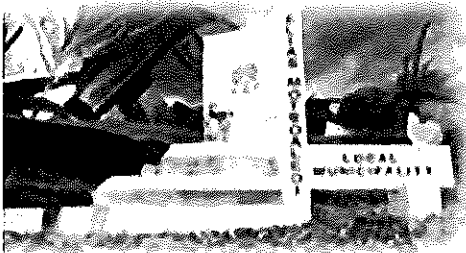


ELIAS MOTSOLEDI LOCAL MUNICIPALITY

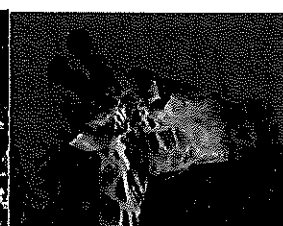
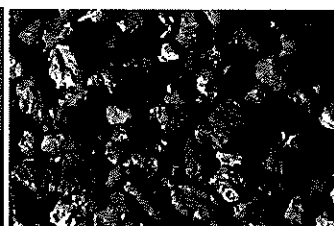
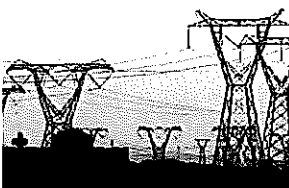


APPROVED 2019/2020 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



"Thé agro-economical and ecotourism heartland"

Motto: The sunshine valley



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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, councilor's, 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:

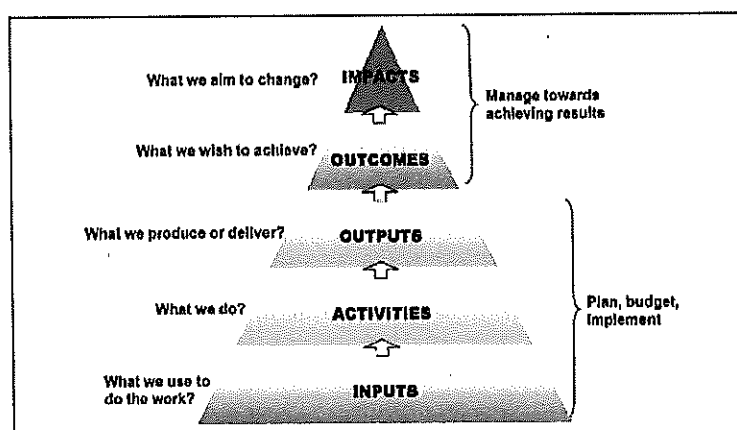
- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

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 (KPAs) 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 department and will be contained in the departmental managers 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.

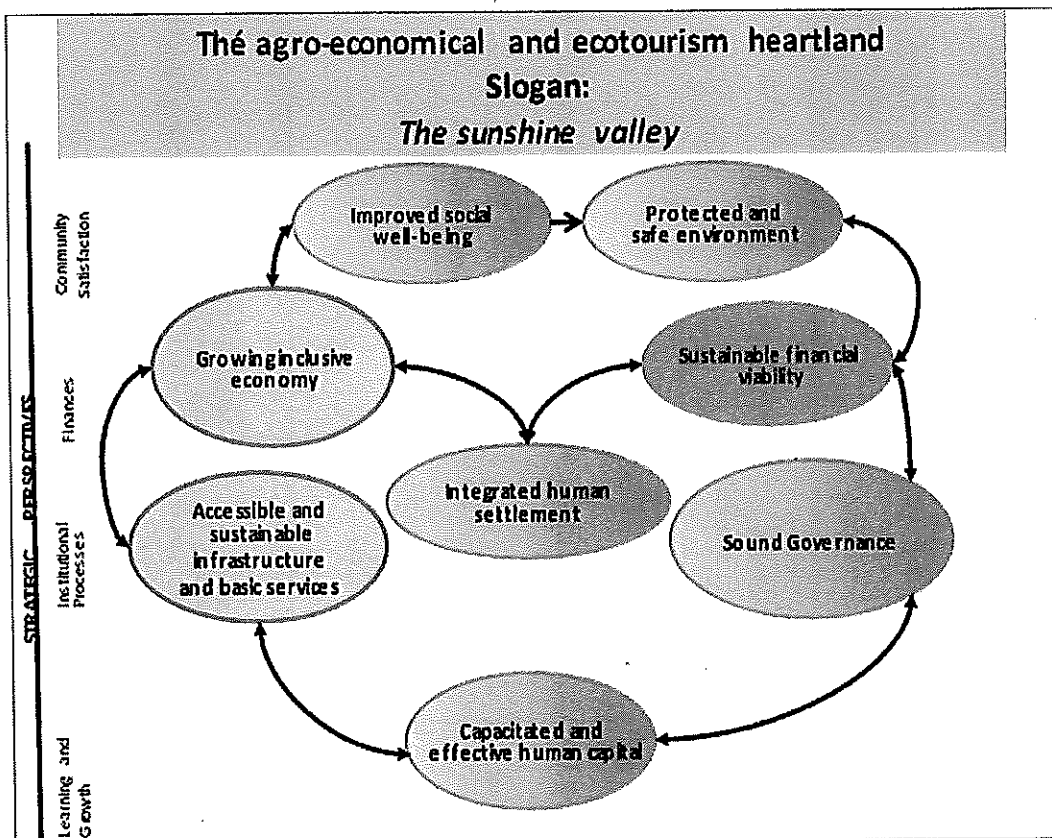
- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

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 developed during the Strategic Planning Workshop held on the 18th-19th January 2016 inclusive 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; Financials; 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 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 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 through a refined ward committee model	Growing inclusive economy	Improved economic condition
	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		Integrated Human Settlement	Improved living conditions
	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		2 A long and healthy life for all South Africans			
		Ensuring quality health care and social security for all citizens				

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.

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 section of the document is based upon the Budget MBRR B1 Schedules that serve as supporting documentation for the budget, in particular Schedules SB 12 - SB 17 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

LIM472 Elias Motsaedi - Supporting Table SA 25 Budgeted monthly revenue and expenditure (by source and type)

Description	Budget Year 2019/20												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source															
Property rates	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	2,894	34,727	36,602	38,579
Service charges - electricity revenue	7,990	6,904	6,274	6,601	6,944	7,305	7,665	8,094	7,725	8,155	8,585	10,645	92,957	97,977	103,268
Service charges - water revenue															
Service charges - sanitation revenue															
Service charges - refuse revenue	412	433	456	580	605	631	658	687	618	712	712	2,244	8,550	9,011	9,498
Service charges - other															
Rental of facilities and equipment	88	88	88	88	88	88	88	88	88	88	88	88	1,052	1,109	1,169
Interest earned - external investments	142	179	163	197	223	249	267	275	284	294	325	338	2,946	3,105	3,272
Interest earned - outstanding debtors	329	348	376	458	587	563	692	560	657	782	823	867	7,040	7,421	7,821
Dividends received															
Fines, penalties and forfeits	9,157	4,154	9,154	5,155	6,156	11,157	10,155	2,154	1,054	7,754	4,654	3,155	73,860	77,848	82,052
Loans and permits	96	374	394	414	436	459	482	507	534	562	591	622	5,470	5,766	6,077
Agency services															
Transfers and subsidies	101,196	450	-	-	650	79,169	-	274	90,879	-	-	-	272,618	291,737	314,255
Other revenue	80	92	102	120	126	136	153	161	166	168	181	190	1,664	1,754	1,846
Gains on disposal of PPE															
Total Revenue excluding capital transfers	122,383	15,976	19,920	16,506	18,708	102,650	22,965	15,576	104,898	21,408	18,853	21,043	500,885	532,330	567,840
Expenditure By Type															
Employee related costs	11,870	11,884	11,635	11,635	11,635	19,560	11,635	11,635	11,635	11,635	11,635	11,149	147,530	157,231	165,564
Remuneration of councillors	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	25,564	27,266	28,093
Debt impairment	4,822	4,822	4,822	4,822	4,822	4,822	4,822	4,822	4,822	4,822	4,822	4,822	57,880	60,984	61,899
Depreciation & asset impairment	4,710	4,710	4,710	4,710	4,710	4,710	4,710	4,710	4,710	4,710	4,710	4,710	56,520	59,572	60,789
Finance charges	209	209	209	209	209	209	209	209	209	209	209	209	2,505	1,141	53
Bulk purchases	7,745	6,995	6,845	5,975	6,676	7,145	5,545	6,475	5,745	6,555	6,945	8,295	80,941	93,406	107,894
Other materials	4,193	996	807	867	874	861	855	844	1,010	941	773	581	13,590	14,324	14,798
Contracted services	5,837	4,044	5,811	5,286	4,919	4,476	3,376	3,690	4,122	4,618	4,252	3,346	53,788	54,842	58,246
Transfers and subsidies	440	270	270	270	270	270	270	570	270	270	270	300	3,740	3,942	4,155
Other expenditure	4,044	3,319	4,629	3,337	3,022	2,788	3,065	3,880	3,085	3,156	2,981	3,205	40,562	39,194	38,888
Total Expenditure	46,000	39,379	41,867	39,238	39,265	46,939	36,617	38,392	37,737	39,045	38,725	38,849	482,591	511,503	540,349
Surplus/(deficit)	76,384	(23,403)	(21,947)	(22,732)	(20,557)	55,711	(13,652)	(23,357)	67,161	(17,636)	(19,872)	(17,806)	18,293	20,427	27,491
Transfers and subsidies - capital	30,600	-	-	5,300	-	28,500	-	-	9,521	-	-	-	73,921	74,234	75,773
Surplus/(deficit)	(106,994)	(23,403)	(21,947)	(17,432)	(20,557)	84,211	(13,652)	(23,357)	76,682	(17,636)	(19,872)	(17,806)	92,214	94,661	103,264

LIM472 Elias Motsaledi - Supporting Table SA26 Budgeted monthly revenue and expenditure (by vote)

Description	Budget Year 2019/20												Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	July	August	Sept.	October	November	December	January	February	March	April	May	June			
Revenue by Vote															
Vote 1 - Executive & Council	15,168	-	-	-	-	12,134	-	-	13,929	-	-	(0)	41,231	44,455	48,031
Vote 2 - Office of the Municipal Manager	13,112	-	-	-	-	10,490	-	-	12,041	-	-	-	35,643	38,301	41,250
Vote 3 - Budget & Treasury	13,008	3,281	3,306	3,343	3,382	9,608	3,496	3,468	10,488	3,589	3,641	3,676	64,188	68,387	72,707
Vote 4 - Corporate Services	14,795	0	1	1	1	11,837	1	1	13,588	1	0	1	40,227	45,599	49,340
Vote 5 - Community Services	26,027	4,988	10,031	6,177	7,224	26,351	11,228	3,283	17,253	9,068	5,999	6,064	132,693	138,549	146,999
Vote 6 - Technical Services	59,360	7,214	6,536	12,286	7,400	62,607	8,182	8,493	36,534	8,687	9,147	11,234	227,629	237,241	248,804
Vote 7 - Developmental Planning	4,808	493	46	50	701	3,867	57	331	4,427	64	65	68	14,966	14,443	15,385
Vote 8 - Executive Support	6,706	-	-	-	-	5,365	-	-	6,158	-	-	-	18,229	19,588	21,097
Total Revenue by Vote	152,983	15,976	19,920	21,806	18,708	131,150	22,965	15,576	114,419	21,408	18,853	21,043	574,806	606,564	643,613
Expenditure by Vote to be appropriated															
Vote 1 - Executive & Council	3,194	2,824	4,134	2,738	3,181	2,988	2,580	3,067	2,939	3,017	3,199	3,011	36,874	39,197	42,847
Vote 2 - Office of the Municipal Manager	3,256	2,815	3,371	3,418	2,776	3,596	2,576	2,765	2,473	3,071	2,420	2,529	35,065	37,067	38,157
Vote 3 - Budget & Treasury	5,825	4,115	5,152	4,713	4,281	4,833	4,060	4,237	3,865	4,363	3,853	3,631	52,917	56,063	58,368
Vote 4 - Corporate Services	3,326	3,024	2,860	2,970	3,126	3,839	3,040	2,866	3,002	2,888	2,869	3,002	36,814	38,994	39,934
Vote 5 - Community Services	9,501	9,288	9,477	9,314	9,008	11,633	8,923	9,026	9,507	9,302	8,929	8,518	112,427	117,360	121,617
Vote 6 - Technical Services	18,866	14,872	14,820	13,857	14,702	16,695	13,530	14,556	13,830	14,555	14,811	16,069	181,124	195,377	212,055
Vote 7 - Developmental Planning	1,002	1,162	919	1,172	945	1,434	883	1,421	1,036	864	1,073	1,273	13,185	12,556	11,539
Vote 8 - Executive Support	1,029	1,278	1,133	1,055	1,245	1,560	1,026	994	1,094	985	1,572	816	14,187	15,008	15,831
Total Expenditure by Vote	46,000	39,379	41,867	39,238	39,265	46,939	36,617	38,932	37,737	39,045	38,725	38,849	482,581	511,503	540,349
Surplus/(Deficit) before assoc.	106,984	(23,403)	(21,947)	(17,432)	(20,557)	84,211	(13,652)	(23,357)	76,682	(17,636)	(19,872)	(17,806)	92,214	94,661	103,264

LM/472 Elias Motsaedi - Supporting Table SA 27 Budgeted monthly revenue and expenditure (by functional classification)

Description	Budget Year 2019/20												Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	July	August	Sept	October	November	December	January	February	March	April	May	June			
Revenue - Functional															
Governance and administration	68,350	3,281	3,307	3,344	3,383	53,783	3,497	3,489	61,312	3,590	3,642	3,677	214,636	232,577	249,921
Executive and council	17,128	-	-	-	-	13,702	-	-	15,729	-	-	-	46,559	50,181	54,198
Finance and administration	47,930	3,281	3,307	3,344	3,383	37,447	3,497	3,489	42,560	3,590	3,642	3,677	159,127	172,779	185,365
Internal audit	3,292	-	-	-	-	2,634	-	-	3,024	-	-	-	8,950	9,617	10,358
Community and public safety	7,745	5	5	5	5	6,201	6	6	7,118	7	8	8	21,118	22,691	24,437
Community and social services	3,302	4	4	4	4	2,645	5	5	3,036	6	6	6	9,026	9,698	10,443
Sport and recreation	4,443	1	1	1	1	3,556	1	1	4,082	2	2	2	12,092	12,933	13,993
Economic and environmental services	53,915	5,131	9,708	5,735	7,411	51,901	10,830	3,126	25,130	8,517	5,457	3,933	190,855	200,675	215,386
Planning and development	7,235	493	46	50	701	5,799	57	331	6,656	64	65	68	21,564	21,533	23,021
Road transport	46,256	4,638	9,662	5,686	6,710	46,763	10,773	2,796	18,085	8,453	5,391	3,925	168,137	177,903	191,031
Environmental protection	424	-	-	-	-	339	-	-	390	-	-	-	1,153	1,239	1,334
Trading services	22,973	7,559	6,900	12,722	7,909	19,264	8,632	8,975	20,558	9,294	9,747	13,364	148,197	150,621	153,870
Energy sources	15,295	7,104	6,422	12,119	7,280	12,810	8,046	8,359	13,555	8,549	9,001	11,084	119,623	122,296	125,171
Waste management	7,678	454	478	603	629	6,455	585	616	7,304	744	746	2,280	28,574	28,325	28,698
Total Revenue - Functional	152,983	15,976	19,920	21,806	18,708	131,150	22,865	15,576	114,419	21,408	18,853	21,043	574,806	606,504	643,613
Expenditure - Functional															
Governance and administration	18,576	15,234	18,047	16,035	15,927	18,501	14,541	15,247	14,535	15,556	15,233	14,344	191,835	199,315	206,967
Executive and council	3,594	3,208	4,523	3,088	3,563	3,597	2,992	3,442	3,276	3,415	3,553	3,428	41,858	44,271	48,192
Finance and administration	14,254	11,428	12,493	11,746	11,658	14,110	10,910	11,019	10,774	11,202	11,305	10,590	141,488	145,862	149,357
Internal audit	728	558	1,031	1,221	706	794	639	786	485	939	375	326	8,889	9,182	9,418
Community and public safety	1,518	1,461	1,486	1,534	1,460	2,293	1,444	1,450	1,476	1,464	1,433	1,477	18,495	19,664	20,706
Community and social services	588	604	601	633	586	964	561	585	603	564	569	588	7,457	7,946	8,361
Sport and recreation	929	857	885	900	874	1,329	883	865	874	900	864	879	11,037	11,719	12,344
Economic and environmental services	13,956	12,035	11,530	11,813	11,685	14,512	11,550	12,226	11,880	11,670	11,659	11,201	145,716	152,778	167,245
Planning and development	1,385	1,455	1,221	1,554	1,270	1,884	1,163	1,762	1,320	1,156	1,384	1,594	17,147	16,774	16,981
Road transport	12,508	10,504	10,260	10,192	10,339	12,505	10,338	10,385	10,509	10,465	10,224	9,487	127,726	135,108	140,324
Environmental protection	63	76	49	67	76	122	50	70	51	49	50	120	843	896	939
Trading services	11,949	10,530	10,803	9,857	10,194	11,633	9,081	10,010	9,846	10,355	10,401	11,828	126,546	140,145	155,432
Energy sources	9,660	8,509	8,260	7,522	8,097	8,894	7,065	7,963	7,282	7,953	8,361	9,804	99,370	112,891	127,212
Waste management	2,289	2,081	2,544	2,335	2,097	2,739	2,016	2,047	2,563	2,402	2,041	2,024	27,177	27,254	28,220
Total Expenditure - Functional	45,000	39,379	41,867	39,238	39,265	46,939	36,617	38,932	37,737	39,045	38,725	38,849	482,591	511,503	540,349
Surplus/(Deficit) before assoc.	106,984	(23,403)	(21,947)	(17,432)	(20,557)	84,211	(13,652)	(23,357)	76,682	(17,636)	(19,872)	(17,806)	92,214	94,661	103,264
Share of surplus/ (deficit) of associate															
Surplus/(Deficit)	106,984	(23,403)	(21,947)	(17,432)	(20,557)	84,211	(13,652)	(23,357)	76,682	(17,636)	(19,872)	(17,806)	92,214	94,661	103,264

LIM472 Elias Motsaedi - Supporting Table SA 28 Budgeted monthly capital expenditure (by vote)

Description	Budget Year 2019/20												Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June			
Multi-year expenditure to be appropriated															
Vote 1 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget & Treasury	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Technical Services	8,275	483	4,705	6,694	1,415	5,895	5,638	2,501	5,207	3,670	1,738	4,371	50,583	68,075	61,517
Vote 7 - Developmental Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	8,275	483	4,705	6,694	1,415	5,895	5,638	2,501	5,207	3,670	1,738	4,371	50,583	68,075	61,517
Single-year expenditure to be appropriated															
Vote 1 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget & Treasury	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services	160	317	49	-	211	-	21	46	-	62	34	-	900	900	900
Vote 5 - Community Services	348	348	522	630	478	-	-	-	-	-	-	-	2,325	870	-
Vote 6 - Technical Services	683	2,564	8,786	1,050	6,583	4,018	2,770	2,128	5,225	1,185	3,412	3,442	41,845	27,067	34,086
Vote 7 - Developmental Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	1,191	3,229	9,357	1,680	7,272	4,018	2,791	2,173	5,225	1,247	3,446	3,442	45,071	28,836	34,986
Total Capital Expenditure	9,466	3,712	14,062	8,364	8,687	9,913	8,429	4,675	10,432	4,917	5,184	7,813	95,654	96,911	96,503

LIM472 Elias Motsoaledi - Supporting Table SA 29 Budgeted monthly capital expenditure (by functional classification)

Description	Budget Year 2019/20												Medium Term Revenue and		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital Expenditure - Functional															
Governance and administration	160	317	49	-	211	-	21	46	-	62	34	-	500	900	900
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration	160	317	49	-	211	-	21	46	-	62	34	-	900	900	900
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety	-	-	-	500	-	-	-	-	-	-	-	-	500	-	-
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	-	-	-	500	-	-	-	-	-	-	-	-	500	-	-
Economic and environmental services	6,570	2,689	8,707	7,570	6,924	8,246	6,395	3,743	8,693	2,872	4,278	6,219	72,906	75,363	74,708
Planning and development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport	6,570	2,689	8,707	7,570	6,924	8,246	6,395	3,743	8,693	2,872	4,278	6,219	72,906	75,363	74,708
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	2,736	706	5,306	294	1,562	1,667	2,013	886	1,739	1,983	872	1,595	21,348	20,648	20,895
Energy sources	2,388	338	4,784	163	1,074	1,667	2,013	886	1,739	1,983	872	1,595	19,622	19,778	20,895
Waste management	348	348	622	130	478	-	-	-	-	-	-	-	1,826	870	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	9,466	3,712	14,062	8,364	8,687	9,913	8,429	4,675	10,432	4,917	5,184	7,813	95,654	96,911	96,503
Funded by:															
National Government	7,717	1,983	12,824	3,846	7,516	8,259	6,303	3,145	8,483	4,299	3,398	6,147	73,921	74,234	75,773
Provincial Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	7,717	1,983	12,824	3,846	7,516	8,259	6,303	3,145	8,483	4,299	3,398	6,147	73,921	74,234	75,773
Borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds	1,748	1,729	1,238	4,517	1,170	1,654	2,126	1,530	1,949	618	1,786	1,667	21,733	22,677	20,730
Total Capital Funding	9,466	3,712	14,062	8,364	8,687	9,913	8,429	4,675	10,432	4,917	5,184	7,813	95,654	96,911	96,503

LIM472 Elias Motsaledi - Supporting Table SA 30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and				
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget	Term Revenue and			
													Year 2019/20	Year +1 2020/21	Year +2 2021/22		
Cash Receipts By Source													0	21,878	27,452	28,934	
Property rates	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	1,823	12,692	87,380	86,220	90,876	
Service charges - electricity revenue	7,282	6,741	6,741	6,741	6,741	6,741	6,741	6,741	6,741	6,741	6,741	6,741	335	4,018	4,596	4,844	
Service charges - refuse revenue	335	335	335	335	335	335	335	335	335	335	335	335	59	705	721	760	
Rental of facilities and equipment	59	59	59	59	59	59	59	59	59	59	59	59	2,946	3,105	3,105	3,272	
Interest earned - external investments	245	245	245	245	245	245	245	245	245	245	245	245	76	915	1,484	1,584	
Interest earned - outstanding debtors	76	76	76	76	76	76	76	76	76	76	76	76	800	9,602	10,120	10,667	
Fines, penalties and forfeits	800	800	800	800	800	800	800	800	800	800	800	800	456	5,470	5,766	6,077	
Licences and permits	456	456	456	456	456	456	456	456	456	456	456	456	18,135	212,618	291,737	314,255	
Transfer receipts - operational	23,135	23,135	23,135	23,135	23,135	23,135	23,135	23,135	23,135	23,135	23,135	23,135	139	1,664	1,754	1,849	
Other revenue	139	139	139	139	139	139	139	139	139	139	139	139	34,760	407,197	432,954	463,098	
Cash Receipts by Source	34,350	33,809	33,809	33,809	33,809	33,809	33,809	33,809	33,809	33,809	33,809	33,809					
Other Cash Flows by Source																	
Transfer receipts - capital	6,160	6,160	6,160	6,160	6,160	6,160	6,160	6,160	6,160	6,160	6,160	6,160	6,160	73,921	74,234	75,773	
Transfers and subsidies - capital																	
Proceeds on disposal of PPE																	
Short term loans																	
Borrowing long term/financing													(400)	(400)	(350)	(300)	
Increase (decrease) in consumer deposits																	
Increase (decrease) in non-current debtors																	
Decrease (increase) other non-current receivables																	
Decrease (increase) in non-current investments																	
Total Cash Receipts by Source	40,510	39,969	39,969	39,969	39,969	39,969	39,969	39,969	39,969	39,969	39,969	40,520	480,718	506,838	538,571		
Cash Payments by Type																	
Employee related costs	12,294	12,609	12,609	12,609	12,609	12,609	12,609	12,609	12,609	12,609	12,609	12,609	9,148	147,530	157,231	165,564	
Remuneration of councillors	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	2,130	25,554	27,266	28,093	
Finance charges	209	207	207	207	207	207	207	207	207	207	207	207	222	2,905	1,441	53	
Bulk purchases - Electricity	6,745	6,382	6,382	6,382	6,382	6,382	6,382	6,382	6,382	6,382	6,382	6,382	10,373	80,941	93,406	107,884	
Other materials	773	773	773	773	773	773	773	773	773	773	773	773	615	9,120	9,612	9,831	
Contracted services	4,689	4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	4,990	1,675	56,268	58,464	61,929	
Transfers and grants - other municipalities	312	312	312	312	312	312	312	312	312	312	312	312	3,740	3,942	4,155	4,155	
Other expenditure	3,546	4,247	4,247	4,247	4,247	4,247	4,247	4,247	4,247	4,247	4,247	(3,459)	42,552	40,284	40,160	40,160	
Cash Payments by Type	30,697	31,650	31,650	31,650	31,650	31,650	31,650	31,650	31,650	31,650	31,650	31,650	21,015	368,211	391,346	417,660	
Other Cash Flows/Payments by Type																	
Capital assets	7,333	6,452	6,452	6,452	6,452	6,452	6,452	6,452	6,452	6,452	6,452	6,452	16,147	88,001	89,158	88,783	
Repayment of borrowing	807	807	807	807	807	807	807	807	807	807	807	807	807	9,686	11,050	2,504	
Other Cash Flows/Payments	838	838	838	838	838	838	838	838	838	838	838	838	10,055	13,000	15,000	15,000	
Total Cash Payments by Type	39,676	39,747	39,747	39,747	39,747	39,747	39,747	39,747	39,747	39,747	39,747	39,747	38,907	475,553	504,555	523,947	
NET INCREASE/(DECREASE) IN CASH HELD	834	222	222	222	222	222	222	222	222	222	222	222	27,103	24,273	29,037	31,320	
Cash/cash equivalents at the month/year begin:	24,273	25,107	25,328	25,550	25,772	25,994	26,216	26,437	26,659	26,881	27,103	27,324	27,324	29,037	31,320	45,944	
Cash/cash equivalents at the month/year end:	25,107	25,328	25,550	25,772	25,994	26,216	26,437	26,659	26,881	27,103	27,324	27,324	29,037	31,320	45,944		

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. The provision is made under section 54 (1)(c) of the MFMA that the mayor must consider and, make any revisions to the service delivery and budget implementation plan, provided that the revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustment budget.

8.1. OFFICE OF THE MUNICIPAL MANAGER

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Performance Management	% of KPIs and projects attaining organisational targets (total organisation) by 30 June 2020	Opex	67%	95%	25%	50%	75%	95%	Performance report *
					n/a	n/a	n/a	1	
	Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	1	1	n/a	n/a	n/a	1	Approved SDBIP

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial management

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Expenditure	% spend of the Total Operational Budget excluding non-cash items by the 30 June 2020	Opex	86%	95%	25%	50%	75%	95%	Budget report
	Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	Opex	<44%	25% to 40%	25% to 40%	25% to 40%	25% to 40%	25% to 40%	Section 71 report

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Good Governance and oversight	Submission of Final audited consolidated Annual Report to Council on or before end of January 2020	n/a	1	1	n/a	n/a	1	n/a	Council resolution
	Submission of annual report Oversight Report to Council by March 2020	n/a	new	1	n/a	n/a	1	n/a	Council resolution
	2019/20 IDP review process Plan approved by August 2019	n/a	new	1	1	n/a	n/a	n/a	Council resolution
IDP Development	Final IDP tabled and approved by Council by the 31 May 2020	n/a	1	1	n/a	n/a	n/a	1	Council resolution

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Audit	Obtain an Unqualified Auditor General opinion for the 2018/19 financial year	n/a	Unqualified Audit Opinion	Unqualified Audit Opinion	n/a	Unqualified Opinion	n/a	n/a	AGSA audit report
	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2020 (Total organization)	n/a	82%	100%	n/a	n/a	50%	100%	Audit action plan
Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	n/a	new	100%	25%	65%	75%	100%	Quarterly IA status reports

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Risk management	number of security risk assessment conducted by 30 June 2020	n/a	New	4	1	2	3	4	Quarterly Risk management Report
	Number of project risk assessments conducted by 30 June 2020	n/a	New	4	1	2	3	4	Attendance register and minutes
	number of Risk Management reports submitted to the Risk Management Committee per quarter	n/a	new	4	1	2	3	4	Quarterly Risk management Report
	Number of quarterly Risk Management Committee meetings convened by June 2020	n/a	new	4	1	2	3	4	Attendance register and minutes
	% execution of identified risk management plan within prescribed timeframes per quarter (total organisation)	n/a	100%	100%	50%	75%	85%	100%	Quarterly Risk assessment reports

8.2. CORPORATE SERVICES

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Employment equity	Number of employment equity forum meeting	n/a	New	4	1	2	3	4	Attendance register and report
	Submission of employment equity report to DOL by 31 st January 2020	n/a	New	1	n/a	n/a	1	n/a	Acknowledgement letter
	% recruitment of people with disability	Opex	New	2	n/a	2	n/a	n/a	Appointment letters
Skills programme	Number of employees approved for study financial assistance	Opex	new	2	n/a	2	n/a	n/a	Approval letters signed by municipal manager
WSP	Approval of reviewed WSP (work skills)	n/a	new	1	n/a	n/a	n/a	1	Council resolution

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
	plan) by 30 June 2020								
	% of a municipality's budget actually spent on implementing its workplace skills plan	1%	1%	1%	n/a	n/a	n/a	1%	Budget report
LLF	Number of LLF meetings held	n/a	new	12	3	6	9	12	Attendance register and minutes
ICT	Number of ICT steering committee meetings	n/a	new	4	1	2	3	4	Attendance register and minutes
	Number of ICT reports submitted to ICT steering committee	n/a	new	8	2	4	6	8	ICT reports and attendance register
Customer services	% of community complaints received and processed	n/a	new	100%	100%	100%	100%	100%	Community complaints register

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Occupational health and safety (OHS)	Number of health risk assessment conducted	Opex	New	2	1	n/a	n/a	2	Health risk assessment report
	Number of COLD reports submitted	n/a	New	2	n/a	1	n/a	2	Proof of submission
Employee Assistance Programme (EAP)	Number of wellness activities conducted	Opex	New	2	1	n/a	n/a	2	Wellness report

8.3. BUDGET AND TREASURY

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Indigents	% of registered indigents who receives free basic electricity by 30 June 2020 (GKPI)	Opex	19% (2500)	2.5% (1500)	2.5% (1500)	2.5% (1500)	2.5% (2500)	2.5% (2500)	Indigent register and Eskom beneficiary list

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Financial management	Cost coverage ratio by the 30 June 2020 (GKPI)	Opex	4:01	1 to 3 months	n/a	n/a	n/a	1 to 3 months	2018/19 AFS
Revenue	% outstanding service debtors to revenue by the 30 June 2020 (GKPI)	Opex	15%	5%	n/a	n/a	n/a	5%	2018/19 AFS
Budget	Submission of MTRRE Budget to Council 30 days before the start of the new financial year	n/a	1	1	n/a	n/a	n/a	1	Council resolution

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
AFS	Audited Annual Financial Statements (AFS) and Audit report submitted to council by 25 January 2020	n/a	1	1	n/a	n/a	1	n/a	Council resolution
SCM	number of monthly SCM deviation reports submitted to municipal manager (reducing number of deviations)	n/a	12	12	3	6	9	12	Signed Deviation register
Expenditure	% Payment of creditors within 30 days	Opex and capex budget	100%	100%	100%	100%	100%	100%	Creditors age analysis
Assets management	Number of assets verifications conducted by 30 June 2020	n/a	1	4	1	2	3	4	Assets verification report

8.4. COMMUNITY SERVICES

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Waste management	% of households with access to a minimum level of basic waste removal by 30 June 2020 (once per week) (GKPI)	Opex	9%	9% (6299 from billing report over the 66 330 from the IDP of the total Household)	9%	9%	9%	9%	Service reconciliation report
Education/ Libraries	Number of initiatives held to promote library facilities by 30 June 2020	n/a	4	4	1	2	3	4	Attendance register and Reports
Environmental management	Number of environmental awareness conducted by 30 June 2020	Opex	4	4	1	2	3	4	Attendance register and Reports
Disaster management	Number of disaster awareness campaigns conducted by 30 June 2020	Opex	4	4	1	2	3	4	Attendance register and Reports
Safety and security	Number of community safety forum meetings held by 30 June 2020	n/a	new	4	1	2	3	4	Reports and attendance register

8.5 DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC

KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic objectives: To promote integrated human settlements

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Land use management	% development of land use scheme (LUS)	1 000 000	New	100% Approved Land use scheme	25% Appointment of S.P. Project Execution Plan	n/a	75% Draft LUS	100% Approved Land Use Scheme	Q1 Appointment of S.P. Project Execution Plan Q2 . n/a Q3 Draft LUS Q4 Q. Approved Land Use Scheme (Council Resolution)

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Land use management	% Site demarcation at Ntwane	500 000	new	100% Approved Site Demarcation application	25% Appointment of S.P. and Project Execution Plan	n/a	75% Draft site demarcation application	100% Approved Site Demarcation application	Q1 Appointment of S.P. and Project Execution Plan Q2 n/a Q3 Draft site demarcation application Q4 Approved Site Demarcation application
Land Use Management	% of land use applications received and processed within 90 days	Opex	100%	100%	100%	100%	100%	100%	Land use application register
Compliance with National building regulations	% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans	n/a	99%	100%	100%	100%	100%	100%	Building plans application register

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	n/a	100%	100%	100%	100%	100%	100%	Building plans application register
Compliance with National building regulations	% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act	n/a	100%	100%	100%	100%	100%	100%	Inspection report.

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
EPWP	Number of job opportunities provided through EPWP grant by 30 June 2020 (GKPI)	EPWP grant	69	69	n/a	69	n/a	n/a	List of approved appointees
SME's	Number of networking events held by 30 June 2020	Opex	3	4	1	2	3	4	Reports and attendance registers
	Number of SME's and Co-operatives capacity building workshops/ Training held by 30 June 2020 [LED Training]	Opex	13	15	4	8	12	15	Reports and attendance registers
LED strategy	% Renewal of LED strategy	Opex	0%	100% Approved LED Strategy	15% Appointment of service provider and project inception report	n/a	75% Draft LED Strategy	100% Approved LED Strategy	Q1 Appointment letter and inception report Q2 n/a

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
									Q3 Draft LED Strategy
									Q4 Approved LED strategy

8.6 DEPARTMENT: EXECUTIVE SUPPORT

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, elderly and moral re-generation by the 30 June 2020	Opex	10	5	1	3	4	5	Programme and attendance register

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	Annual	
MPAC	number of MPAC quarterly reports submitted to council	N/A	4	4	1	2	3	4	Council resolution
	Number of MPAC outreaches initiated by 30 June 2020	900 000	1	3	n/a	1	2	3	Reports and attendance register
Mayoral programme	number of Mayoral outreach projects initiated by 30 June 2020	1 850 000	3	4	1	2	3	4	Report and Attendance register
Speakers programme	number of Speakers outreach projects initiated by 30 June 2020	700 000	3	4	1	2	3	4	Report and Attendance register

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Ward committee	Number of ward committee reports submitted to council quarterly	n/a	New	4	1	2	3	4	Council resolution
	Number of ward committee conference held	Opex	New	1	1	n/a	n/a	n/a	report and attendance register
Youth programmes	Number of youth programmes initiated by 30 June 2020 (career expo, mayors cup, beauty contest)	Opex	New	3	1	3	n/a	n/a	Report and attendance register
	Number of youth conference held	Opex	New	1	n/a	n/a	n/a	1	Report and attendance register
Communications	Number of municipal newsletter printed/ produced	Opex	New	20 000 copies	5000	10 000	15 000	20 000	Delivery note and copy of the newsletter
	% Reviewal communication strategy	n/a	100 %	100% reviewal of communication strategy	n/a	n/a	n/a	100% reviewal of communication strategy	Council resolution

8.7 INFRASTRUCTURE SERVICES

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
EPWP	Number of job opportunities created through infrastructure projects by 30 June 2020 (GKPP).	MIG/ INEP/ EMLM	500	400	90	160	250	400	List appointees

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Electricity	Number of stands provided with electrical infrastructure by the 30 June 2020 (GKPI)	INEP	new	1505	n/a	n/a	n/a	1505	Completion Certificates
Roads and storm water	kilometers of roads upgraded from gravel to tar	MIG	8.26km	6.7kms	n/a	n/a	n/a	6.7kms	Completion certificates
Roads and storm water	kilometers of graveled roads re-graveled	Opex	new	70km	20km	30km	45km	70km	Completion certificates
Roads and storm water	kilometers of graveled roads bladed	Opex	4.5km	350km	70km	120km	235km	350km	Completion certificates

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Municipal Infrastructure Grants (MIG)	Number of MIG reports submitted to CoGHSTA	n/a	new	12	3	6	9	12	Proof of submission
Department of Energy(DOE)	Number of reports submitted to department of energy	n/a	new	12	3	6	9	12	Proof of submission

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Strategic Objectives 1 to 5										
Programme	Key performance indicator	Budget Source	Audited baseline 2017/18	Annual target	2019/2020					Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.		
Project Management	% spending on MIG funding by the 30 June 2020	MIG (54 921 000)	100%	100% (54 921 000)	20% (10 984 200)	60% (32 952 600)	65% (35 698 650)	100% (54 921 000)	MIG monthly report	
Electricity	% spending on INEP funding by 30 June 2020	INEP (19 000 000)	new	100% (19 000 000)	25% (4 750 000)	50% (9 500 000)	75% (14 250 000)	100% (19 000 000)	INEP monthly report	

9. DETAILED CAPITAL WORKS PLAN

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 projects that will be funded through MIG, INEP and own revenue allocations. Some of the projects have been registered whilst others are still in the process of registration

The list of projects indicated below is from municipal departments, however budget allocation is not sufficient. Projections for the outer years have been made although they will be reviewed when developing the 2018/19 IDP document. The budget has been reviewed in line with the requirements of MSCOA (Municipal Standard Chart of Accounting).

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

CAPITAL PROJECTS											
Work d No.	Project	key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
n/a	Mobile offices traffic	% procurement of mobile offices traffic	500 000	New	100% Procurement of Mobile Office traffic	25% Development of Specification s and placing of Advertisement	n/a	50% Appointment of service provider	100% procurement of Mobile Office traffic	Q1 Copy of Advertis Q3 appointmen t letter Q4 Delivery note	Communit y services

CAPITAL PROJECTS											
Work d No.	Project	key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsi bility
n/a	Bin lifter (compatible with self- compressed containers	% procurement of Bin Lifters	348 000	New	100% Procurement of Bin Lifter	25% Development of Specifications and placing of Advertisement	n/a	50% Appointment of service provider	100% Procurement of Bin Lifter	Q1 Copy of Advert Q3 appointment letter Q4 Delivery note	Community services
n/a	Lawn mowers and other equipments	% procurement of Lawn mowers and other equipment	522 000	new	100% Procurement of lawn mowers and other equipment	25% Development of Specifications and placing of Advertisement	n/a	50% Appointment of service provider	100% Procurement of Lawn mowers and other equipment	Q1 Copy of Advert Q3 appointment letter	Community services

CAPITAL PROJECTS											
War d No.	Project	key performance indicator	Original Budget R 000'S 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
										Q4 Delivery note	
n/a	Trailers	% procurement of trailers	130 000	new	% Procurement of Trailers	25% Development of Specifications and placing of Advertisement	n/a	50% Appointment of service provider	100% Procurement of Trailers	Q1 Copy of Advert Q3 appointment letter Q4	Communit y services
n/a	Tractor, tractor trailer and slasher	% procurement of Tractor, tractor trailer and slasher	478 000	new	% Procurement of Tractor, tractor trailer and slasher	25% Development of Specifications and placing of Advertisement	n/a	50% Appointment of service provider	100% Procurement of Tractor, tractor trailer and slashers	Q1 Copy of Advert Q3 appointment letter Q4	Communit y services

CAPITAL PROJECTS											
War d No.	Project	Key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
										Delivery note	
n/a	Skip bins	Number of skip bins to be procured	348 000	new	20	Developmen t of Specification s and placing of Advertiseme nt	Appointment of service provider	20 Skip bins procured	n/a	Q1 Copy of Advert Q2 appointmen t letter Q3 Delivery note	Communit y services
n/a	Air conditioners	% Processing of procurement request submitted	400 000	new	100% Processing of procurement t request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	Infrastruct ure

CAPITAL PROJECTS											
Work d No.	Project	key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
13	Groblersdal landfill site	Upgrading of Groblersdal Landfill site	13 000 000 (MIG)	new	100% Constructio n of the cell	30% site establishme nt, clear and grubbing, excavations of the cell , ponds and drainage system	50% construction, (overhaul, backfilling and lining of cells and pond)	75% Construction and completion of the cell	n/a	Q1 progress report Q2 progress report Q3 progress report	Infrastruct ure
25	Reticulation of stands with electrical infrastructure e at Makapea village / Mashemong village	Number of stands reticulated with electrical infrastructure at Makapea village	1 435 000	New	300 stands of stands reticulated with electrical infrastructure e by 30 June 2020	(design completed)	Appointment of the contractor (specificatio n, tender advert, contractor appointed)	Construction Planting poles, stringing of MV and LV	Construction of transformer, meters and stringing of airdec	Q1 design report Q2 appointmen t letter Q3 progress report Q4 progress report	Infrastruct ure

CAPITAL PROJECTS											
Work d No.	Project	Key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsi bility
09	Reticulation of stands with electrical infrastructure e at New Town village(Tham bo)	Number of stands reticulated with electrical infrastructure by 30 June 2020	12 266 000	100%	975 stands reticulated with electrical infrastructure e by 30 June 2020	Construction (excavation, planting of poles and stringing of MV and LV)	Construction (Installation of transformers , stringing of airdec and installation of meters	Construction (Installation of transformers , stringing of airdec and installation of meters	975 stands reticulated with electrical infrastructure	Q1 progress report Q2 progress report Q3 progress report Q4 Completion certificate	infrastructure
14	Reticulation of stands with electrical infrastructure e at Masakaneng	Number of stands reticulated with electrical infrastructure by 30 June 2020	3 864 000	221	298 stands reticulated with electrical infrastructure e by 30 June 2020	Construction (excavation, planting of poles and stringing of MV and LV)	Construction (Installation of transformers , stringing of airdec and installation of meters	Construction (Installation of transformers , stringing of airdec and installation of meters	298 stands reticulated with electrical infrastructure	Q1 progress report Q2 progress report Q3 progress report	infrastructure

CAPITAL PROJECTS											
War d No.	Project	key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
										Q4 Completion certific-ate	
4	Reticulation of stands with electrical infrastructure e at Ntswelamots e	Number of stands reticulated with electrical infrastructure by 30 June 2020	1 435 000	new	319 of stands reticulated with electrical infrastructure by 30 June 2020	(design completed)	Appointment of the contractor (specificatio n, tender advert, contractor appointed)	Construction Planting poles, stringing of MV and LV	Construction Installation of transformer, meters and stringing of airdec	Q1 design report Q2 appointmen t letter Q3 progress report Q4 progress report	Infrastruct ure
10	High mast lights	Number of high mast light to be installed	522 000	New	2 high mass light to be installed by 30 June 2020	Project assessment and submission of costing report	construction (excavation of foundation, casting of concrete)	construction (installation of high mast light)	2 high mast lights installed	Completion certificate	Infrastruct ure

CAPITAL PROJECTS											
Work Item No.	Project	Key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsibility
11	Upgrading of Bloempoot to Uitspanning access road (designs only)	% development of designs for upgrading of Bloempoot to Uitspanning access road	1 500 000	new	100% development of designs for upgrading of Bloempoot to Uitspanning access road	25% advertisement of service provider (10% specification, 15% advertisement)	50% appointment of service provider	75% Preliminary designs	100% development of designs for upgrading of Bloempoot to Uitspanning access road	Q1 copy of advertisement Q2 appointment letter Q3 preliminary design Q4 detailed design	Infrastructure
28	Upgrading of Dipakapake Access road (design only)	% Upgrading of Dipakapake Access road	1 500 000	New	100% development of designs for upgrading of Dipakapake Access road	25% advertisement of service provider (10% specification, 15% advertisement)	50% appointment of service provider	75% Preliminary designs	100% development of designs for upgrading of Dipakapake Access road	Q1 copy of advertisement Q2 appointment letter Q3 preliminary design	Infrastructure

CAPITAL PROJECTS											
War d No.	Project	key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
21	Kgaphamadi road construction	% construction of Kgaphamadi road 5.2km	22 816 000	74%	100% constructio n of access bridge and 5.2 km of Kgaphamadi road by 30 June 2020	25% construction (bridge completed and road bed)	50% construction (storm water completed and sub- base)	75% construction (base and kerbs and surfacing)	100% construction of access bridge and 5.2 km of Kgaphamadi road	Q1 progress report Q2 progress report Q3 progress report Q4 completion certificate	infrastruct ure
13	Groblerdal roads and streets	% rehabilitation of Groblersdal roads and streets	8 696 000	100%	100% rehabilitatio n of Groblerdal roads and streets	25% Identification of work and costing	50% rehabilitation of Groblerdal roads and streets	75% rehabilitation of Groblerdal roads and streets	100% rehabilitation of Groblersdal roads and streets	Q1 appointmen t letter Q2 progress report	infrastruct ure

CAPITAL PROJECTS											
War d No.	Project	key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
27	Upgrading of Tafelkop Stadium Access Road (designs only)	% Upgrading of Tafelkop Stadium Access Road	696 000	New	100% developme nt of designs for upgrading of Tafelkop Stadium Access Road	25% advertiseme nt of service provider (10% specification, 15% advertiseme nt)	50% appointment of service provider	75% Preliminary designs	100% development of designs for upgrading of Tafelkop Stadium Access Road	Q3 progress report Q4 completion certificate Q1 copy of advertisem ent Q2 appointmen t letter Q3 preliminary design Q4 detailed design	instruct ure

CAPITAL PROJECTS											
Work No.	Project	Key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Respon sibility
9	Construction of Tambo Road	% construction of Tambo road 3.2km	8 400 000	100%	100%	25% appointment of the contractor and site establishment	50% Construction of road bed	75% Sub-base	100% base kerbing and surphase	Q1 appointment letter Q2 progress report Q3 progress report Q4 progress report	infrastructure
15	JJ Zaaiplaas road	% construction of JJ Zaaiplaas road 1.5km	7 705 000	100%	100%	25% appointment of the contractor and site establishment	50% Construction of road bed	75% Sub-base	100% base kerbing and surphase	Q1 appointment letter Q2 progress report Q3 progress report	infrastructure

CAPITAL PROJECTS									
Work d No.	Project	key performance indicator	Original Budget R'000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter
									Evidence report
									Q4 progress report
31	Motetema internal streets	% construction of Motetema internal streets 1.3km	3 478 000	0%	100% of Motetema internal streets	25% advertiseme nt and appointment of the contractor	50% Site establishme nt, road bed and sub- base	75% base, kerbing and Stormwater	100% Construction of Motetema internal streets
									Q1 copy of advertisem ent and appointmen t letter Q2 progress report Q3 progress report Q4 completion certificate
									Infrastructure

CAPITAL PROJECTS											
Work d No.	Project	key performance indicator	Original Budget R 000's 2020/20	Audited baseline 2017/18	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsi bility
n/a	Culverts and road signs	% purchase of culverts and road signs	1 739 000	new	100%	25% purchase of culverts and road signs	50% purchase of culverts and road signs	75% purchase of culverts and road signs	100% purchase of culverts and road signs	Delivery note	Infrastruct ure
13	Developmen t of workshop	% development of workshop	2 476 000	0%	100% developme nt of workshop	75% brick work	100% development of workshop	n/a	n/a	Q1 progress report Q2 completion certificate	Infrastruct ure
n/a	Machinery and equipment (tools)	% expenditure on machinery and equipment (tools)	500 000	100%	100% expenditure on machinery and equipment	5% expenditure on machinery and equipment	10% expenditure on machinery and equipment	50% expenditure on machinery and equipment	100% expenditure on machinery and equipment	*Expenditur e report *Purchase Order *Delivery Note	Infrastruct ure

10. CONCLUSION

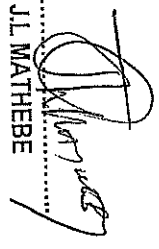
The SDBIP is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipality. The SDBIP gives meaning to the budget and the IDP and will inform both in-year reporting in terms of section 71 of MFMA (monthly reporting), section 72 of MFMA (mid-year report) and section 46 of MSA (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.


.....
M.M KGWALE
ACTING MUNICIPAL MANAGER

DATE

21/06/2019


.....
J.L. MATHEBE
MAYOR

DATE

21/06/2019

