

ELIAS MOTSOLEDI LOCAL MUNICIPALITY



AMENDED 2017/2018 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:

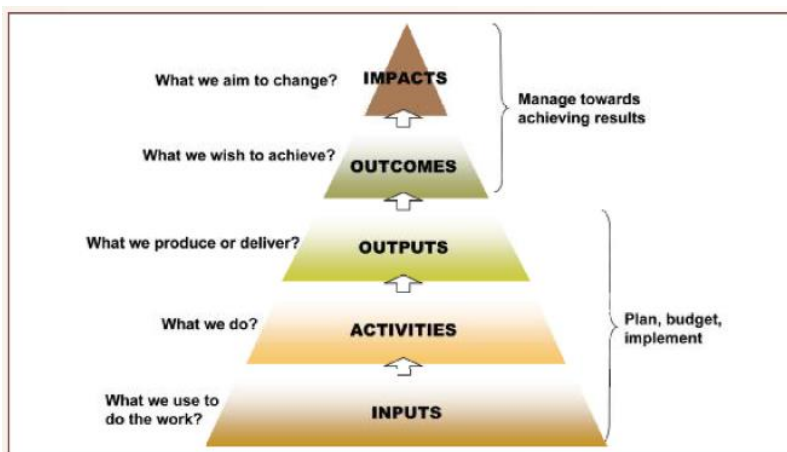
- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

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.

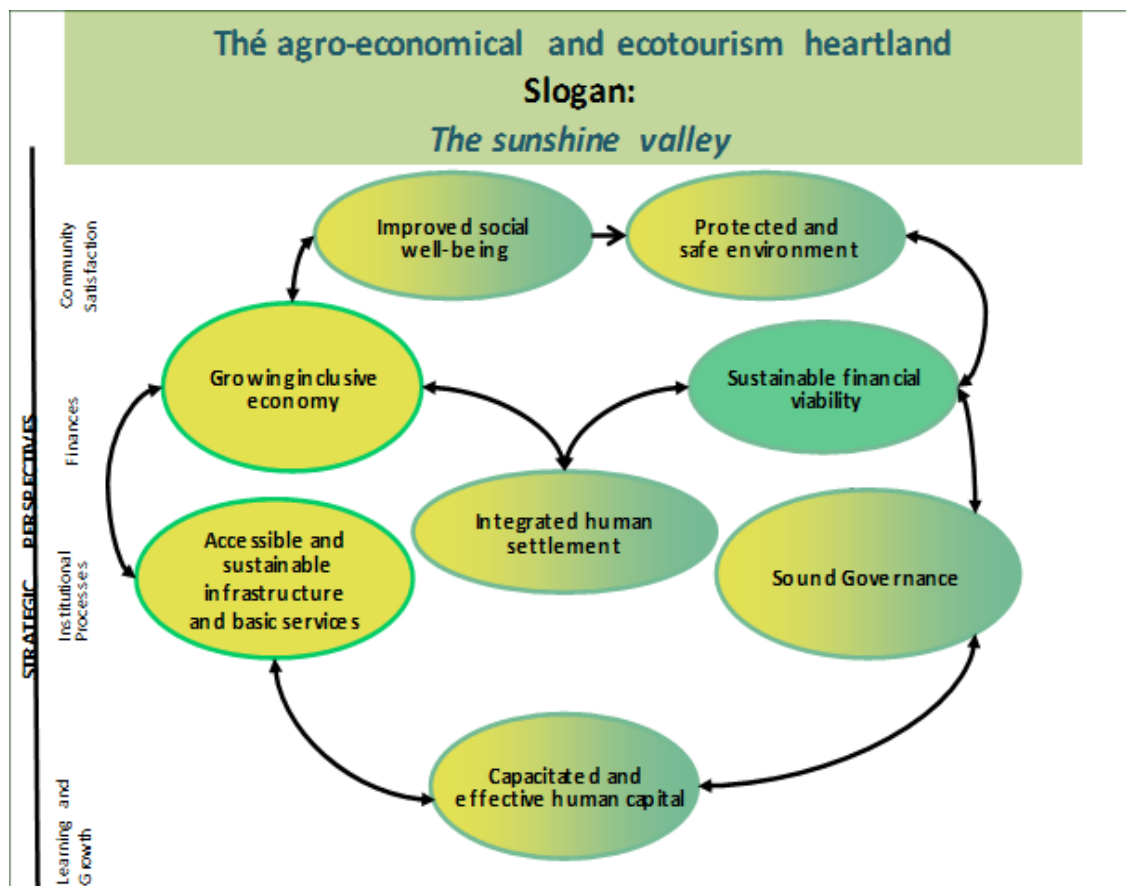
- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

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 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 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		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	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.

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 A1 Schedules that serve as supporting documentation for the budget, in particular Schedules SA 25 - SA 30 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 Motsoaledi - Supporting Table SB12 Budgeted monthly revenue and expenditure (by vote)

Description	Budget Year 2017/18												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Revenue by Vote															
Vote 1 - Executive & Council	21,084	–	–	–	–	10,456			0			6,330	37,871	33,890	35,466
Vote 2 - Office of the Municipal Manager	10,675	–	–	–	–	4,041			1,088			7,276	23,080	16,681	17,559
Vote 3 - Budget & Treasury	13,575	11,029	3,199	3,103	3,214	5,239	4,062	4,097	24,994	4,321	4,256	(9,195)	71,894	73,323	75,774
Vote 4 - Corporate Services	19,490	0	0	0	11	14,304	6	6	6	6	6	6	33,842	36,247	38,691
Vote 5 - Community Services	12,873	3,325	2,021	1,493	1,591	22,338	10,127	8,744	26,704	9,960	11,638	11,437	122,251	95,598	100,225
Vote 6 - Technical Services	15,719	9,838	25,589	16,121	17,484	21,468	13,199	14,129	40,678	14,999	15,563	15,702	220,489	203,175	225,695
Vote 7 - Development Planning	126	305	119	110	12	5,620	240	240	6,469	240	240	215	13,935	7,912	7,299
Vote 8 - Executive Support	12,731	–	–	–	–	–			0			(0)	12,731	13,523	14,280
Total Revenue by Vote	106,274	24,497	30,928	20,828	22,313	83,466	27,634	27,216	99,940	29,525	31,702	31,770	536,093	480,348	514,990
Expenditure by Vote															
Vote 1 - Executive & Council	2,431	3,410	2,936	2,474	3,251	2,688	3,514	3,514	3,514	3,514	3,514	3,514	38,271	34,114	36,025
Vote 2 - Office of the Municipal Manager	988	2,065	1,514	2,814	2,935	3,318	1,513	1,580	1,591	1,631	1,591	1,562	23,102	16,703	17,583
Vote 3 - Budget & Treasury	11,937	5,815	3,772	8,005	2,612	4,820	3,126	3,147	3,193	3,295	3,144	6,563	59,430	40,759	41,387
Vote 4 - Corporate Services	2,513	2,391	2,257	3,575	2,825	1,425	3,068	3,095	3,068	3,090	3,134	8,212	38,652	42,093	44,863
Vote 5 - Community Services	3,766	4,576	418	10,044	5,029	5,384	4,480	4,605	4,603	4,855	4,603	26,784	79,148	75,188	78,672
Vote 6 - Technical Services	11,218	4,230	9,266	13,132	10,319	10,643	10,684	10,728	10,758	10,921	10,755	53,074	165,729	163,286	171,241
Vote 7 - Development Planning	477	787	631	1,324	541	857	1,004	1,004	1,022	1,063	1,004	1,023	10,737	7,244	6,594
Vote 8 - Executive Support	1,075	1,287	130	3,220	1,035	1,742	1,247	1,237	1,279	1,231	1,275	1,305	16,063	13,560	14,320
Total Expenditure by Vote	34,405	24,561	20,925	44,588	28,548	30,876	28,636	28,909	29,028	29,601	29,018	102,037	431,132	392,949	410,683

LIM472 Elias Motsoaledi - Supporting Table SB14 Budgeted monthly revenue and expenditure (by functional)

Description - Standard classification	Budget Year 2017/18												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Revenue - Functional															
Governance and administration	83,400	11,029	3,199	3,104	3,225	34,040	4,068	4,103	26,089	4,327	4,262	3,075	183,920	178,187	186,235
Executive and council	21,084	—	—	—	—	14,497	—	—	0	—	—	(0)	35,581	38,171	39,988
Finance and administration	55,913	11,029	3,199	3,104	3,225	19,543	4,068	4,103	26,089	4,327	4,262	3,075	141,936	133,250	139,103
Internal audit	6,402	—	—	—	—	—	—	—	0	—	—	(0)	6,402	6,766	7,145
Community and public safety	11,050	4	7	13	5	1,370	799	(801)	4,423	(101)	999	677	18,446	13,563	14,323
Community and social services	11,050	4	7	13	5	6	799	(801)	4,423	(101)	999	(4,427)	11,977	6,735	7,112
Sport and recreation	—	—	—	—	—	1,364	0	0	0	0	0	5,104	6,469	6,828	7,211
Public safety	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Housing	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Health	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Economic and environmental services	4,374	4,708	16,603	10,378	8,344	19,046	14,746	14,861	59,846	15,238	15,711	16,968	200,822	159,807	167,332
Planning and development	2,285	305	119	110	12	5,620	240	240	6,469	240	240	3,133	19,012	13,309	12,998
Road transport	2,089	4,403	16,483	10,269	8,331	13,427	14,506	14,621	52,534	14,998	15,471	13,836	180,968	145,595	153,380
Environmental protection	—	—	—	—	—	—	—	—	842	—	—	0	842	903	954
Trading services	7,452	8,756	11,120	7,333	10,764	29,010	8,020	9,053	9,583	10,061	10,730	11,024	132,905	128,791	147,100
Energy sources	6,720	6,555	10,489	6,703	10,135	14,638	7,169	8,099	8,519	8,969	9,532	9,646	107,173	105,036	122,350
Water management	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste water management	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste management	731	2,200	631	630	628	14,372	852	955	1,064	1,093	1,198	1,379	25,732	23,756	24,750
Other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Revenue - Functional	106,274	24,497	30,928	20,828	22,338	83,466	27,634	27,216	99,940	29,525	31,702	31,745	536,093	480,348	514,990
Expenditure - Functional															
Governance and administration	18,963	15,639	11,507	20,306	13,819	13,904	13,180	13,239	13,304	13,439	13,320	20,804	181,424	149,457	156,339
Executive and council	2,778	3,658	3,054	3,003	3,536	3,060	3,863	3,865	3,861	3,906	3,868	3,864	42,315	38,396	40,546
Finance and administration	16,029	11,734	7,756	16,447	9,239	9,104	8,867	8,924	8,993	9,073	9,002	16,490	131,658	104,295	108,648
Internal audit	156	246	697	856	1,044	1,740	450	450	450	460	450	450	7,450	6,766	7,145
Community and public safety	702	745	74	2,454	704	1,348	953	990	1,009	1,126	1,013	3,641	14,759	16,509	17,434
Community and social services	656	704	74	2,064	676	1,245	860	897	895	1,032	919	(4,283)	5,737	6,908	7,295
Sport and recreation	46	41	—	390	28	103	94	94	114	94	94	7,923	9,021	9,601	10,139
Public safety	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Housing	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Health	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Economic and environmental services	3,663	4,963	1,171	10,668	4,963	6,805	5,117	5,259	5,301	5,438	5,252	61,708	120,307	118,642	122,839
Planning and development	735	1,042	654	2,145	865	1,379	1,272	1,307	1,341	1,357	1,324	4,288	17,708	19,163	19,180
Road transport	2,889	3,880	517	8,401	4,057	5,361	3,750	3,857	3,865	3,986	3,832	57,325	101,719	98,576	102,705
Environmental protection	39	41	—	121	41	66	95	95	95	95	95	95	880	903	954
Trading services	11,077	3,215	8,173	11,161	9,062	8,819	9,385	9,421	9,415	9,597	9,434	15,884	114,643	108,340	114,071
Energy sources	9,269	1,106	7,861	7,476	6,238	7,079	7,373	7,373	7,395	7,534	7,411	11,454	87,570	88,735	93,704
Water management	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste water management	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waste management	1,809	2,109	312	3,685	2,824	1,740	2,011	2,047	2,019	2,064	2,022	4,430	27,073	19,605	20,367
Other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Expenditure - Functional	34,405	24,561	20,925	44,588	28,548	30,876	28,636	28,909	29,028	29,601	29,018	102,037	431,132	392,949	410,683

LIM472 Elias Motsoaledi - Supporting Table SB15 Budgeted monthly revenue and expenditure (by source and type)

Description	Budget Year 2017/18												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Revenue By Source															
Property rates	1,884	6,818	2,404	2,359	2,533	2,509	2,716	2,716	2,716	2,716	2,716	2,716	34,805	27,981	29,548
Service charges - electricity revenue	6,720	6,561	5,592	5,692	6,829	5,876	5,919	6,819	7,219	7,619	8,123	8,236	81,206	83,642	86,319
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse	731	2,200	631	630	628	628	802	902	1,002	1,028	1,128	1,306	11,616	9,107	9,617
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	80	44	26	31	255	16	91	91	91	91	91	91	1,000	2,046	2,160
Interest earned - external investments	-	427	261	146	39	127	250	285	-	300	315	349	2,500	3,912	4,132
Interest earned - outstanding debtors	434	3,626	505	504	526	576	1,253	1,285	1,315	1,368	1,433	1,435	14,260	6,617	6,987
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	1,093	178	995	433	554	344	8,128	8,228	8,528	8,570	9,028	8,938	55,016	31,710	33,486
Licences and permits	-	942	388	417	404	-	350	365	372	400	415	446	4,500	5,466	5,772
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	91,611	347	160	188	37	62,172	155	155	70,286	364	284	405	226,163	238,214	247,841
Other revenue	2,938	176	19	166	132	5,487	1,123	(477)	1,565	223	1,323	1,001	13,678	2,641	2,789
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	105,490	21,321	10,982	10,567	11,937	77,734	20,788	20,371	93,095	22,679	24,856	24,924	444,744	411,335	428,650
Expenditure By Type															
Employee related costs	9,543	9,580	441	27,049	9,411	15,354	8,669	8,943	9,062	9,634	9,052	9,401	126,137	130,069	137,325
Remuneration of councillors	1,694	1,694	1,694	1,694	1,694	1,695	2,211	2,211	2,211	2,211	2,211	2,211	23,430	23,373	24,682
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	26,372	26,372	27,875	29,436
Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	51,200	51,200	53,118	55,093
Finance charges	-	74	123	51	44	-	306	306	306	306	306	306	2,124	790	645
Bulk purchases	7,038	71	7,159	5,724	4,839	5,654	6,613	6,613	6,613	6,613	6,613	6,613	70,165	69,937	73,853
Other materials	696	1,209	481	604	1,286	1,226	1,053	1,053	1,053	1,053	1,053	1,053	11,821	14,795	15,623
Contracted services	7,020	7,308	6,687	5,083	5,789	4,083	4,878	4,878	4,878	4,878	4,878	4,878	65,237	23,279	23,118
Grants and subsidies	1,727	742	725	792	1,099	1,028	414	414	414	414	414	(4,457)	3,724	3,936	4,156
Other expenditure	6,688	3,884	3,615	3,591	4,386	1,838	4,492	4,492	4,492	4,492	4,492	4,460	50,923	45,777	46,751
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	34,405	24,561	20,925	44,588	28,548	30,876	28,636	28,909	29,028	29,601	29,018	102,037	431,132	392,949	410,683

LIM472 Elias Motsoaledi - Supporting Table SB16 Budgeted monthly capital expenditure (by vote)

Description - Municipal Vote	Budget Year 2017/18												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Multi-year expenditure appropriation															
Vote 1 - Executive & Council	-											-	-	-	-
Vote 2 - Office of the Municipal Manager	-											-	-	-	-
Vote 3 - Budget & Treasury	-											-	-	-	-
Vote 4 - Corporate Services	160		218				-	600	200	-	100	22	1,300	900	900
Vote 5 - Community Services	-											500	500	-	-
Vote 6 - Technical Services	688	2,544	8,500	2,673	6,838	12,245	3,846	3,846	5,846	6,846	9,846	12,031	75,747	56,659	56,454
Vote 7 - Development Planning	-											-	-	-	-
Vote 8 - Executive Support	-											-	-	-	-
Capital Multi-year expenditure sub-total	848	2,544	8,718	2,673	6,838	12,245	3,846	4,446	6,046	6,846	9,946	12,552	77,547	57,559	57,354
Single-year expenditure appropriation															
Vote 1 - Executive & Council												-	-	-	-
Vote 2 - Office of the Municipal Manager												-	-	-	-
Vote 3 - Budget & Treasury												-	-	-	-
Vote 4 - Corporate Services												-	-	-	-
Vote 5 - Community Services							-					400	400	-	-
Vote 6 - Technical Services	87	484	4,554	610	2,448	2,671	1,000	1,270	2,870	3,100	2,100	3,980	25,176	26,747	33,757
Vote 7 - Development Planning												-	-	-	-
Vote 8 - Executive Support												-	-	-	-
Capital single-year expenditure sub-total	87	484	4,554	610	2,448	2,671	1,000	1,270	2,870	3,100	2,100	4,380	25,576	26,747	33,757
Total Capital Expenditure	935	3,028	13,273	3,283	9,287	14,916	4,846	5,716	8,916	9,946	12,046	16,933	103,123	84,306	91,111

LIM472 Elias Motsoaledi - Supporting Table SB17 Budgeted monthly capital expenditure (by functional)

Description	Budget Year 2017/18												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Capital Expenditure - Functional															
Governance and administration	160	–	218	–	–	–	–	600	200	–	100	22	1,300	900	900
Executive and council												–	–	–	–
Finance and administration	160	–	218	–	–	–	–	600	200	–	100	22	1,300	900	900
Internal audit												–	–	–	–
Community and public safety	–	50	–	–	500	–	–	–	–	–	–	7,929	8,479	–	–
Community and social services	–	–	–	–	–	–						–	–	–	–
Sport and recreation	–	50	–	–	500	–						7,929	8,479	–	–
Public safety												–	–	–	–
Housing												–	–	–	–
Health												–	–	–	–
Economic and environmental services	775	2,573	10,364	3,283	8,618	12,388	3,826	3,016	6,916	9,946	10,946	7,371	80,021	73,257	69,158
Planning and development												–	–	–	–
Road transport	775	2,573	10,364	3,283	8,618	12,388	3,826	3,016	6,916	9,946	10,946	7,371	80,021	73,257	69,158
Environmental protection												–	–	–	–
Trading services	–	455	2,691	–	669	2,528	1,020	2,100	1,800	–	1,000	1,061	13,324	10,149	21,053
Energy sources		455	2,691	–	669	2,528	1,020	2,100	1,800	–	1,000	1,061	13,324	10,149	21,053
Water management												–	–	–	–
Waste water management												–	–	–	–
Waste management	–	–										–	–	–	–
Other												–	–	–	–
Total Capital Expenditure - Functional	935	3,078	13,273	3,283	9,787	14,916	4,846	5,716	8,916	9,946	12,046	16,383	103,123	84,306	91,111

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. Council has considered and approved the revision 2016/2017 service delivery and budget implementation plan in line with the adjusted budget as per resolution F16/17-53 during its special council meeting of 28 February 2017.

8.1. OFFICE OF THE MUNICIPAL MANAGER

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Goal: Capacitated and Effective Human Capital

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Improved efficiency and effectiveness of the Municipal Administration	Performance Management	% of KPIs and projects attaining organisational targets (total organisation) by 30 June 2018	Opex	71%	25%	50%	75%	95%	95%	Performance report
		Final SDBIP approved by Mayor within 28 days after approval of Budget	n/a	1	N/A	N/A	N/A	1	1	Approved SDBIP

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Goal: Sustainable Financial Viability

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To implement sound Financial management practices	Expenditure	% spend of the Total Operational Budget excluding non-cash items by the 30 June 2018	Opex	91%	25%	50%	75%	95%	95%	Section 71 report
		Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	Opex	New	<39%	<39%	<39%	<39%	<39%	Section 71 report

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Sound Governance

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To strengthen participatory governance within the community	Good Governance and oversight	Submission of Final audited consolidated Annual Report to Council on or before end of January 2018	n/a	1	N/A	N/A	1	N/A	1	Council resolution
		% of Council meetings resolutions implemented within the prescribed timeframe (3 months)	n/a	50%	100%	100%	100%	100%	100%	Council resolution register
	IDP Development	Final IDP tabled and approved by Council by the 31 May 2018	n/a	1	N/A	N/A	N/A	1	1	Council resolution

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Sound Governance

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To create a culture of accountability and transparency	Audit	Obtain an Unqualified Auditor General opinion for the 2016/17 financial year	n/a	Qualified Opinion	N/A	1	N/A	N/A	Unqualified Opinion	AGSA audit report
		% of Auditor General matters resolved as per the approved audit action plan by 30 June 2018 (Total organisation)	n/a	New	N/A	N/A	50%	100%	100%	Audit action plan
	Risk Management	% execution of identified risk management plan within prescribed timeframes per quarter (Total organization)	n/a	90%	25%	50%	75%	100%	100%	Quarterly risk assessment report

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal: Growing Inclusive Economy

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Annual	
To facilitate economic growth and sustainable job creation	EPWP	Grant agreement signed between EMLM and dept. of public works stipulating the EPWP targets	n/a	new	1	N/A	N/A	N/A	1	Signed grant agreement

8.2. CORPORATE SERVICES

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Goal: Capacitated and Effective Human Capital

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Annual	
To attract, develop and retain ethical and best human capital	Organizational Development	Number of people from employment equity target groups employed in the three highest level of management in compliance with a municipality's approved employment equity plan (GKPI)	Opex	0	N/A	N/A	3	n/a	3	Appointment letters
		% of budget spent implementing the Workplace Skills Plan by the 30 Jun 2018 (GKPI)	Opex	1%	N/A	N/A	N/A	1%	1%	section 71 report
		Submission of Review ICT master plan to council by 30 June 2018	n/a	1	N/A	N/A	1	N/A	1	Council resolution

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Annual	
		Review organizational structure and align to the IDP and Budget by 30 June 2018	Opex	1	N/A	N/A	N/A	1	1	Copy of organogram

8.3. BUDGET AND TREASURY

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal: Improved Social Well-Being

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2016/17					Evidence
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Annual	
To provide free basic services to registered indigents	Indigents	% of (indigents) households with access to free basic electricity services by 30 Jun 2018 (GKPI)	opex	14%	N/A	N/A	N/A	2.5% 1500	2.5% 1500	Indigent register
		Number of additional households provided with access to Free Basic Electricity	opex	New	50	100	150	200	200	ESKOM beneficiary register

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Goal: Sustainable Financial Viability

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Annual	
To implement sound Financial management practices	Financial management	Cost coverage ratio by the 30 June 2018 (GKPI)	N/A	2:01	N/A	N/A	N/A	4:1	4:1	Section 71 report
	Revenue	% outstanding service debtors to revenue by the 30 June 2018 (GKPI)	N/A	13%	N/A	N/A	N/A	5%	5%	Section 71 report
		% Debt coverage ratio by the 30 June 2018 (GKPI)	N/A	191%	N/A	N/A	N/A	200%	200%	Section 71 report
	Compliance with MFMA legislation	Submission of MTRE Budget to Council 30 days before the start of the new FY	N/A	1	N/A	N/A	N/A	1	1	Council resolution

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Goal: Sustainable Financial Viability

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Annual	
Compliance to MFMA legislation	Legislative compliance	Audited Annual Financial Statements (AFS) and Audit report submitted to council by December 2017	N/A	1	N/A	1	N/A	N/A	1	Council resolution
	SCM	number of monthly SCM deviation reports submitted to municipal manager	N/A	12	3	6	9	12	12	Deviation register
To implement sound financial management practices	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 verification reports submitted to municipal manager by 30 June 2018	n/a	1	n/a	1	n/a	2	2	Assets verification report signed by MM

8.4. COMMUNITY SERVICES

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Annual	
Reduction in the level of Service Delivery backlogs	Waste management	% of households with access to a minimum level of basic waste removal by 30 June 2018 (once per week) (GKPI)	Opex	New	N/A	N/A	N/A	16,5%	16,5%	Weekly waste collection schedules
To facilitate promotion of education upliftment within communities	Education/ Libraries	Number of initiatives held to promote library facilities by 30 June 2018	n/a	4	1	2	3	4	4	Attendance register and minutes
To ensure communities are contributing towards climate change and reduction of carbon footprint	Environmental management	Number of waste minimization projects initiated by 30 June 2018 (Environmental awareness programmes)	Opex	4	1	2	3	4	4	Reports and attendance registers

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Annual	
Increase the accessibility of emergency services to the community	Disaster management	Number of disaster awareness campaigns conducted by 30 June 2018	Opex	8	1	2	3	4	4	Attendance register and minutes
Facilitate safe and secure neighborhoods	Safety and security	Number of community safety forum meeting held	n/a	New	1	2	3	4	4	Attendance register and minutes

8.5 DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC

KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic Goal: Integrated Human Settlement

Strategic Objective	Programme	Key performance indicator	Budget Source	Adjustment budget	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To provide a systematic integrated spatial / land development policy	Land Use Management	Number of informal settlements targeted for upgrading (Zuma Park)	500 000		5	Draft layout plan	Specialized reports	N/A	1	1	1 st Qtr Draft layout plan 2 nd Qtr Specialised report 4 th Qtr Site Demarcation application
		% Development of a Spatial Development Framework	500	461	New	25% Inception report	n/a	50% Draft SDF	100% Development of a Spatial Development Framework	100% Development of a Spatial Development Framework	1 st Qtr Inception report 3 rd Qtr Draft SDF 4 th Qtr Approved SDF and Council resolution
		% of Site demarcation projects completed (Ba-Kopa, Ntwane, Ga-Matlala Lehwelere)	1 000 000		50%	50% General Plan	100% site demarcation completed	n/a	n/a	100% site demarcation completed	approved General Plan by Surveyor General

Strategic Objective	Programme	Key performance indicator	Budget Source	Adjustment budget	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		% projects implemented based on SPLUMA	300 000		50%	n/a	n/a	n/a	100% projects implemented based on SPLUMA	100% projects implemented based on SPLUMA	Land use applications register
To provide a systematic integrated spatial / land development policy	Land Use Management	% of land use applications received and processed within 90 days	n/a		100%	n/a	n/a	100%	100%	100%	Land use application register
Increase regularisation of built environment	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		100%	100%	100%	100%	100%	100%	Building plans application register
		% 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
		% of inspections conducted on building construction with an approved	n/a		100%						Inspection report

Strategic Objective	Programme	Key performance indicator	Budget Source	Adjustment budget	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		plan to ensure compliance with National Building Regulations and Building Standards				100%	100%	100%	100%	100%	

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal: Growing Inclusive Economy

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To facilitate economic growth and sustainable job creation	EPWP	Number of job opportunities provided through EPWP grant by 30 June 2018 (GKPI)	EPWP grant	451	N/A	69	N/A	N/A	69	List of approved appointees
	Economic growth and development	Number of networking events held by 30 June 2018	opex	new	n/a	1	n/a	2	2	Reports and attendance registers
		Number of SMME's and Co-operatives capacity building workshops held by 30 June 2018	Opex	new	1	2	3	4	4	Reports and attendance registers
		Review of LED Strategy	500	1	n/a	n/a	1	n/a	1	Approved LED strategy and council resolution

8.6 INFRASTRUCTURE SERVICES

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal: Growing Inclusive Economy

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To facilitate economic growth and sustainable job creation	EPWP	Number of additional jobs to be created using the Expanded Public Works Programme guidelines and other municipal programmes	MIG, INEP	451	50	100	400	630	630	List of approved appointees

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services

Strategic Objective	Programme	Key performance indicator	Budget Source	Adjustment budget	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Reduction in the level of Service Delivery backlogs	Electricity	% of households with access to basic levels of electricity by the 30 June 2018 (GKPI)	INEP	INEP	100%	N/A	N/A	N/A	100%	100%	Completion certificates
		% development of lighting master plan	opex	600 000	new	15% Advertisement and appointment of the service provider	50% Introduction of the service provider to the municipality and data collection	60% collection of data	80% lighting master plan developed	80% lighting master plan developed	1st Qtr Appointment letter 2nd Qtr progress report 3rd Qtr progress report 4th Qtr Progress report
		Number of additional households living in formal areas provided with electricity connections	INEP 15 000 000	INEP 15 000 000	New	N/A	N/A	N/A	1000	1000	beneficiary list and completion certificate
	Roads and storm water	kilometers of new paved roads to be built	MIG	MIG	11.6km	n/a	n/a	n/a	8.6kms	8.6kms	Completion certificates

Strategic Objective	Programme	Key performance indicator	Budget Source	Adjustment budget	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
		kilometers of roads resurfaced/rehabilitated/resealed	MIG	MIG	New	n/a	n/a	n/a	2kms	2kms	Completion certificates
Reduction in the level of Service Delivery backlogs	Roads and storm water	% Development of roads master plan and maintenance plan	opex	1 500 000	new	15% Advertisement and appointment of the service provider	50% Introduction of the service provider to the municipality	60% submission of draft roads policy to be adopted by council	100% road master plan, maintenance plan developed	100% roads master plan, and maintenance plan developed	1st Qtr Appointment letter 2nd Qtr progress report 3rd Qtr progress report 4th Qtr Developed master plan and maintenance plan
		Roads signs, main holes, temporary bridges and sign boards	0	500 000	new	n/a	n/a	50% delivery of road furnisher	100% delivery of road furniture	100% delivery of road furniture	Q3 delivery note and invoice Q4 delivery note and invoice

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Goal: Sustainable Financial Viability

Strategic Objective	Programme	Key performance indicator	Budget Source	Adjusted budget	Audited Baseline 2015/16	2017/18					Evidence
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Reduction in the level of Service Delivery backlogs	Project Management	% development of capital project implementation plan submitted to municipal manager for approval by 30 June 2018	Opex		New	n/a	n/a	n/a	100%	100%	Capital project implementation plan and submission register
		% spending on MIG funding by the 30 June 2018	MIG		100%	25%	50%	75%	100%	100%	MIG monthly report
		% development of roads and lighting master plan (zero weighted. Projects separated for proper reporting)	2 000 000		New	15% Advertisement and appointment of the service provider	50% Introduction of the service provider to the municipality and data collection	75% Data collection	100% Development of master plan	100% Development of master plan	1st Qtr Appointment letter 2nd Qtr progress report 3rd Qtr progress report 4th Qtr Road master plan and council resolution

9. DEPARTMENT: EXECUTIVE SUPPORT

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal: Improved Social Well-Being

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Facilitate promotion of health and well-being of communities	Transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights by the 30 Jun 2018	Opex	New	1	2	3	4	4	Programme and attendance register

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Sound Governance

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To strengthen participatory governance within the community	Community Participation	number of quarterly reports submitted to Council in terms of items raised during public participation; within the mandate of Council, that are processed and resolved within (3) months	n/a	New	1	2	3	4	4	Council resolution
		number of Community Satisfaction Surveys conducted by the 30 Jun 2018	Opex	New	N/A	N/A	N/A	1	1	Community survey report

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Sound Governance

Strategic Objective	Programme	Key performance indicator	Budget Source	Audited Baseline 2015/16	2017/18					Evidence
					1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
To create a culture of accountability and transparency	MPAC	number of MPAC quarterly reports submitted to council	n/a	New	1	2	3	4	4	Council resolution
Facilitates promotion of health and well-being of communities	Mayoral programme	number of Mayoral outreach projects initiated by 30 Jun 2018	1 110 000	14	1	N/A	N/A	2	2	Report and Attendance register
	Speakers programme	number of Speaker's outreach projects initiated by 30 Jun 2018	700 000	New	N/A	N/A	1	2	2	Report and Attendance register
	MPAC programme	number of MPAC outreach projects initiated by 30 Jun 2018	400 000	New	N/A	N/A	1	N/A	1	report Attendance register

10. 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 all municipal departments including projects from sector 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).

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
n/a	furniture	Improved efficiency and effectiveness of the municipal administration	% Purchase of furniture	200 000	500 000	100%	100% Purchase of furniture	100% Purchase of furniture	100% Purchase of furniture	100% Purchase of furniture	100% Purchase of furniture	Delivery note	corporate services
n/a	computer equipment	Improved efficiency and effectiveness of the municipal administration	% Purchase of computer equipment	300 000	800 000	100%	100% Purchase of computer equipment	100% Purchase of computer equipment	100% Purchase of computer equipment	100% Purchase of computer equipment	100% Purchase of computer equipment	Delivery note	corporate services

		CAPITAL PROJECTS											
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
All wards	Grass cutting Industrial Machine (lawnmower, chain saw, brush cutters, pole	Reduction in the level of service delivery backlogs	number of grass cutting industrial machine purchased	400 000	400 000	new	advertisement and appointment of service provider	7 grass cutting industrial material purchased	n/a	n/a	purchased 7 grass cutting and industrial material by 31 December 2017	Delivery note	community services
13	upgrading of driving license testing centre	Reduction in the level of service delivery backlogs	% upgrading of driving licence testing centre	500 000	500 000	50%	50% advertisement and appointment of service provider	n/a	100% upgraded driving license testing centre	n/a	100% upgrading of driving license testing centre by 30 June 2018	Q1 appointment letter Q3 completion certificate	community services
25	Electrification of households at Makaepa village	Reduction in the level of service delivery backlogs	% electrification of households in makaepa	710 526	3 912 755	new	25% Detailed designs Complete	50% Project hand over and Site Establishment	75% construction (Pole planting and cabling)	100% of households reticulated for electrification at makaepa	100% of households reticulated for electrification at makaepa	Q1 appointment letter Q2 progress report	infrastructure

		CAPITAL PROJECTS											
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
											by 30 June 2018	Q3 progress report Q4 completion certificate	
	Electrification of households at Thambo village (extension)	Reduction in the level of service delivery backlogs	% electrification of households in Thambo village (extension)	1 515 789	1 515 789	new	25% Detailed designs Complete	50% Project hand over and Site Establishment	75% construction (Pole planting and cabling)	100% of households reticulated for electrification at Thambo village	100% of households reticulated for electrification at Thambo village by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
14	Electrification of households at Masakaneng	Reduction in the level of service delivery backlogs	% electrification of households in Masakaneng	4 122 807	515 722	new	25% Detailed designs Complete	50% Project hand over and Site Establishment	n/a	n/a	Designs completed and site hand over done	Q1 appointment letter Q2 progress report	infrastructure
9	Electrification of households at Jabulani D3	Reduction in the level of service delivery backlogs	% electrification of households in Jabulani D3	1 010 526	1 010 526	new	25% Detailed designs Complete	50% Project hand over and Site Establishment	75% construction (Pole planting and cabling)	100% of households reticulated for electrification at Jabulani D3	100% of households reticulated for electrification at Jabulani D3 by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
21	Electrification of households at Jerusalema	Reduction in the level of service delivery backlogs	% electrification of households in Jerusalema	963 158	116 228	new	25% Detailed designs Complete	50% Project hand over and Site Establishment	75% construction (Pole planting and cabling)	100% of households reticulated for electrification at Jerusalema	100% of households reticulated for electrification at Jerusalema by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure
All wards	Designs for electrification of villages	Reduction in the level of service delivery backlogs	% development of electrification designs	877 193	449 812	New	25% appointment of service provider	50% draft designs developed	100% detailed designs completed	n/a	100% detailed designs completed	Q1 appointment letter Q2 progress report Q3 design report	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
4	Electrification of household at waalkraal A	Reduction in the level of service delivery backlogs	% electrification of households at waalkraal A	2 184 211	2 315 795	new	25% Detailed designs Complete	50% Project hand over and Site Establishment	75% construction (Pole planting and cabling)	100% of households reticulated for electrification at waalkraal	100% of households reticulated for electrification at waalkraal by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure
8	Electrification of household at Elandsdoorn A	Reduction in the level of service delivery backlogs	% electrification of households at Elandsdoorn A	328 947	851 974	new	25% Detailed designs Complete	50% Project hand over and Site Establishment	75% construction (Pole planting and cabling)	100% of households reticulated for electrification at Elandsdoorn A	100% of households reticulated for electrification at Elandsdoorn A by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
												Q4 completion certificate	
18	Electrification of households at Matsitsi	Reduction in the level of service delivery backlogs	% electrification of households in matsitsi	1 444 737	2 469 293	new	25% Detailed designs Complete	50% Project hand over and Site Establishment	75% construction (Pole planting and cabling)	100% of households reticulated for electrification at matsitsi	100% of households reticulated for electrification at matsitsi by 30 June 2018	completion certificate	infrastructure
20	Hlogotlou street and storm water control	Reduction in the level of service delivery backlogs	% construction of Hlogotlou street and storm water control	3 333 333	5 843 790	100%	25% Advertisement and appointment of service provider	50 % site Handover and site establishment	75% Construction of street and storm water control (Trenching and pitching)	100% Construction of Hlogotlou street and storm water control by 30 June 2018	100% Construction of Hlogotlou street and storm water control by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
21	Kgapamadi construction of bus road, bridge and stormwater control PH 1C (1km)	Reduction in the level of service delivery backlogs	% construction of Kgapamadi bus road, bridge and stormwater control PH 1C (1km)	5 263 158	5 263 158	100%	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of Kgapamadi Bus road and stormwater control	100% construction of Kgapamadi Bus road and stormwater control by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure
26	Kgoshi-Rammupudu construction of access road and storm water control PH 1C	Reduction in the level of service delivery backlogs	% construction of kgoshi Rammupudu road	8 924 272	8 756 000	100%	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of Kgoshi Rammupudu road	100% construction of Kgoshi Rammupudu road by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
												Q4 completion certificate	
25	Kgoshi-Matsepe construction of access road and storm water control PH 1A(zero weight. Project not registered with MIG)	Reduction in the level of service delivery backlogs	% construction of kgoshi Matsepe road	2 710 526	0	new	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	n/a	N/a	n/a	n/a	infrastructure
10	Kgoshi Mathebe Road Construction(zero weight. Projects not registered with MIG)	Reduction in the level of service delivery backlogs	% construction of Mathebe road	3 333 333	0	New	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	n/a	n/a	n/a	n/a	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
25	Rehabilitation of dikgalaopening road and storm water control	Reduction in the level of service delivery backlogs	% rehabilitation of dikgalaopening road and storm water control	877 193	1 754 386	new	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	60% progress (patching of potholes)	100% rehabilitation of dikgalaopening road and storm water control	100% rehabilitation of dikgalaopening road and storm water control by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure
25	Rehabilitation of Ramogwerane to Nkadimeng road and storm water	Reduction in the level of service delivery backlogs	% Rehabilitation of Ramogwerane to Nkadimeng road and storm water	877 193	877 193	new	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	60% progress (patching of potholes)	100% Rehabilitation of Ramogwerane to Nkadimeng road and storm water	100% Rehabilitation of Ramogwerane to Nkadimeng road and storm water by June 2018	Q1 appointment letter Q2 progress report Q3 progress report	infrastructure

		CAPITAL PROJECTS											
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
												Q4 completion certificate	
13	Groblersdal roads and streets	Reduction in the level of service delivery backlogs	% maintenance of Groblersdal roads and streets	2 631 579	5 631 579	New	25% Advertisement and appointment of service provider	50% maintenance of Groblersdal roads and streets	60% (patching of potholes)	100% maintenance of Groblersdal roads and streets	100% maintenance of Groblersdal roads and streets	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure
19	Mathula construction of road and storm water control PH 1B	Reduction in the level of service delivery backlogs	% construction of Mathula road and storm water control	8 410 581	7 991 000	100%	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of Mathula road and storm water control	100% construction of Mathula road and storm water by 30 June 2018	Q1 appointment letter Q2 progress report	infrastructure

		CAPITAL PROJECTS											
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
												Q3 progress report Q4 completion certificate	
14	Naganeng construction of bus road and storm water control PH 1A	Reduction in the level of service delivery backlogs	% construction of Naganeng road and storm water control	10 526 316	27 866 000	new	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	60% progress (Base and Surfacing completed)	70% construction of Naganeng bus road and storm water control	70% construction of Naganeng bus road and storm water control by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 Progress report	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
16	Zaaipiaas construction of JJ road and storm water control PH 1C	Reduction in the level of service delivery backlogs	% construction of JJ road and storm water control	4 385 965	5 132 310	100%	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of JJ road and storm water control	100% construction of JJ road and storm water control by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure
9	Tambo road construction	Reduction in the level of service delivery backlogs	% construction of Tambo road	5 445 849	5 288 000	New	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of Tambo road	100% construction of Tambo road by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report	infrastructure

		CAPITAL PROJECTS											
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
												Q4 completion certificate	
31	Motetema street upgrade	Reduction in the level of service delivery backlogs	% upgrading of Motetema street	877 193	877 193	New	25% Advertisement and appointment of service provider	50% progress (Site establishment and subcase completed)	60% progress (patching of potholes)	100% upgrading of Motetema road	100% upgrading of Motetema road by 30 June 2018	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	Infrastructure

		CAPITAL PROJECTS											
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
	Marapong bridge	Reduction in the level of service delivery backlogs	% construction of Marapong Brige	0	1 584 474	50%	n/a	n/a	100% construction of Marapong Brige	n/a	100% construction of Marapong Brige	Q3 completion certificate	Infrastructure
13	Klip and Kanaal	Reduction in the level of service delivery backlogs	% construction of Klip and Kanaal	0	186 362	50%	n/a	n/a	100% construction of Klip and Kanaal	n/a	100% construction of Klip and Kanaal	Q3 completion certificate	Infrastructure
n/a	Machinery and equipment	Reduction in the level of service delivery backlogs	% purchase of machinery and equipment	500 000	1 100 000	New	n/a	n/a	100% purchase of machinery and equipment	100% purchase of machinery and equipment	100% purchase of machinery and equipment	Delivery note	Infrastructure
n/a	Vehicles (Zero weight)	Reduction in the level of service delivery backlogs	number of vehicles to be purchased	700 000	0	new	1 vehicles purchased	n/a	n/a	n/a	n/a	None	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
13	Development of workshop	Reduction in the level of service delivery backlogs	% development of workshop	3 947 368	1 436 911	25%-	25% Advertisement and appointment of service provider	50% site handover and site establishment	75% Development of Workshop (fencing completed)	100% complete development of workshop	100% development of workshop	Q1 appointment letter Q2 progress report Q3 progress report Q4 completion certificate	Infrastructure
30	Normalization of electricity for Roosenekaal	Reduction in the level of service delivery backlogs	% Normalization of electricity supply for Roosenekaal (installation of electricity meters)	0	1 739	new	n/a	n/a	n/a	100% normalization of electricity supply for Roosenekaal	100% normalization of electricity supply for Roosenekaal	Completion certificate	Infrastructure

2016/2017 Rolled over projects

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
30	Electrification of Tshehla trust	Reduction in the level of service delivery backlogs	% electrification of households at Tshehla trust	0	165 789	50%	n/a	n/a	100%	n/a	100%	Q3 completion certificate	infrastructure
13	Laersdrift road	Reduction in the level of service delivery backlogs	% construction of Laersdrift road	0	322 807	50%	n/a	n/a	100%	n/a	100%	Q3 completion certificate	infrastructure
	Mogaung Road	Reduction in the level of service delivery backlogs	% construction of mogaung road	0	5 197 354	50%	n/a	n/a	80%	100%	100%	Q3 progress report Q4 completion certificate	infrastructure

CAPITAL PROJECTS													
Ward No.	Project	Strategic Objective	key performance indicator	Original Budget R 000's 2017-18	Adjusted Budget R 000's 2017-18	Audited Baseline 2015/16	1st quarter	2nd quarter	3rd quarter	4th quarter	Annual target	Evidence	Responsibility
20	Multi purpose sports (Hlogotlou stadium)	Reduction in the level of service delivery backlogs	% construction of Hlogotlou stadium	0	8 078 532	50%	n/a	n/a	100%	n/a	100%	Q3 completion certificate	infrastructure

11. 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.