	4045000	46176000	6749000	5430000	50552000	3356400	4563000	5760000	44957608	248806048	253990241.5	253065906.1
Vote 4 - Corporate Services	15000	21000	14000	15000	14000	15000	13000	12000	14000	12000	13000	211280	369280	391990.72	414922.1771
Vote 5 - Community Services	1022000	1015000	1140000	1015000	320000	1010000	857000	1040000	1023000	985000	1052000	1769127	12248127	13001386.81	13761967.94
Vote 6 - Technical Services	26567000	3654000	2214000	3651000	37640000	956400	2236000	15556000	4500000	4100000	3527000	25700320	130301720	136510502.8	143794454.2
Vote 7 - Strategic Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vote 8 - Development Planning	255000	368000	213000	0	21000	57000	75000	160000	79000	301000	47000	94400	1670400	538605.1	570113.4984
Total Revenue by Vote	93649000	10695000	9601040	8811000	84274000	8912400	8671000	67395000	9062400	10001000	10444000	72809735	394325575	405389726.9	412640363.9

Supporting Table SA26 Consolidated budgeted monthly revenue by vote

c. The monthly revenue in terms of standard classifications are indicated below:

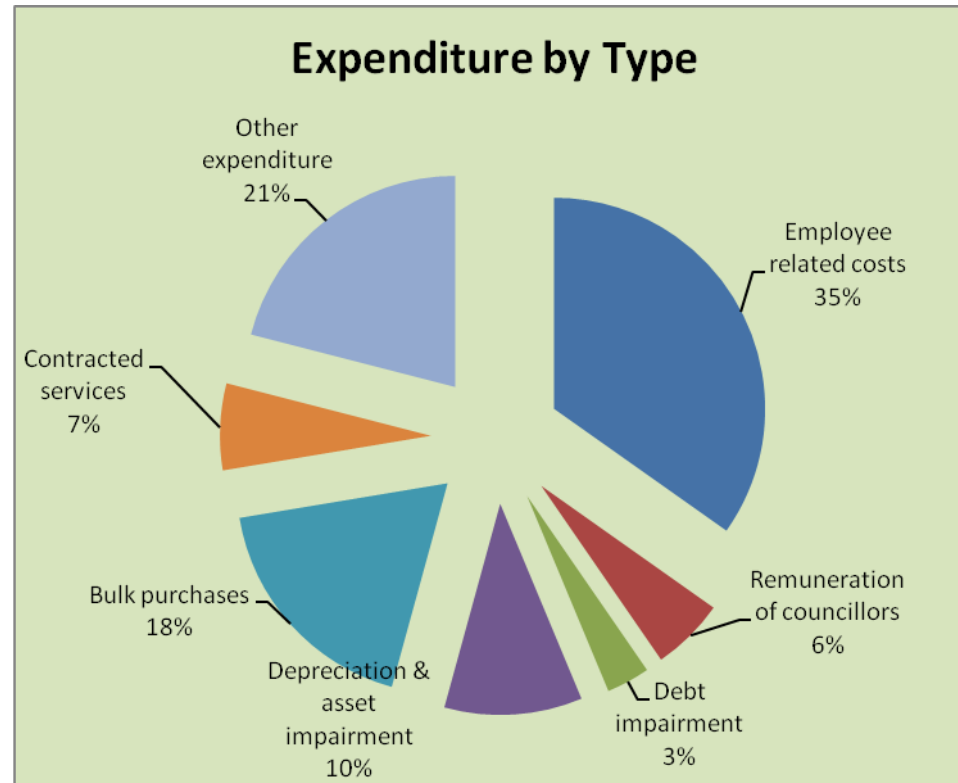
Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Revenue - Standard															
Governance and administration	69005000	6658000	6034040	4145000	60293000	5889000	5503000	48639000	3260400	4615000	5818000	30245888	250105328	255339232.2	254513828.3
Executive and council	55000	75000	100000	85000	103000	125000	60000	75000	90000	40000	45000	77000	930000	957000	1033000
Budget and treasury office	68935000	6562000	5920040	4045000	60176000	5749000	5430000	48552000	3156400	4563000	5760000	29957608	248806048	253990241.5	253065906.1
Corporate services	15000	21000	14000	15000	14000	15000	13000	12000	14000	12000	13000	211280	369280	391990.72	414922.1771
Community and public safety	52500	56840	48410	44500	73800	88600	47000	68000	77900	53400	80000	80861	771811	819277.3765	867205.103
Community and social services	4250	5300	3210	4100	6700	8000	7400	9500	4500	7400	8000	5171	73531	78053.1565	82619.26616
Sport and recreation	3250	1540	6300	5400	7100	5600	5600	3500	8400	6000	5000	5790	63480	67384.02	71325.98517
Public safety	45000	50000	38900	35000	60000	75000	34000	55000	65000	40000	67000	69900	634800	673840.2	713259.8517
Economic and environmental services	5532000	1622000	1223000	965000	6775000	1302000	1939000	10610000	3424000	1546000	3257000	26152300	64347300	65880361.45	69617449.59
Planning and development	255000	368000	213000	0	21000	57000	75000	160000	79000	301000	47000	94400	1670400	538605.1	570113.4984
Road transport	5277000	1254000	1010000	965000	6754000	1245000	1864000	10450000	3345000	1245000	3210000	26057900	62676900	65341756.35	69047336.1
Trading services	19059000	2358000	2296000	3656000	17132000	1632000	1182000	8078000	2300000	3787000	1289000	16332136	79101136	83350855.86	87641880.93
Electricity	18465000	1964000	1745000	3300000	16790000	1020000	1040000	7690000	2150000	3564000	965000	15279820	73972820	77907148.43	81879716.61
Waste	594000	394000	551000	356000	342000	612000	142000	388000	150000	223000	324000	1052316	5128316	5443707.434	5762164.319

management															
Total Revenue - Standard	93648500	10694840	9601450	8810500	84273800	8911600	8671000	67395000	9062300	10001400	10444000	72811185	394325575	405389726.9	412640363.9
		13107140	11662660	12199600	101194500	10121600	9853400	75329500	11385800	13913800	11509000				

Supporting Table SA27 Consolidated budgeted monthly revenue (standard classification)

2. EXPENDITURE:

In the graph below, it can be seen that 35% of the municipality's expenditure during 2015/16, is allocated to employee related costs, followed by bulk purchases (18%) and other expenditure (21%).



a. The monthly projections for expenditure by type follows below:

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Expenditure By Type															
Employee related costs	9564000	9568200	9765000	9642000	9653000	19506100	10456000	9960040	8654000	8654000	7896000	1937554.475	115255894.5	122344132	129501263.7
Remuneration of councillors	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1548376.834	18543376.83	19563262.56	20600115.48
Debt impairment	0	0	0	0	0	0	0	0	0	0	0	11000000	11000000	11676500	12359575.25
Depreciation & asset impairment	0	0	0	0	0	0	0	0	0	0	0	35000000	35000000	37000000	39000000
Bulk purchases	3560000	3890120	4100000	4985000	4800000	3875000	5500000	3563000	3985700	4695000	4756000	12290180	60000000	63690000	67415865
Other materials	425000	481000	456000	402400	375000	457000	465000	485000	495000	450000	540000	398600	5430000	5763945	6101135.783
Contracted services	1754000	1600000	1823000	1540000	1700000	1952000	1854000	1600000	1700000	1745000	1795600	2886400	21950000	23299800	24389436.8
Transfers and grants	1025000	140000	200000	160000	145000	250000	265000	175000	300000	210000	145000	285000	3300000	3502950	3707872.575
Other expenditure	5511000	5876000	6240000	5970400	4750000	5658000	4529000	6428000	6296500	5473000	6006000	6812660.063	69550560.06	67940357.52	63533013.4
Loss on disposal of PPE	0	0	0	0	0	0	0	0	0	0	0	400000	400000	424600	449439.1
Total Expenditure	23384000	23100320	24129000	24244800	22968000	33243100	24614000	23756040	22976200	22772000	22683600	72558771.37	340429831.4	355205547.1	367057717.1
Surplus/(Deficit)	70264600	-12405320	-14528000	-15434200	61306450	-24331500	-15942800	43639360	-13914200	-12771000	-12239600	-62850046.37	-9206256.372	-14993820.2	-22706353.2
Transfers recognised - capital	3500000	3200000	5634000	6500000	4500000	4750000	5630000	3052400	7896000	6400000	4500000	7539600	63102000	65178000	68289000
Surplus/(Deficit) after capital transfers & contributions	73764600	-9205320	-8894000	-8934200	65806450	-19581500	-10312800	46691760	-6018200	-6371000	-7739600	-55310446.37	53895743.63	50184179.8	45582646.8
Surplus/(Deficit)	73764600	-9205320	-8894000	-8934200	65806450	-19581500	-10312800	46691760	-6018200	-6371000	-7739600	-55310446.37	53895743.63	50184179.8	45582646.8

Supporting Table SA25 Consolidated budgeted monthly expenditure by type

b. The monthly projections for overall expenditure by vote is included below:

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<u>Expenditure by Vote to be appropriated</u>															
Vote 1 - Executive & Council	2420000	1740000	2341000	3564000	2341000	3824000	3210000	2345000	1254000	2200140	1256000	1236998.78	27732138.78	27571133.37	28930196.72
Vote 2 - Office of the Municipal Manager	1542000	1645000	2245000	1795600	1542000	1730000	1204000	1352000	1100000	1200000	1245000	4059119.687	20659719.69	21684169.45	22718576.36
Vote 3 - Budget & Treasury	3500000	5542000	5542000	4563000	7524000	7000000	6700000	6850100	5540000	7540000	4550000	6075890.68	70926990.68	75136377.61	78243640.95
Vote 4 - Corporate Services	3320000	4200000	2295000	1382000	1390000	5020000	1623000	1666000	2742000	2860000	1816000	648457.1342	28962457.13	30743525.25	32541904.48
Vote 5 - Community Services	3098000	2960000	2720000	3365000	3509000	2745000	2728000	2910000	3945000	3795000	2960000	12063245.62	46798245.62	49676090.78	52582219.94
Vote 6 - Technical Services	7471000	5014000	6976000	7601000	4310000	9658000	6433000	6423000	6734300	3137000	8913000	41616067.89	114286367.9	118481656.5	118535216.4
Vote 8 - Development Planning	1045000	1020000	1045000	1029700	1012000	1756000	1463000	1452000	1010200	1030000	965000	1213084.138	14040984.14	13842881.66	14652573.24
Vote 9 - Executive Support	987500	978500	965000	985000	1300000	1510000	1253000	758000	650000	1010000	978500	5647427.229	17022927.23	18069712.25	18853388.98
Total Expenditure by Vote	23383500	23099500	24129000	24285300	22928000	33243000	24614000	23756100	22975500	22772140	22683500	72560291.16	340429831.2	355205546.9	367057717.1
Surplus/(Deficit) before assoc.	70265500	-12404500	-14527960	-15474300	61346000	-24330600	-15943000	43638900	-13913100	-12771140	-12239500	249443.8419	53895743.84	50184179.98	45582646.79
Surplus/(Deficit)	70265500	-12404500	-14527960	-15474300	61346000	-24330600	-15943000	43638900	-13913100	-12771140	-12239500	249443.8419	53895743.84	50184179.98	45582646.79

Supporting Table SA26 Consolidated budgeted monthly expenditure (municipal vote)

c. The monthly projections for expenditure in terms of standard classifications follows:

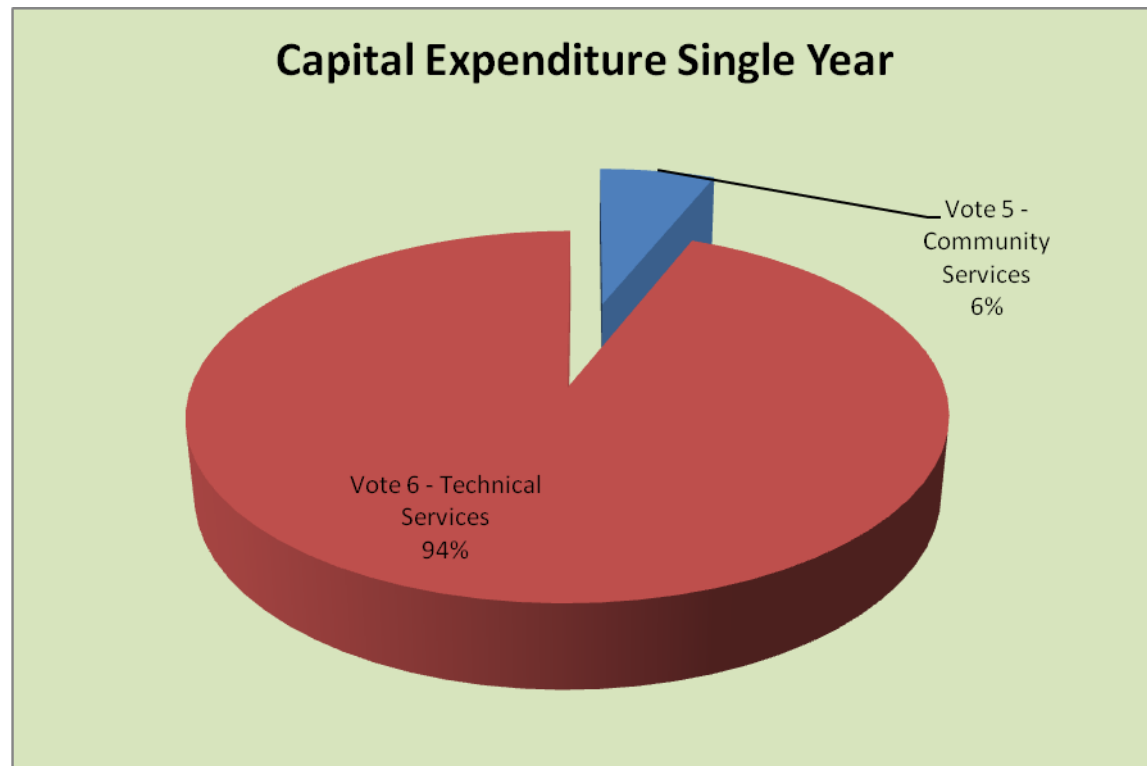
Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Expenditure - Standard															
Governance and administration	9240000	11482000	11003000	10372000	12120000	17757000	12255000	11651100	10246000	13415140	10762000	34535407.37	164838647.4	172710823.2	180764511.9
Executive and council	2420000	1740000	2341000	3564000	2341000	5737000	3210000	2345000	1254000	2200140	1256000	17814994.93	46223134.93	46953202.78	49212000.2
Budget and treasury office	3500000	5542000	5542000	4563000	7524000	7000000	6700000	6850100	5540000	7540000	6050000	4575890.68	70926990.68	75136377.61	78243640.95
Corporate services	3320000	4200000	3120000	2245000	2255000	5020000	2345000	2456000	3452000	3675000	3456000	12144521.76	47688521.76	50621242.85	53308870.8
Community and public safety	1824000	1815000	1637000	2316000	1983000	2679000	2432000	1818000	1823000	1317000	1250000	1645315.514	22539315.51	23925483.42	25325124.2
Community and social services	654000	710000	580000	650000	880000	960000	980000	658000	754000	760000	500000	918234.6417	9004234.642	9557995.072	10117137.78
Sport and recreation	30000	65000	55000	45000	47000	65000	42000	30000	64000	35000	50000	51359.68787	579359.6879	614990.3087	650967.2417
Public safety	1140000	1040000	1002000	1621000	1056000	1654000	1410000	1130000	1005000	522000	700000	675721.1847	12955721.18	13752498.04	14557019.17
Economic and environmental services	4186800	3585600	3530000	4250000	3470000	4420000	4713000	5452000	4710200	4015000	5029000	16276091.7	63637691.7	63656463.74	60502632.87
Planning and development	885600	985600	785000	765000	654000	745000	1463000	1452000	1010200	1030000	965000	3766170.28	14506570.28	14337101.35	15175704.78
Road transport	3301200	2600000	2745000	3485000	2816000	3675000	3250000	4000000	3700000	2985000	4064000	12509921.42	49131121.42	49319362.39	45326928.09
Trading services	8133600	6217000	7959000	7307000	5395000	8387000	5214300	4835010	6197000	4025000	5643000	20101266.37	89414176.37	94912776.79	100465448.3
Electricity	6575000	4561000	6614000	5653000	3835000	7022000	4014300	3385000	4987000	2371000	3503000	19794720.7	72315020.7	76762394.48	81252994.56
Waste management	1558600	1656000	1345000	1654000	1560000	1365000	1200000	1450010	1210000	1654000	2140000	306545.6684	17099155.67	18150382.31	19212453.74
Total Expenditure - Standard	23384400	23099600	24129000	24245000	22968000	33243000	24614300	23756110	22976200	22772140	22684000	72558080.96	340429831	355205547.2	367057717.3
Surplus/(Deficit) before assoc.	70264100	-12404760	-14527550	-15434500	61305800	-24331400	-15943300	43638890	-13913900	-12770740	-12240000	253104.0408	53895744.04	50184179.68	45582646.57

Surplus/(Deficit)	70264100	-12404760	-14527550	-15434500	6130580 0	-24331400	- 1594330 0	43638890	- 1391390 0	- 1277074 0	-12240000	253104.0408	53895744.04	50184179.68	45582646. 57

Supporting Table SA27 Consolidated budgeted monthly expenditure (standard classification)

d. Capital expenditure:

For the single year 94% of the capital budget is allocated to Technical Services, followed by 6% for Community Services.



e. The monthly projections for capital expenditure by vote is included below :

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<u>Single-year expenditure to be appropriated</u>															
Vote 5 - Community Services	150	285	305	540	210	150	120	180	105	70	105	80	300 ²	–	–
Vote 6 - Technical Services	500 ¹	210 ¹	100 ²	510 ³	520 ⁴	500 ³	750 ²	500 ³	560 ²	450 ³	856 ²	191 ⁴	646 ³⁵	150 ⁹	240 ³
Capital single-year expenditure sub-total	650¹	495¹	405²	050⁴	730⁴	650³	870²	680³	665²	520³	961²	270⁴	946³⁷	150⁹	240³
Total Capital Expenditure	584⁴	184⁶	005⁷	840⁸	250¹¹	260¹¹	500⁸	291¹²	710⁹	165⁷	842⁶	350⁶	981⁹⁹	178⁹⁹	589⁹⁸

Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)

- f. The monthly projections for capital expenditure in terms of standard classifications as per Supporting table SA29 Consolidated budgeted monthly capital expenditure (standard classification) follows :

Description	Budget Year 2015/16												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Capital Expenditure - Standard															
Governance and administration	70	140	100	–	170	85	70	120	100	100	95	50	100 ¹	000 ¹	800
Corporate services	70	140	100	–	170	85	70	120	100	100	95	50	100 ¹	000 ¹	800
Community and public safety	477	669	510	480	420	291	420	276	330	309	105	213 ²	500 ⁶	100 ³	–
Community and social services	477	669	510	480	420	291	420	276	330	309	105	213 ²	500 ⁶	100 ³	–
Economic and environmental services	954 ²	100 ⁴	400 ⁵	950 ⁶	940 ⁸	871 ⁹	300 ⁷	795 ¹⁰	395 ⁸	871 ⁵	207 ⁵	598 ³	381 ⁷⁹	978 ⁷⁴	300 ⁶⁹
Road transport	954 ²	100 ⁴	400 ⁵	950 ⁶	940 ⁸	871 ⁹	300 ⁷	795 ¹⁰	395 ⁸	871 ⁵	207 ⁵	598 ³	381 ⁷⁹	978 ⁷⁴	300 ⁶⁹
Trading services	083 ¹	275 ¹	995	410 ¹	720 ¹	013 ¹	710	100 ¹	020 ¹	985	200 ¹	489	000 ¹³	100 ²⁰	489 ²⁸
Electricity	083 ¹	275 ¹	995	410 ¹	720 ¹	013 ¹	710	100 ¹	020 ¹	985	200 ¹	489	000 ¹³	100 ²⁰	489 ²⁸
Total Capital Expenditure - Standard	584 ⁴	184 ⁶	005 ⁷	840 ⁸	250 ¹¹	260 ¹¹	500 ⁸	291 ¹²	845 ⁹	265 ⁷	607 ⁶	350 ⁶	981 ⁹⁹	178 ⁹⁹	589 ⁹⁸
Funded by:															
National	1	3	4	4	7	5	2	7	5	4	3	3	53	55	58

Government	750	540	500	450	420	210	345	450	600	200	540	097	102	178	289
Other transfers and grants	785	945	100	200	–	850	975	010	565	550	965	55	000	000	000
Transfers recognised - capital	535	485	600	650	420	060	320	460	165	750	505	152	102	178	289
Internally generated funds	049	699	405	190	830	200	180	831	680	515	102	198	879	000	300
Total Capital Funding	584	184	005	840	250	260	500	291	845	265	607	350	981	178	589

Supporting Table SA29 Consolidated budgeted monthly capital expenditure (standard classification)

3. CASH FLOWS:

- a. The monthly projections for cash flow (cash receipts by source and cash payments by type) as per Supporting Table SA30 Consolidated budgeted monthly cash flow are indicated below:

MONTHLY CASH FLOWS	Budget Year 2015/16										
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May
<u>Cash Receipts By Source</u>											
Property rates	2185600	1900000	2076500	2150150	2005000	2187000	2456200	1900000	2300000	2105000	1856000
Service charges - electricity revenue	5250000	5500000	4460000	4560450	3300000	4672000	4120000	4260000	4563000	4521000	4800000
Service charges - refuse revenue	385000	245000	395000	325000	385000	375600	400000	295000	350000	395000	450000
Rental of facilities and equipment	265000	250000	245000	280000	275000	265000	256000	285000	245000	290000	156000
Interest earned - external investments	250000	365000	360000	200000	365000	275000	320000	195400	324000	450000	395000
Fines	35000	35000	38900	15000	25000	30000	15000	25000	15000	20000	35000
Licences and permits	530000	450000	580000	550000	475000	495000	600000	540000	650000	450000	495000
Transfer receipts - operational	82217000	0	0	0	75600000	0	0	58835000	0	0	0
Other revenue	101000	150000	75600	120000	104000	102000	65000	110000	75000	65000	65000
Cash Receipts by Source	91218600	8895000	8231000	8200600	82534000	8401600	8232200	66445400	8522000	8296000	8252000
<u>Other Cash Flows by Source</u>											
Transfer receipts - capital	3500000	3200000	5634000	6500000	4500000	4750000	5630000	3052400	7896000	6400000	4500000
Increase (decrease) in consumer deposits	56000	45000	26000	15000	21000	35000	32000	55000	75000	45000	40000
Total Cash Receipts by Source	94774600	12140000	13891000	14715600	87055000	13186600	13894200	69552800	16493000	14741000	12792000
<u>Cash Payments by Type</u>											

MONTHLY CASH FLOWS	Budget Year 2015/16										
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May
Employee related costs	9564000	9568200	9765000	9642000	9653000	19506100	10456000	9960040	8654000	8654000	7896000
Remuneration of councillors	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1545000	1545000
Finance charges	0	0	0	0	0	0	0	0	0	0	0
Bulk purchases - Electricity	4560000	4890120	5100000	4985000	4800000	4875000	5500000	4563000	4985700	4695000	4756000
Other materials	225000	381000	356000	302400	275000	357000	365000	385000	395000	450000	540000
Contracted services	1854000	1700000	1823000	1640000	2000000	2152000	1954000	1750000	1950000	2145000	1595600
Transfers and grants - other	140000	100000	975000	165000	150000	210000	200000	450000	200000	235000	305000
Other expenditure	4563000	4876000	5240000	5010400	4650000	4658000	3561000	5463000	4796500	4523000	5546000
Cash Payments by Type	22451000	23060320	24804000	23289800	23073000	33303100	23581000	24116040	22526200	22247000	22183600
Other Cash Flows/Payments by Type											
Capital assets	4584000	6184000	7005000	8840000	11250000	11260000	8500000	12291000	9710000	7165000	6842000
Total Cash Payments by Type	27035000	29244320	31809000	32129800	34323000	44563100	32081000	36407040	32236200	29412000	29025600
NET INCREASE/(DECREASE) IN CASH HELD	67739600	-17104320	-17918000	-17414200	52732000	-31376500	-18186800	33145760	-15743200	-14671000	-16233600
Cash/cash equivalents at the month/year begin:	30149701.32	97889301.32	80784981.32	62866981.32	45452781.32	98184781.32	66808281.32	48621481.32	81767241.32	66024041.32	51353041.32
Cash/cash equivalents at the month/year end:	97889301.32	80784981.32	62866981.32	45452781.32	98184781.32	66808281.32	48621481.32	81767241.32	66024041.32	51353041.32	35119441.32

Supporting Table SA30 Consolidated budgeted monthly cash flow

8. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. These indicators and targets will be cascaded to departmental scorecards, which will be used for internal monitoring of the organisation and relevant individuals.

8.1. OFFICE OF THE MUNICIPAL MANAGER – VOTE

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. The high level indicators and targets per Department follows:

KPA 2: Institutional Development and Municipal Transformation

Strategic Goal: Capacitated and effective human capital

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	Performance Management	# of formal performance reviews conducted with Section 56 employees	2.5	1	Opex	2	N/A	N/A	2	NA	2	2	2	2
		% attainment in departmental performance (OMM)	2.5	2	Opex	New	N/A	75%	N/A	90%	90%	92%	94%	95%

KPA 5: Municipal Financial Viability and Management

Strategic Goal: To implement sound Financial management practices

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Financial Viability	Expenditure	% spend of the departmental operational Budget (OMM)	5.7	3		100%	80%	80%	85%	90%	90%	95%	97%	97%
		% spend of the MSIG funds	5.1	4		100%	25%	50%	75%	100%	100%	100%	100%	100%

KPA 6: Good Governance and Public Participation
Strategic Goal: **Sound Governance**

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To strengthen participatory governance within the community	Good Governance	Submission of draft audited consolidated Annual Report to Council by the 28th August 2015	6.2	5	Opex	1	1	N/A	N/A	N/A	1	1	1	1
		Submission of Annual Report Oversight Report to Council by the 30th March 2016	6.3	6	Opex	1	N/A	N/A	1	N/A	1	1	1	1
		Adjusted Budget and SDBIP approved by Executive Mayor	6.1	7	Opex	1	N/A	N/A	1	N/A	1	1	1	1
		% of Council meetings resolutions resolved within the prescribed timeframe	6,4	8	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%

KPA 6: Good Governance and Public Participation

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To strengthen participatory governance within the community	IDP Development	2016/17 IDP review Framework Plan approved by 30th June 2016	6.3	9	Opex	1	N/A	N/A	N/A	1	1	1	1	1
		Draft 2016/17 IDP tabled before Council for adoption by February 2016	6.4	10	Opex	1	N/A	N/A	1	N/A	1	1	1	1
		Submission of draft SDBIP by the 30th March 2016	6.1	11	Opex	1	N/A	N/A	N/A	1	1	1	1	1
To create a culture of accountability and transparency	Risk management	# of Risk Management reports submitted to the Risk Management Committee per quarter	6.4	12	50	3	1	1	1	1	4	4	4	4
		Number of Risk Management Committee meetings convened by June 2016	6.4	13	50	4	1	1	1	1	4	4	4	4

KPA 6: Good Governance and Public Participation

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Risk management	% execution of identified risks in line with detailed time schedule (OMM)	6.4	14	400	60%	30%	50%	70%	90%	90%	90%	90%	90%
	Audit	# of Internal Audit reports submitted to the Audit Committee per quarter	6.4	15	Opex	8	3	3	3	3	12	12	12	12
		# of Performance Audit Committee meetings held	6.4	16	Opex	4	1	1	1	1	4	4	4	4
		# of Audit Committee reports submitted to Council	6.4	17	Opex	4	1	1	1	1	4	4	4	4
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	6.4	18	Opex		100%	100%	100%	100%	100%	100%	100%	100%

KPA 6: Good Governance and Public Participation

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Audit	% of AG Management Letter findings resolved by year-end	6.4	19	Opex		100%	N/A	N/A	50%	50%	100%	100%	100%
		Action Plan on issues raised by the Auditor General compiled and tabled to Council by January 2016	6.4	20	Opex	1	N/A	NA	1	NA	1	1	1	1

OPERATIONAL PROJECTS

Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	Dates		2015/16			
					Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
To create a culture of accountability and transparency	Develop 2016/17 Risk Management Plan in line with detailed time schedule	6.4	0MM 1	Opex	Apr-16	Jun-16	N/A	N/A	N/A	1
	Conduct training of Administrative staff on Risk, Fraud and Corruption	6.5	0MM 2	Opex	Oct-15	Jun-16	N/A	1	1	1
	2016/17 Risk Management Strategy reviewed by 30 June 2016	6.6	0MM 3	Opex	Apr-16	Jun-16	N/A	N/A	N/A	1
	2016/17 Fraud and Corruption Plan and Strategy reviewed by 30 June 2016	6.7	0MM 4	Opex	Apr-16	Jun-16	N/A	N/A	N/A	1

8.2. CORPORATE SERVICES – VOTE

The high level indicators and targets for the Directorate follows:

KPA 2: Institutional Development and Municipal Transformation

Strategic Goal: Capacitated and effective human capital

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	Organisational Development	Review and submit organisational structure (aligned to the IDP and Budget) to Council for approval before June 2016	2.2	21	Opex	1	N/A	N/A	N/A	1	1	1	1	1
		% of Females awarded learner ships in terms of the Gender Equality programme	2.3	22	Opex	New	N/A	N/A	50%	N/A	50%	50%	50%	50%

KPA 2: Institutional Development and Municipal Transformation

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	Organisational Development	% of beneficiaries trained as per target of Workplace Skill Plan (WSP) annual	2.4	23		100%	N/A	N/A	N/A	100%	100%	100%	100%	100%
	Performance Management	% attainment in departmental performance (CS)	2.5	24	Opex		N/A	50%	N/A	90%	90%	92%	95%	100%
	New / Review Policies	# of new / reviewed policies approved by Council		25	Opex	8	N/A	N/A	N/A	8	8	8	8	8
	ICT	% availability of ICT services per quarter		26	Opex		95%	95%	95%	95%	95%	95%	95%	95%

KPA 2: Institutional Development and Municipal Transformation

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	ICT	# of ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy		27	4	New	1	1	1	1	4	4	4	4
	Labour Relations	# of Local Labour Forum (LLF) meetings held as scheduled		28	Opex		2	2	2	2	8	8	8	8

KPA 5: Municipal Financial Viability and Management
Strategic Goal: Sustainable financial growth/viability

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To implement sound Financial management practices	Expenditure	% spend of the Departmental operational Budget (CS)	5.1	29	Opex		N/A	55%	N/A	90%	90%	95%	95%	95%
	SCM	% attendance at scheduled Bid Committee meetings	5.7	30	Opex	New	100%	100%	100%	100%	100%	100%	100%	100%

KPA 6: Good Governance and Public Participation
Strategic Goal: Good Governance

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan (CS)	6.4	31	Opex		100%	100%	100%	100%	100%	100%	100%	100%
		% of AG Management Letter findings resolved by year-end (CS)	6.4	32	Opex		N/A	N/A	N/A	100%	100%	100%	100%	100%
		% of Service Level Agreements (SLA's) and Employment Contracts processed within the time frame of 30 days	6.4	33	Opex	New	100%	100%	100%	100%	100%	100%	100%	100%
		% of Lease Agreements processed within the time frame of	6.4	34	Opex	New	100%	100%	100%	100%	100%	100%	100%	100%

		30 days												
--	--	---------	--	--	--	--	--	--	--	--	--	--	--	--

8.3. BUDGET AND TREASURY – VOTE

The high level indicators and targets for the Directorate follows:

KPA 2: Institutional Development and Municipal Transformation
Strategic Goal: Capacitated and effective human capital

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	New / Review Polices	# of new / reviewed policies approved by Council (Finance)		35	Opex	8	N/A	N/A	N/A	8	8	8	8	8
	Performance Management	% attainment in departmental performance (Finance)	2.5	36	Opex	New	N/A	75%	N/A	90%	90%	92%	94%	95%

KPA 5: Municipal Financial Viability and Management
Strategic Goal: Sustainable financial growth / viability

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Compliance to MFMA legislation	Legislative compliance	# of MFMA checklists submitted per quarter as legislated	5.4	37	Opex	12	3	3	3	3	12	12	12	12
		# of section 71,72 and 52(d) MFMA reports submitted to EXCO within legislative timeframes	5.5	38	Opex	17	4	4	5	4	17	17	17	17
		Annual submission of the asset verification report to the MM	5.4	39	Opex	12	1	N/A	N/A	N/A	1	1	1	1

	Revenue	% of consumer payment level received as compared to that billed	5.3	40	Opex			N/A	N/A	N/A	95%	95%	95%	95%
--	---------	---	-----	----	------	--	--	-----	-----	-----	-----	-----	-----	-----

KPA 5: Municipal Financial Viability and Management

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To implement sound financial management practices	Expenditure	% spend of the departmental operational Budget (Finance)	5.1	41		100%	N/A	40%	N/A	95%	95%	95%	95%	95%
		% of approved (compliant) invoices paid within 30 days	5.2	42	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%

		% spend of the FMG funds	5.1			100%	100%	100%	100%	100%	100%	100%	100%	100%
	SCM	Average # of days elapsed on successful bids awarded as per the competitive bidding process for tenders over R200,000	5.6	43	Opex	90 days	45	45	45	45	45	46	47	48
		% attendance at scheduled Bid Committee meetings	5.6	44	Opex	100%	100%	100%	100%	100%	100%	200%	300%	400%

KPA 6: Good Governance and Public Participation
Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Good Governance	% of AG Management Letter findings resolved by year-end (Finance)	6.4	45	Opex	100%	N/A	N/A	50%	50%	100%	100%	100%	100%
	Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (Finance)	6.4	46	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%

Operational Projects

Strategic Goal: Sustainable financial growth / viability

Strategic Objective	Programme	Project	IDP Link	Project Ref	Budget R 000's	Dates		2015/16			
						Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
To implement sound Financial management practices	Legislative compliance	Effective implementation of the Standard Charter of Accounts (SCOA) system	5.4	F 1		Jul-15	Apr-16	System goes live and is monitored	Progress of implementation and compliance evaluated by NT	Report of NT received and decision on way forward made	N/A

8.4. COMMUNITY SERVICES – VOTE

The high level indicators and targets for the Directorate follows:

KPA 2: Institutional Development and Municipal Transformation

Strategic Goal: Capacitated and effective human capital

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	New / Review Policies	# of new / reviewed policies approved by Council (CS)		47	Opex	1	N/A	N/A	N/A	2	2	2	2	2
	Performance Management	% attainment in departmental performance (CS)	2.5	48	Opex		N/A	50%	N/A	90%	90%	92%	95%	100%

KPA 4 - Basic Service Delivery and Infrastructure Development
Strategic Goal: Accessible and sustainable infrastructure and basic services

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To facilitate promotion of health and well-being of communities	Waste management	# of households in informal settlements provided with solid waste removal services	4.5	49			N/A	N/A	200	<500	<700	700	700	700
	Sports and Recreation	# of parks / recreational facilities renovated	4.8	50	800	3	N/A	N/A	N/A	2	2	2	2	2
	Education / Libraries	# of initiatives held at schools to promote the library facilities	4.4	51		4	1	1	1	1	4	4	4	4

KPA 4 - Basic Service Delivery and Infrastructure Development

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To ensure communities are contributing towards climate change and reduction of carbon footprint	Environmental management	# of environmental awareness campaigns conducted in terms of waste management	4.5	52	300	4	1	2	1	2	6	6	6	6
		# of greening initiatives implemented	4.8	53		4	1	1	1	1	4	4	4	4
Increase the accessibility of emergency services to the community	Disaster management	# of Emergency / Disaster risk awareness campaigns conducted	4.4	54	500	8	2	2	2	2	8	8	8	8
		% response to reportable incidents based in a 24 hour timeline	4.5	55	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%

KPA 5: Municipal Financial Viability and Management
Strategic Goal: Sustainable financial growth / viability

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To implement sound Financial management practices	Expenditure	% spend of the Departmental operational Budget (CS)	5.1	56	41 127	85%	N/A	50%	N/A	85%	85%	90%	95%	95%
	SCM	% attendance at scheduled Bid Committee meetings	5.6	57	Opex	New	90%	90%	90%	90%	90%	100%	100%	100%

KPA 6: Good Governance and Public Participation
Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Good Governance	% of AG Management Letter findings resolved by year-end (CS)	6.4	58	Opex		N/A	N/A	N/A	100%	100%	100%	100%	100%
	Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (CS)	6.4	59	Opex		75%	100%	100%	100%	100%	100%	100%	100%

Operational Projects

Strategic Goal: Accessible and sustainable infrastructure and basic services

Strategic Goal	Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	Dates		2015/16			
						Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
Accessible and sustainable infrastructure and basic services	Facilitate promotion of health and well-being of communities	Develop a waste recycling strategy	4.5	CS 1	Opex	Jul-15	Jun-16	Draft recycling strategy	Draft Recycling strategy	Approved recycling strategy	Approved recycling strategy

DEVELOPMENTAL PLANNING AND LED – VOTE

The high level indicators and targets for the Directorate follows:

KPA 1: Spatial Development Analysis and Rationale
Strategic Goal: Integrated human settlements

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To provide a systematic integrated spatial / land development policy	Land use management	# of land use applications received and processed within 90 days	1.2	60	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%
		# of reports in terms of hectares of suitable land identified for development	1.3	61	Opex	New	N/A	N/A	N/A	1	1	1	1	1

KPA 1: Spatial Development Analysis and Rationale

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To provide a systematic integrated spatial / land development policy	Land use management	% of buildings inspected that comply with the National Building Regulations and Building Standards Amendments Act No 49 of 1995		62	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%
Increase regularisation of built environment	Compliance with National building Regulations	% of New Building Plans of less than 500 square meters assessed within 10 days.	1.2	63	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%
		% of New Building Plans of more than 500 square meters assessed within 28 days.	1.2	64	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%
	By-laws	# of draft By-laws developed and submitted for approval		65	Opex		1	N/A	1	N/A	2	1	1	1

KPA 2: Institutional Development and Municipal Transformation
Strategic Goal: Capacitated and effective human capital

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	New / Review Polices	# of new / reviewed policies approved by Council (DP-LED)		66	Opex		N/A	1	N/A	1	2	2	2	2
	Performance Management	% attainment in departmental performance (DP-LED)	2.5	67	Opex	New	N/A	75%	N/A	90%	90%	92%	94%	95%

KPA 3: Local Economic Development
Strategic Goal: Growing inclusive economy

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To facilitate economic growth and sustainable job creation	Economic growth and development	# of SMME's and Cooperatives capacity building skill workshops scheduled and held (inclusive of youth)	3.3	68			1	N/A	1	1	3	3	3	3
		# of events held to promote tourism within the municipality	3.1	69		2	1	1	N/A	N/A	2	2	2	2

KPA 4: Basic Service Delivery and Infrastructure Development

Strategic Goal: Integrated human settlements

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Reduction in the level of Service Delivery backlogs	Housing	# of reports ito new RDP Housing units provided by the PDoHS submitted to Council	4.4	70	Opex	New	N/A	1	N/A	1	2	2	2	2

KPA 5: Municipal Financial Viability and Management

Strategic Goal: Sustainable financial growth / viability

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To implement sound Financial management practices	Expenditure	% spend of the departmental operational Budget (DP-LED)	5.1	71			N/A	50%	N/A	80%	80%	90%	95%	95%
	SCM	% attendance at scheduled Bid Committee meetings	5.6	72	Opex	Opex	100%	100%	100%	100%	100%	100%	100%	100%

KPA 6: Good Governance and Public Participation
Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan (DP-LED)	6.4	73	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%
		% of AG Management Letter findings resolved by year-end (DP-LED)	6.4	74	Opex	100%	N/A	N/A	75%	100%	100%	100%	100%	100%

Operational Projects

Strategic Goal: Integrated human settlements

Strategic Goal	Strategic Objective	Project	IDP Link	Project Ref	Budget R 000's	Dates		2015/16			
						Start	End	Qtr 1 Milestone	Qtr 2 Milestone	Qtr 3 Milestone	Qtr 4 Milestone
To provide a systematic integrated spatial / land development policy	Land use management	Review and align LUM's with respect to the new SPLUMA	1.4	75		Jul-15	Mar-16	terms of reference	draft review LUM's	submission of LUMS to council for approval	N/A
	Land Tenure and Spatial Development	# feasibility study Mark Street pedestrian node	1.2	76		Jul-15	Jun-16	TOR developed, tender advertised and appoint service provider (SP)	SP submits inception report for comment	Draft report generated	Final report generated

8.5. INFRASTRUCTURE SERVICES – VOTE

The high level indicators and targets for the Directorate follows:

KPA 2: Institutional Development and Municipal Transformation

Strategic Goal: Capacitated and effective human capital

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	New / Review Policies	# of new / reviewed policies approved by Council (ID)		77	Opex		N/A	N/A	N/A	2	2	2	2	2
	Performance Management	% attainment in departmental performance (ID)	2.5	78	Opex		N/A	50%	N/A	85%	85%	92%	94%	95%

KPA 3: Local Economic Development
Strategic Goal: Growing inclusive economy

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To facilitate economic growth and sustainable job creation	Economic growth and development	# of Corporate Social Investment (CSI) and Social Labour Plan (SLP) programmes monitored both Business and Mining organisations	15	79	Opex	New	1	N/A	1	1	3	3	3	3
		% of SMME's and Cooperatives sub-contracted in terms of infrastructure Capital projects	17	80	Opex	New	100 %	100%	100%	100%	100%	100%	100%	100%

KPA 4 - Basic Service Delivery and Infrastructure Development
Strategic Goal: Accessible and sustainable infrastructure and basic services

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Reduction in the level of Service Delivery backlogs	Electricity	# of households in formal settlements provided with standard electricity connections by June 2016	4.1	81	1 000	20	N/A	N/A	N/A	< 450	< 450	< 450	< 450	< 450
	Roads & Storm water	Km of gravel roads graded and bladed by June 2016	4.2	82		40kms	15kms	15kms	15kms	15kms	60kms	60kms	60kms	60kms
		% operational expenditure on repairs and maintenance - Roads (potholes)	4.2	83		100%	N/A	N/A	N/A	100%	100%	100%	100%	100%

KPA 4 - Basic Service Delivery and Infrastructure Development

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Reduction in the level of Service Delivery backlogs	Fleet management	% availability of municipal fleet vehicles		84		New	85%	85%	85%	85%	85%	85%	85%	85%
	Project Management	% of new Capital projects started on time In terms of the appointment of consultants / contractors for EMLM funded projects	4.3	85	Opex	100%	50%	100%	N/A	N/A	100%	100%	100%	100%
		% of new Capital projects completed in terms of agreed schedule for EMLM funded projects	4.3	86	Opex		25%	50%	75%	100%	100%	100%	100%	100%

		% spending on MIG funding	4.3		53 000	100%	N/A	50%	N/A	100%	100%	100%	100%	100%
		% spending on INEP funding	4.1	87	10 000		N/A	50%	N/A	100%	100%	100%	100%	100%

KPA 5: Municipal Financial Viability and Management
Strategic Goal: Sustainable financial growth / viability

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To implement sound Financial management practices	Expenditure	% spend of the Departmental operational Budget (ID)	5.1	88			N/A	50%	N/A	85%	85%	90%	95%	95%
	SCM	% attendance at scheduled Bid Committee meetings	5.6	89		New	100%	100%	100%	100%	100%	100%	100%	100%

KPA 6: Good Governance and Public Participation
Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Link	SDBI P Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan (ID)	6.4	90	Opex	100%	65%	75%	75%	100%	85%	100%	100%	100%
		% of AG Management Letter findings resolved by year-end (annual & ID)	6.4	91	N/A	100%	N/A	N/A	75%	85%	85%	100%	100%	100%

8.6. EXECUTIVE SUPPORT

The high level indicators and targets for the Directorate follow:

KPA 2: Institutional Development and Municipal Transformation

Strategic Goal: Capacitated and effective human capital

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Improved efficiency and effectiveness of the Municipal Administration	Performance Management	% attainment in departmental performance (ES)	2.5	92	Opex	New	N/A	75%	N/A	90%	90%	92%	94%	95%
	New / Review Polices	# of new / reviewed policies approved by Council	1,0	93			N/A	N/A	N/A	2	2	2	2	2

KPA 4 - Basic Service Delivery and Infrastructure Development

Strategic Goal: Accessible and sustainable infrastructure and basic services

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To facilitate promotion of health and well-being of communities		# of Mayoral outreach projects initiated	2,0	94	Opex		N/A	1	N/A	1	2	2	2	2

KPA 5: Municipal Financial Viability and Management
Strategic Goal: Sustainable financial growth / viability

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
Financial Viability	Expenditure	% spend of the departmental operational Budget (ES)		95	Opex	100%	N/A	70%	N/A	90%	90%	95%	95%	95%
	SCM	% attendance at scheduled Bid Committee meetings		96	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%

KPA 6: Good Governance and Public Participation
Strategic Goal: Sound Governance

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Good Governance	Submission of Annual Report Oversight Report to Council by the 30th March 2016	6.3	97	Opex	1	N/A	N/A	1	N/A	1	1	1	1
		% execution of identified risks in line with detailed time schedule (ES)	6.7	98	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%

		% of Internal Audit Findings resolved per quarter as per the Audit Plan	6.4	99	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%
--	--	---	-----	----	------	------	------	------	------	------	------	------	------	------

KPA 6: Good Governance and Public Participation

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To create a culture of accountability and transparency	Good Governance	% of AG Management Letter findings resolved by year-end	6.4	100	Opex	New	100%	100%	100%	100%	100%	100%	100%	100%
		Number of Council meeting held by June 2016 as per the Legislation	6.4	101	Opex	4	1	1	1	4	4	4	4	4
		% of Council and Special meetings resolutions resolved within the prescribed timeframe	6.7	102	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%
		Number of EXCO meetings held by June 2016	6.4	103	Opex	12	3	3	3	3	12	12	12	12
		# of Section 79 Committee meetings held	6.7	104	Opex	4	1	1	1	1	4	4	4	4

KPA 6: Good Governance and Public Participation

Strategic Objective	Programme	KPI	IDP Link	SDBIP Ref No	Budget R 000's	Baseline 2013/14	2015/16					Outer Year Targets		
							1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	2016/17	2017/18	2018/19
To strengthen participatory governance within the community	Community Participation	# of Public Participation meetings facilitated	6.3	105	Opex	2	N/A	1	N/A	1	2	2	2	2
		% of scheduled ward committee meetings held	6.3	106	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%
		% of Ward operational plans submitted to Council per quarter	6.3	107	Opex	4	1	1	1	1	4	4	4	4
	Customer/ Stakeholder Relationship Management	# of initiatives implemented to improve communication channels	6.5	108	Opex	4	1	1	1	1	4	4	4	4
		# of quarterly Customer Complaint reports submitted to Council (inclusive of Presidential Hotline)	6.5	109	Opex	100%	100%	100%	100%	100%	100%	100%	100%	100%

The abovementioned strategic and high level scorecards will form the basis for the quarterly, mid-year and annual non-financial performance monitoring and reporting. The planning details for each indicator will form part of the final SDBIP.

8.7. DETAILED CAPITAL WORKS PLAN

A detailed three year capital works plan is required to ensure sufficient detail to measure and monitor delivery of infrastructure projects on a ward by ward basis. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery and budget implementation.

It should be noted that the Municipality is faced with serious financial constraints to cater for all KPAs in terms of capital allocations. The institution has developed a three year infrastructure development capital project that will be funded through MIG allocation. Some of the projects have been registered whilst others are still in the process of registration.

The list of projects indicated below is from all municipal departments, however budget allocation for 2015/16 is not sufficient. Projections for the outer years have been made although they will be reviewed when developing the 2016/17 IDP document.

The capital projects as per the IDP are listed below:

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 2: Municipal Transformation and Organisational Development											
505	n/a	Furniture	Improved efficiency and effectiveness of the municipal administration	500	500	500	100% furniture purchased	100% furniture purchased	100% furniture purchased	100% furniture purchased	Corporate Services
505	n/a	Hardware and Software Devices		500	500	500	100% hardware and software devices purchased	100% hardware and software devices purchased	100% hardware and software devices purchased	100% hardware and software devices purchased	Corporate Services
505	n/a	Tools and equipment		100	N/A	N/A	100% tools and equipment purchased	100% tools and equipment purchased	100% tools and equipment purchased	100% tools and equipment purchased	Corporate Services

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	13	Upgrading of driving license testing centre	To Facilitate For Improved Service Delivery	2 000	2 000		advertisement and appointment of service provider	construction process	construction process	100% upgrading of driving license testing centre	Community Services
	13	upgrading of license offices	To Facilitate For Improved Service Delivery	1 500	1 500		advertisement and appointment of service provider	construction process	construction process	100% upgrading of license office	Community Services
	13	Landscaping of Hoep - Hoep and Impala Parks	To Facilitate For Improved Service Delivery	800			advertisement and appointment of service provider	Upgrading/landscaping process	Upgrading/landscaping process	100% landscaping of Hoep-Hoep and Impala parks	Community Services
	10	Development of Transfer Station - Ntwane	To Facilitate For Improved Service Delivery	500	360		advertisement and appointment of service provider	EIA, Licencing of Ntwane Transfer station and designs	construction process	100% Development of Transfer Station - Ntwane	Community Services

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	13	Upgrade of office and development of control room	To Facilitate For Improved Service Delivery	1 500			advertisement and appointment of service provider	construction process	construction process	100% Upgrade of office and development of control room	Community Services
	13	Upgrading of landfill site	To Facilitate For Improved Service Delivery	2 000			advertisement and appointment of service provider	construction process	construction process	100% upgrading of landfill site	Community Services
	10	Development of cemeteries in ward 10	To Facilitate For Improved Service Delivery	200	240		25% Advertisement and appointment of service provider	50% Project hand over and Site Establishment	100% development of cemeteries	N/A	Infrastructure Services
	20	Electrification of households in Monsterlos stadium view	To Facilitate For Improved Service Delivery	7 344			25% Detailed designs Complete	50% Project hand over and Site Establishment	75% Poling and cabling completed	100% of households reticulated for electrification	Infrastructure Services

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	n/a	Crane truck	To Facilitate For Improved Service Delivery	700	1 000		advertisement and appointment of service provider	Facilitation of purchase by SP	One (1) crane truck purchased and Delivered	N/A	Infrastructure Services
	12	Electrification of households in Magagamatala	To Facilitate For Improved Service Delivery	600			25% Detailed designs Complete	50% Project hand over and Site Establishment	75% Poling and cabling completed	100% of households reticulated for electrification	Infrastructure Services
	7	Electrification of households in Zenzele	To Facilitate For Improved Service Delivery	1 000	5 000		25% Detailed designs Complete	50% Project hand over and Site Establishment	75% Poling and cabling completed	100% of households reticulated for electrification	Infrastructure Services
	30	Electrification of Makwana village	To Facilitate For Improved Service Delivery	2 056	1 000	1 000	25% Detailed designs Complete	50% Project hand over and Site Establishment	75% Poling and cabling completed	100% of households reticulated for electrification	Infrastructure Services
	n/a	Development of public lighting master plan (high mast lights)	To Facilitate For Improved Service Delivery	500	3 000	6 789	25% Advertisement and appointment of service provider	50% Preliminary Investigations report	75% Draft Public Master Plan	100% Development of Public Master Plan report	Infrastructure Services

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	n/a	Mini subs	To Facilitate For Improved Service Delivery	800	1 000	1 700	Advertisement and appointment of service provider	Manufacturing process	Two of minisubs purchased and Delivered	N/A	Infrastructure Services
	17	Construction of Speed Humps	To Facilitate For Improved Service Delivery	100	150	150	Advertisement and appointment of service provider	Construction of 6 speed humps	N/A	N/A	Infrastructure Services
	23	Construction of Speed Humps	To Facilitate For Improved Service Delivery	150	150	150	Advertisement and appointment of service provider	Construction of 4 speed humps	N/A	N/A	Infrastructure Services
	24	Construction of Speed Humps	To Facilitate For Improved Service Delivery	200	150	150	Advertisement and appointment of service provider	11 speed humps constructed	N/A	N/A	Infrastructure Services
	25	Construction of Speed Humps	To Facilitate For Improved Service Delivery	150	150	150	Advertisement and appointment of service provider	3 speed humps constructed	N/A	N/A	Infrastructure Services

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	6	Construction of Speed Humps	To Facilitate For Improved Service Delivery	100	150	150	Advertisement and appointment of service provider	2 speed humps constructed	N/A	N/A	Infrastructure Services
	7	Construction of Speed Humps	To Facilitate For Improved Service Delivery	100	150	150	Advertisement and appointment of service provider	3 speed humps constructed	N/A	N/A	Infrastructure Services
	8	Construction of Speed Humps	To Facilitate For Improved Service Delivery	100	150	150	Advertisement and appointment of service provider	2 speed humps constructed	N/A	N/A	Infrastructure Services
	25	Makgopheng construction of storm water control channels	To Facilitate For Improved Service Delivery	500	600	700	25% Advertisement and appointment of service provider	50% site Handover and site establishment	75% Construction of storm water channel(Trenching and pitching)	100% Completion of storm water channel	Infrastructure Services
	23	Sephaku construction of storm water control channels	To Facilitate For Improved Service Delivery	600	600	700	25% Advertisement and appointment of service provider	50% site Handover and site establishment	75% Construction of storm water channel(Trenching and pitching)	100% Completion of storm water channel	Infrastructure Services

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	21	Kgaphamadi upgrade	Reduction in the level of service delivery backlogs	5 000	5 000	12 500	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% constructed road at Kgaphamadi	Infrastructure Services
	30	Laersdrift bus route	Reduction in the level of service delivery backlogs	1 500	7 000	8 000	25% Advertisement and appointment of service provider	50% Feasibility study report	75 % Preliminary Design report	100% Development Design report	Infrastructure Services
	19	Mathula road	Reduction in the level of service delivery backlogs	6 000	10 000		25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% constructed road at Mathula	Infrastructure Services
	22	Mogaung upgrade	Reduction in the level of service delivery backlogs	6 000	9 178		25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% constructed road at Mogaung	Infrastructure Services
	5	Mpheleng construction of bus route	Reduction in the level of service	5 000	5 000	7 000	25% Advertisement and	50% progress (Site	75% progress (Base and	100% constructed road at	Infrastructure Services

			delivery backlogs				appointment of service provider	establishment and subcase completed)	Surfacing completed)	Mpheleng	
--	--	--	-------------------	--	--	--	---------------------------------	--------------------------------------	----------------------	----------	--

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	n/a	Multipurpose sports fields master plan	Reduction in the level of service delivery backlogs	1 000	5 000	6 000	25% Advertisement and appointment of service provider	50% Preliminary Investigations report	75% Draft Sports field Master Plan	100% Development of Sports field Master Plan	Infrastructure Services
	6	Phuchukani construction of road	Reduction in the level of service delivery backlogs	6 602			25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and interlocking paving completed)	100% constructed road at Phucukani	Infrastructure Services
	n/a	Plant and machinery	Reduction in the level of service delivery backlogs	3 000	5 000	5 000	Advertisement and appointment of service provider	1 Low bed trailer and 1 Water Tanker and 1 Drum Roller purchased	N/A	N/A	Infrastructure Services

	8	Maintenance of Marapong bridge	Reduction in the level of service delivery backlogs	1 500	5 000	6 000	25% Advertisement and appointment of service provider (Turnkey)	50% Detailed Design completed	75% site handover and site establishment	100% maintenance of the bridge in Marapong	Infrastructure Services
--	---	--------------------------------	---	-------	-------	-------	---	-------------------------------	--	--	-------------------------

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	25	Rehabilitation of Dikgalaopeng road and storm water control	Reduction in the level of service delivery backlogs	1 279	5 000		25% Advertisement and appointment of service provider	50% site handover and site establishment	75% Rehabilitation and storm water channel(Trenching and pitching)	100% Rehabilitation and storm water control Dikgalaopeng	Infrastructure Services
	14	Road to Magoshi: Matlala	Reduction in the level of service delivery backlogs	1 000			25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and interlocking paving completed)	100% constructed road at Kgoshi Matlala	Infrastructure Services
	4	Nyakoroana Road	Reduction in the level of service delivery backlogs	1 000			25% Advertisement and appointment of service provider (Turnkey)	50% Detailed Design completed	75% site handover and site establishment	100% maintenance of Nyakoroana paving road block	Infrastructure Services

	20	Monsterlos to Makgopeng	Reduction in the level of service delivery backlogs	6 000			25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% constructed road at Monsterlus to Makgopeng	Infrastructure Services
--	----	-------------------------	---	-------	--	--	---	---	---	--	-------------------------

PROJECTS											
Vote No.	Ward No.	Project	Strategic Objective	Budget R 000's 2015/16	Budget R 000's 2016/17	Budget R 000's 2017/18	1st Quarter Target 2015/16	2nd Quarter Target 2015/16	3rd Quarter Target 2015/16	4th Quarter Target 2015/16	Programme owner
KPA 3: Basic service and Infrastructure development											
	26	Road to Magoshi: Rammupudu	Reduction in the level of service delivery backlogs	6 000			25% Advertisement and appointment of service provider	50% progress (Site establishment and subbase completed)	75% progress (Base and interlocking paving completed)	100% constructed road at Kgoshi Rammupudu	Infrastructure Services
	30	Rehabilitation of Roosenekaal streets	Reduction in the level of service delivery backlogs	2 000	3 000		25% Advertisement and appointment of service provider	50% site handover and site establishment	75% Rehabilitation and storm water channel(Trenching and pitching)	100% Rehabilitation of Roosenekaal streets	Infrastructure Services
	2	Moteti A bus route	Reduction in the level of service delivery backlogs	5 100			25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% constructed road at Moteti A	Infrastructure Services
	n/a	Development of workshop phase 1	Reduction in the level of service delivery backlogs	2 000	2 000	1 000	25% Advertisement and appointment of service provider	50% site handover and site establishment	75% Development of Workshop (fencing completed)	100% development of workshop phase 1(Fencing and partitioning of existing peg house)	Infrastructure Services
	TOTAL			99 981	88 928	70 139					

9. CONCLUSION

The SDBIP is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipality. The SDBIP gives meaning to the budget and the IDP and will inform both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and section 46 (end-of-year annual reports). This enables the Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP provides the top layer of information for the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.