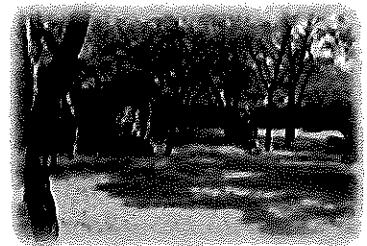
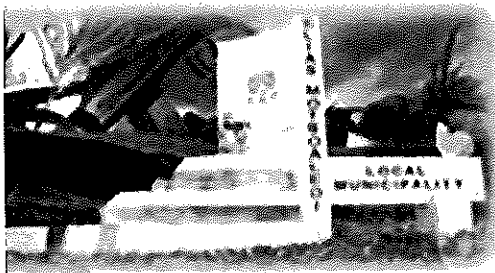


ELIAS MOTSOLEDI LOCAL MUNICIPALITY

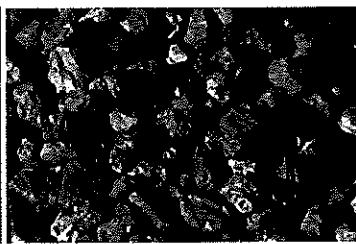


REVISED 2018/2019 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



"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."

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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:

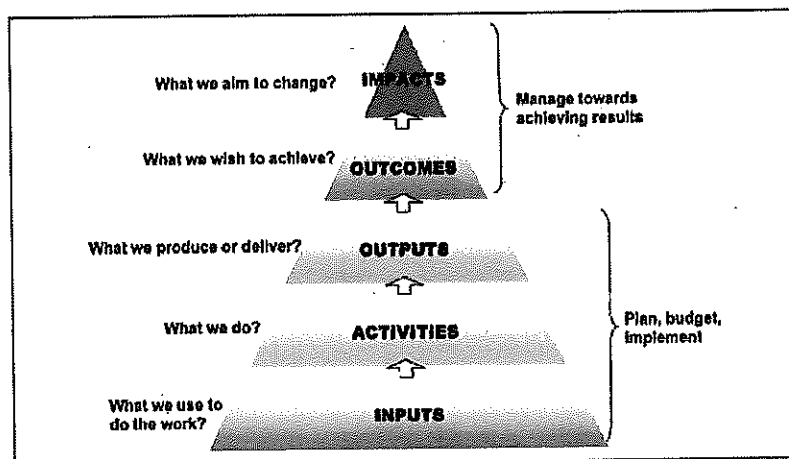
- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

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.

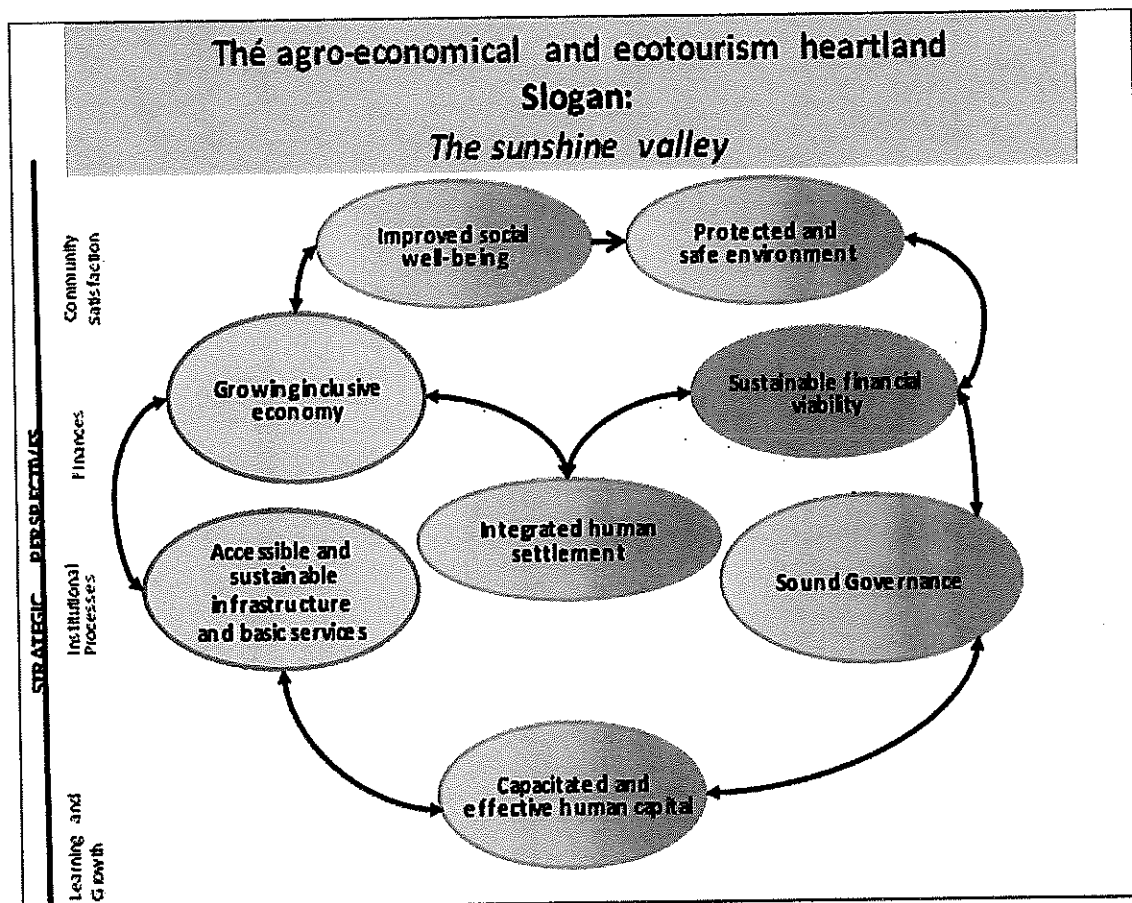
- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

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	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

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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 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

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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 SB 12 Budgeted monthly revenue and expenditure (by vote)

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Full year budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget		Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands																
Revenue by Vote																
Vote 1 - Executive & Council	16,387	-	-	-	-	13,109	-	-	8,672	-	-	-	38,168	38,168	40,432	43,312
Vote 2 - Office of the Municipal Manager	8,211	-	-	-	-	6,569	-	-	16,689	-	-	-	31,469	31,469	33,780	35,653
Vote 3 - Budget & Treasury	10,187	3,962	3,604	3,424	3,456	8,763	3,117	3,278	10,378	3,220	3,143	2,751	59,272	59,272	64,728	74,518
Vote 4 - Corporate Services	17,563	12	12	12	12	14,053	(11)	(9)	8,318	(11)	(10)	(12)	39,931	39,931	41,372	43,157
Vote 5 - Community Services	22,415	1,422	1,619	1,488	1,157	34,915	9,264	9,985	11,326	8,253	10,668	7,967	120,478	120,478	132,346	137,021
Vote 6 - Technical Services	33,552	11,419	16,871	13,023	12,737	35,430	7,602	7,450	19,952	27,654	10,512	7,078	203,280	203,280	208,444	224,976
Vote 7 - Development Planning	200	165	207	177	176	2,724	58	55	7,336	58	57	78	11,282	11,282	11,567	12,218
Vote 8 - Executive Support	6,615	-	-	-	-	5,292	-	-	4,188	-	-	-	16,094	16,094	16,773	17,534
Total Revenue by Vote	115,130	16,970	22,314	18,123	17,538	120,845	20,029	20,758	86,859	39,174	24,371	17,862	519,975	519,975	549,442	588,488
Expenditure by Vote																
Vote 1 - Executive & Council	2,839	2,412	3,669	2,729	2,833	2,946	3,139	2,880	2,878	2,875	2,887	3,219	35,307	35,307	37,539	39,603
Vote 2 - Office of the Municipal Manager	2,628	3,284	2,976	3,140	4,327	7,521	2,183	2,296	2,137	2,208	2,176	2,430	37,306	37,306	39,485	41,801
Vote 3 - Budget & Treasury	10,278	4,299	3,945	2,761	4,134	18,134	1,572	1,147	1,605	1,072	789	1,335	51,072	51,072	54,123	57,387
Vote 4 - Corporate Services	1,706	1,355	2,101	1,678	1,379	5,119	2,370	2,387	2,371	3,262	2,417	4,455	30,600	30,600	32,421	34,349
Vote 5 - Community Services	4,127	3,764	4,566	5,254	3,657	28,742	6,585	8,834	6,436	9,193	11,168	8,006	100,333	100,333	105,856	112,209
Vote 6 - Technical Services	3,890	9,661	12,491	3,027	5,529	46,183	13,586	13,194	13,056	13,681	14,206	19,198	167,702	167,702	177,173	187,287
Vote 7 - Development Planning	600	887	553	530	560	839	717	723	1,000	720	998	1,852	9,977	9,977	10,588	11,239
Vote 8 - Executive Support	1,128	1,389	1,558	1,680	1,266	2,001	1,304	1,305	1,299	1,302	1,302	1,338	16,872	16,872	18,005	19,192
Total Expenditure by Vote	27,194	27,052	31,861	20,799	23,687	111,484	31,456	32,765	30,782	34,313	35,943	41,832	449,168	449,168	475,188	503,065
Surplus/(Deficit)	87,935	(10,081)	(9,546)	(2,676)	(6,149)	9,361	(11,427)	(12,006)	55,078	4,861	(11,572)	(23,970)	70,807	70,807	74,254	85,422

LIM472 Elias Motsoaledi - Supporting Table SB13 Budgeted monthly revenue and expenditure (by functional

Description - Standard classification	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Full year budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget		Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands																
Revenue - Functional																
Governance and administration	61,989	3,974	3,616	3,436	3,468	50,205	3,106	3,269	56,128	3,209	3,134	2,739	198,283	198,283	210,661	228,474
Executive and council	18,486	-	-	-	-	14,789	-	-	9,598	-	-	(0)	42,873	42,873	45,668	48,978
Finance and administration	40,186	3,974	3,616	3,436	3,468	32,755	3,106	3,269	44,615	3,209	3,134	2,739	147,508	147,508	156,651	170,573
Internal audit	3,326	-	-	-	-	2,661	-	-	1,915	-	-	(0)	7,902	7,902	8,342	8,923
Community and public safety	9,909	15	9	10	5	5,324	0	0	5,856	0	0	(2,480)	18,650	18,650	20,131	21,414
Community and social services	6,547	8	5	10	5	2,636	0	0	1,241	0	0	(2,480)	7,973	7,973	8,606	9,201
Sport and recreation	3,362	7	4	-	-	2,688	0	0	4,615	0	0	0	10,677	10,677	11,525	12,213
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services	22,652	4,399	10,280	5,794	5,671	48,763	8,727	9,426	21,883	26,927	10,208	7,511	182,239	182,239	192,012	203,727
Planning and development	2,838	155	207	177	176	4,834	58	55	8,414	58	57	78	17,107	17,107	17,962	18,857
Road transport	19,376	4,243	10,072	5,617	5,494	43,579	8,670	9,371	13,238	26,869	10,151	7,433	164,114	164,114	172,989	183,760
Environmental protection	438	-	-	-	-	350	-	-	230	-	-	-	1,018	1,018	1,060	1,111
Trading services	20,570	8,583	8,409	8,883	8,395	16,554	8,195	8,064	9,034	9,038	11,028	4,050	120,804	120,804	126,639	134,873
Energy sources	12,761	7,919	7,745	8,217	7,730	10,186	7,453	7,323	7,255	8,289	10,289	6,873	102,039	102,039	102,422	112,351
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	7,809	664	664	666	665	6,367	742	741	1,779	749	739	(2,822)	18,765	18,765	24,217	22,522
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	115,130	16,970	22,314	18,123	17,538	120,845	20,029	20,758	92,901	39,174	24,371	11,821	519,975	519,975	549,442	588,488
Expenditure - Functional																
Governance and administration	18,550	13,189	15,130	12,414	14,530	35,477	12,398	11,827	12,105	12,538	11,373	14,634	184,555	184,555	195,697	207,236
Executive and council	3,071	2,741	3,945	3,049	3,108	5,125	3,319	3,053	3,057	3,057	3,064	3,410	39,998	39,998	42,544	44,937
Finance and administration	15,246	10,130	10,234	8,331	10,703	28,174	8,574	8,178	8,525	8,917	7,828	10,605	135,446	135,446	143,514	152,099
Internal audit	233	318	951	1,034	1,118	2,179	495	595	523	564	481	620	9,111	9,111	9,639	10,201
Community and public safety	729	804	798	1,340	754	1,337	1,588	1,567	1,582	1,566	1,588	1,661	15,276	15,276	16,266	17,307
Community and social services	333	379	390	373	353	607	504	504	520	506	507	588	5,563	5,563	5,942	6,338
Sport and recreation	396	425	408	967	402	731	1,064	1,063	1,062	1,061	1,061	1,073	9,713	9,713	10,324	10,969
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services	4,939	4,006	5,090	4,424	5,376	50,914	7,408	9,545	7,318	9,730	12,031	12,357	133,138	133,138	141,029	149,411
Planning and development	1,132	1,368	1,067	1,036	1,043	1,571	1,146	1,150	1,423	1,150	1,429	2,296	15,813	15,813	16,818	17,882
Road transport	3,767	2,593	3,977	3,274	4,287	49,270	6,200	8,335	5,834	8,519	10,542	9,998	116,597	116,597	123,435	130,703
Environmental protection	39	44	46	114	45	73	61	60	61	61	61	64	728	728	776	826
Trading services	2,977	9,053	10,842	2,620	2,628	23,756	10,092	9,826	9,777	10,480	10,970	13,179	116,200	116,200	122,197	129,112
Energy sources	1,180	7,774	8,839	539	1,439	17,064	8,547	8,156	8,179	8,663	9,129	13,137	92,646	92,646	97,727	103,170
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	1,797	1,279	2,003	2,082	1,188	6,691	1,546	1,670	1,598	1,817	1,841	42	23,554	23,554	24,471	25,942
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	27,194	27,052	31,861	20,799	23,687	111,484	31,456	32,765	30,782	34,313	35,943	41,832	316,031	316,031	475,188	503,066
Surplus/ (Deficit) 1.	87,935	(10,081)	(9,546)	(2,676)	(6,149)	9,361	(11,427)	(12,006)	62,119	4,861	(11,572)	(30,011)	203,944	70,807	74,254	85,422

LJM472 Elias Motsoaledi - Supporting Table SB14 Budgeted monthly revenue and expenditure (by source and type

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework			
													Budget Year 2018/19		Budget Year 2019/20	
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Adjusted Budget	Full year budget	Adjusted Budget	Adjusted Budget
Revenue By Source	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Property rates	2,654	2,633	2,648	2,449	2,698	2,538	2,898	2,898	2,898	2,898	2,898	2,898	33,010	33,010	34,793	36,707
Service charges - electricity revenue	8,209	7,919	5,896	6,394	5,316	6,158	6,979	6,845	7,961	3,880	9,823	6,408	81,798	81,798	86,215	90,966
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse	669	664	664	666	665	665	691	691	691	691	691	691	8,127	8,127	8,566	9,037
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	84	41	33	35	34	231	89	81	47	31	165	128	1,000	1,000	1,054	1,112
Interest earned - external investments	184	339	204	68	23	135	308	371	301	343	368	157	2,800	2,800	2,951	3,114
Interest earned - outstanding debtors	677	726	717	583	683	1,108	367	466	467	452	325	123	6,692	6,692	7,054	7,442
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	565	285	548	314	27	19,965	8,084	8,825	8,041	7,047	9,485	7,022	70,209	70,209	74,000	78,070
Licences and permits	445	458	398	497	460	309	439	420	434	458	444	438	5,200	5,200	5,481	5,782
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	99,127	386	141	466	231	79,311	-	-	65,616	-	-	-	245,278	245,278	259,940	283,775
Other revenue	136	86	124	60	16	89	174	160	173	164	173	227	1,582	1,582	1,568	1,769
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	112,749	13,538	11,372	11,533	10,153	110,498	20,029	20,758	86,629	15,975	24,371	18,093	455,597	455,597	481,721	517,754
Expenditure By Type																
Employee related costs	10,151	11,367	10,417	10,552	10,401	20,768	9,469	9,469	9,469	9,469	9,469	9,469	130,473	130,473	139,476	148,890
Remuneration of councillors	1,875	1,875	1,875	1,875	1,875	1,875	2,174	2,174	2,174	2,174	2,174	2,174	24,291	24,291	25,603	27,011
Debt impairment	-	-	-	-	-	31,176	1,906	4,288	1,668	4,527	6,432	5,003	55,000	55,000	57,935	61,122
Depreciation & asset impairment	-	-	-	-	-	25,989	4,199	4,215	4,215	4,190	4,187	4,187	51,181	51,181	53,944	56,911
Finance charges	-	-	-	239	260	(499)	483	477	470	483	499	487	2,900	2,900	3,057	3,225
Bulk purchases	729	7,331	8,286	103	1,069	16,313	5,700	4,950	5,247	5,250	5,300	9,723	70,000	70,000	73,780	77,838
Other materials	254	778	940	635	637	1,238	665	658	519	634	657	1,292	8,909	8,909	9,389	9,905
Contracted services	5,739	4,396	5,664	4,683	6,156	9,573	3,863	3,807	3,986	3,961	3,861	4,090	59,841	59,841	62,699	66,148
Grants and subsidies	-	107	109	-	-	1,063	544	296	296	291	281	593	3,580	3,580	3,777	3,985
Other expenditure	8,386	1,198	4,570	2,712	3,288	3,987	2,453	2,431	2,738	3,335	3,082	4,814	42,994	42,994	45,528	48,031
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	27,194	27,052	31,861	20,799	23,687	111,484	31,456	32,765	30,782	34,313	35,943	41,833	449,169	449,169	475,188	503,066
Surplus/(Deficit)	85,554	(13,514)	(20,488)	(9,266)	(13,535)	(986)	(11,427)	(12,006)	55,847	(18,338)	(11,572)	(23,740)	6,528	6,528	6,533	14,688
Transfers and subsidies - capital (monetary allocations)	2,381	3,433	10,942	6,591	7,386	10,347	-	-	-	23,199	-	0	64,279	64,279	67,721	70,734
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & co	87,935	(10,081)	(9,546)	(2,676)	(6,149)	9,361	(11,427)	(12,006)	55,847	4,861	(11,572)	(23,740)	6,528	6,528	74,254	85,422

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LIM472 ELIAS MOTSOALEDI - SUPPORTING TABLE SB15 BUDGETED MONTHLY CASH FLOW

Monthly cash flows	Budget Year 2018/19												Medium Term Revenue and			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Full year budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget		Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands																
Cash Receipts By Source																
Property rates	1,905	1,271	1,939	1,806	2,068	1,592	1,826	1,826	1,826	1,826	1,826	1,085	20,797	20,797	21,920	23,125
Service charges - electricity revenue	6,380	5,702	6,815	6,695	8,360	6,242	5,960	6,135	6,183	6,167	6,133	6,128	76,890	76,890	81,042	85,499
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse	362	245	496	335	378	323	325	325	325	325	325	58	3,820	3,820	4,026	4,247
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	25	15	27	161	16	53	89	164	101	61	165	123	1,000	1,000	706	745
Interest earned - external investments	123	254	204	68	23	135	308	371	301	343	368	304	2,800	2,800	2,951	3,114
Interest earned - outstanding debtors	81	31	55	74	683	131	51	55	49	58	55	49	1,370	1,370	917	967
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and benefits	501	572	548	648	28	2,325	1,051	1,147	1,045	916	1,033	1,127	10,942	10,942	9,620	10,149
Licences and permits	445	458	398	497	460	309	439	420	434	458	444	438	5,200	5,200	5,481	5,782
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer receipts - operational	19,953	21,814	2,000	-	450	79,189	-	-	65,816	-	-	56,276	245,278	245,278	259,940	283,775
Other revenue	264	542	1,124	963	13,040	89	(15,283)	160	173	164	173	174	1,582	1,582	1,588	1,759
Cash Receipts by Source	30,040	30,304	13,605	11,247	25,504	90,367	(5,234)	10,603	76,053	10,308	10,521	55,761	369,578	369,578	388,270	419,163
Other Cash Flows by Source																
Transfers receipts - capital	2,381	3,433	10,942	6,591	7,386	10,347	-	-	22,751	-	-	-	63,830	63,830	67,721	70,734
Contributions & Contributed assets	-	-	-	-	-	-	-	-	-	2,000	-	-	2,000	2,000	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	97	501	(548)	29	-	(39)	28	16	58	11	(24)	43	-	171	203	227
Decrease (increase) in non-current debtors	-	-	150	-	-	-	-	-	-	-	-	(150)	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	32,517	34,837	24,149	17,857	32,890	100,675	(5,206)	10,619	98,861	12,319	10,497	65,654	435,508	435,508	456,194	480,124
Cash Payments by Type																
Employee related costs	10,151	11,367	10,417	10,552	10,401	20,768	9,469	9,469	9,469	9,469	9,469	9,469	130,473	130,473	139,476	148,890
Remuneration of councillors	1,875	1,875	1,875	1,875	1,875	1,875	2,174	2,174	2,174	2,174	2,174	2,174	24,291	24,291	25,603	27,011
Finance charges	-	-	-	239	260	(499)	483	477	470	483	499	487	2,900	2,900	3,057	3,225
Bulk purchases - Electricity	729	7,331	8,286	103	1,069	16,313	5,700	4,960	5,247	5,250	5,300	9,723	70,000	70,000	73,780	77,838
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	254	778	940	635	637	1,238	665	658	519	634	657	1,292	8,909	8,909	9,389	9,905
Contracted services	5,799	4,396	5,664	4,683	6,156	9,573	3,863	3,807	3,986	3,961	3,861	4,090	59,841	59,841	62,699	66,148
Transfers and grants - other municipalities	-	107	109	-	-	1,063	544	296	296	296	281	593	-	3,590	3,777	3,985
Transfers and grants - other	8,386	1,198	4,570	2,712	3,268	3,987	2,453	2,431	2,738	3,335	3,082	4,814	42,994	42,994	45,528	48,031
Other expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Payments by Type	27,194	27,052	31,861	20,799	23,687	54,319	25,352	24,262	24,899	25,597	25,324	32,643	279,557	279,557	342,988	385,033
Other Cash Flows/Payments by Type																
Capital assets	2,381	1,635	9,235	8,567	6,413	9,997	2,762	5,583	2,500	5,844	8,105	4,790	67,801	67,801	80,866	80,415
Repayment of borrowing	-	-	-	2,710	549	3,026	711	719	727	735	743	(3,108)	6,811	6,811	9,686	11,050
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	29,575	28,686	41,096	32,076	30,649	67,333	28,824	30,564	28,126	32,175	34,172	34,324	354,179	354,179	417,600	476,498
NET INCREASE/(DECREASE) IN CASH HELD	2,942	6,151	(16,947)	(14,209)	2,241	33,342	(34,030)	(19,945)	(76,735)	(19,856)	(23,675)	(31,530)	81,329	18,079	2,333	13,626
Cash/cash equivalents at the month/year beginning:	6,194	9,136	15,287	(1,560)	(15,869)	(13,628)	19,715	(14,315)	(34,260)	36,475	16,618	(7,057)	-	6,194	24,273	26,606
Cash/cash equivalents at the month/year end:	9,136	15,287	(1,660)	(15,869)	(13,628)	19,715	(14,315)	(34,260)	36,475	16,618	(7,057)	24,273	-	24,273	26,606	40,232

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

Description - Municipal Vote	Budget Year	Medium Term											
		July	August	Sept.	October	November	December	January	February	March	April	May	June
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands													
Multi-year expenditure appropriation													
Vote 1 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget & Treasury	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services	-	-	-	-	410	-	(30)	104	137	99	148	170	363
Vote 5 - Community Services	-	-	-	-	-	-	-	128	288	112	304	432	336
Vote 6 - Technical Services	1,783	-	1,555	3,564	866	4,334	2,124	931	2,215	3,107	2,462	43,860	29,427
Vote 7 - Development Planning	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Multi-year expenditure sub-total	1,783	-	1,555	3,973	866	4,304	2,549	1,142	2,667	3,709	3,161	45,260	42,723
Single-year expenditure appropriation													
Vote 1 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget & Treasury	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services	-	114	29	326	66	(459)	58	130	87	51	138	196	152
Vote 5 - Community Services	-	-	-	-	-	-	80	87	81	81	85	90	98
Vote 6 - Technical Services	2,509	1,521	8,232	1,162	5,480	3,372	2,817	1,226	2,954	4,111	8,331	46,360	47,910
Vote 7 - Development Planning	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2,509	1,635	8,261	1,488	5,547	2,913	3,034	1,358	3,177	4,397	8,581	44,395	49,381
Total Capital Expenditure	4,292	1,635	9,816	5,461	6,413	7,217	5,583	2,500	5,844	8,105	11,742	93,014	92,104

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

Description	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Adjusted Budget	Budget Year +1 2019/20	Adjusted Budget
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Budget	Budget	Budget	Budget
R thousands																
Capital Expenditure - Functional																
Governance and administration																
Executive and council	85	200	650	250	-	200	162	267	150	285	365	(415)	2,200	2,200	1,400	1,400
Finance and administration	85	200	650	250	-	200	162	267	150	285	365	(415)	2,200	2,200	1,400	1,400
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety																
Community and social services	-	100	-	-	250	-	80	87	81	85	90	(252)	522	522	-	-
Sport and recreation	-	100	-	-	250	-	80	87	81	85	90	(252)	522	522	-	-
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services																
Economic and environmental services	6,637	7,269	10,037	8,083	6,982	6,219	1,957	4,402	1,712	4,647	6,604	(7,509)	57,039	57,039	63,896	50,377
Planning and development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport	6,637	7,269	10,037	8,083	6,982	6,219	1,957	4,402	1,712	4,647	6,604	(7,509)	57,039	57,039	63,896	50,377
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services																
Trading services	-	1,620	950	950	1,250	2,278	563	826	557	826	1,046	742	11,609	11,609	19,927	32,870
Energy sources	-	820	650	950	1,250	1,278	435	538	445	522	614	2,506	10,009	10,009	19,927	32,870
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	800	300	-	-	1,000	128	288	112	304	432	(1,764)	1,600	1,600	-	-
Other																
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	6,722	9,189	11,637	9,283	8,482	8,697	2,762	5,583	2,500	5,844	8,105	(7,434)	71,370	71,370	85,123	84,647

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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 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Performance Management	% of KPIs and projects attaining organisational targets (total organisation) by 30 June 2019	Opex	66%	95%	25%	50%	75%	95%	Performance report *
	Final SDBIP approved by Mayor within 28 days after approval of 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 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Expenditure	% spend of the Total Operational Budget excluding non-cash items by the 30 June 2019.	Opex	90%	95%	25%	50%	75%	95%	Budget report
	Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	Opex	<39%	25% to 40%	25% to 40%	25% to 40%	25% to 40%	25% to 40%	Section 71 report

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				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 2019	N/A	1	1	N/A	N/A	1	N/A	Council resolution
	Submission of annual report Oversight Report to Council by March 2019	N/A	1	1	N/A	N/A	1	N/A	Council resolution
	2019/20 IDP review process Plan approved by 30th June 2019	N/A	1	1	N/A	N/A	N/A	1	Council resolution
IDP Development	Final IDP tabled and approved by Council by the 31 May 2019	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 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Audit	Obtain an Unqualified Auditor General opinion for the 2017/18 financial year	n/a	Qualified Opinion	Unqualified 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 2019 (Total organization)	n/a	38%	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	66%	90%	25%	65%	75%	100%	Quarterly IA status reports

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Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Risk management	number of Risk Management reports submitted to the Risk Management Committee per quarter	n/a	4	4	1	2	3	4	Quarterly Risk management Report
	Number of quarterly Risk Management Committee meetings convened by June 2019	n/a	4	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

KPA 3: LOCAL ECONOMIC DEVELOPMENT

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

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
EPWP	Grant agreement signed between EMLM and dept. of public works stipulating the EPWP targets	N/A	1	1	1	N/A	N/A	N/A	Signed grant agreement

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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 2016/17	Annual target	2018/2019				
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	Evidence
Policy review	Number of corporate services related policies reviewed and approved	N/A	0	3 (Overtime policy, leave policy, subsistence and travelling policy)	1 Overtime policy	n/a	2 *Overtime Policy *Leave policy	3 (Overtime policy, leave policy, subsistence and travelling policy)	Council resolution
Policy development	Number of policies developed and approved	N/A	N/A	1 Behavior management policy	N/A	N/A	N/A	1 Behavior management policy	Council resolution
Employment equity	Establishment of employment equity forum by 1 February 2019	N/A	New	N/A	N/A	N/A	1	N/A	appointment letters
-	Submission of employment equity report to	N/A	New	N/A	N/A	N/A	1	N/A	Acknowledgement letter

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
	DOL by 31 st January 2019								
Skills programme	Number of employees approved for study financial assistance	Opex	New	1	1	N/A	N/A	N/A	Approval letters signed by municipal manager
WSP	Approval of reviewed WSP (work skills plan) by 30 June 2019	N/A	1	1	N/A	N/A	N/A	1	Council resolution
	% 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	6	12	3	6	9	12	Attendance register and minutes

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Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
ICT	Number of ICT steering committee meetings	n/a	5	4	1	2	3	4	Attendance register and minutes
	Number of ICT reports generated	n/a	New	8	2	4	6	8	ICT reports
Customer services	Number of customer care services reports generated	n/a	New	8	2	4	6	8	Customer care reports
Staff turnover	Number of staff turnover reports generated	n/a	New	8	2	4	6	8	Staff turnover reports
Occupational health and safety (OHS)	Number of occupational health and safety reports generated	n/a	New	8	2	4	6	8	OHS reports
Employee Assistance Programme (EAP)	Number of Employee Assistance	n/a	New	8	2	4	6	8	EAP reports

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019			
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.
	Programme reports generated							
Disciplinary cases	Number of disciplinary cases reports generated.	n/a	New	8	2	4	6	8
Training	Number of training reports generated	n/a	New	8	2	4	6	8
								Disciplinary cases reports
								Training reports

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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 2016/17	Annual target	2018/2019				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Indigents	% of (indigents) households with access to free basic electricity services by 30 Jun 2019 (GKPI)	Opex	17% (1500)	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 2016/17	Annual target	2018/2019				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Financial management	Cost coverage ratio by the 30 June 2019 (GKPI)	Opex	4:1	1 to 3 months	N/A	N/A	N/A	1 to 3 months	2018/2019 AFS
Revenue	% outstanding service debtors to revenue by the 30 June 2019 (GKPI)	Opex	5%	5%	N/A	N/A	N/A	5%	2018/2019 AFS
Budget	Submission of MTRE 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

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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 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
AFS	Audited Annual Financial Statements (AFS) and Audit report submitted to council by 25 January 2019	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	07	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 verification reports submitted to	n/a	1	1	n/a	n/a	n/a	1	Assets verification

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
	municipal manager by 30 June 2019								report signed by MM

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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 2016/17	Annual target	2018/2019				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 2019 (once per week) (GKPI) for revise KPI for alignment	Opex	16.5%	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 2019	n/a	4	4	1	2	3	4	Attendance register and Reports
Environmental management	Number of waste minimization projects initiated by 30 June 2019 (Environmental awareness programmes)	Opex	4	4	1	2	3	4	Attendance register and Reports
Disaster management	Number of disaster awareness campaigns conducted by 30 June 2019	Opex	8	4	1	2	3	4	Attendance register and Reports

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	Adjusted budget	Audited Baseline 2016/17	Annual target	2018/2019			
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
Spatial planning	% Site demarcation at Ga-Matsepe	1000 000	869 565	New	100% Site Demarcation application	N/A	N/A	15% Appointment and inception report	100% Site Demarcation application
Spatial planning	% Site demarcation at Inkosi Mahlangu			New	100% Site Demarcation application	N/A	N/A	15% Appointment and inception report	100% Site Demarcation application

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Programme	Key performance indicator	Budget Source	Adjusted budget	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
										4 th Qtr Site Demarcation application
Spatial Planning	Subdivision of Erven Rossenekal	Opex		New	100% Approved subdivision application	N/A	N/A	15% Appointment and Inception report	100% Approved subdivision application	1 st n/a 2 nd n/a 3 rd appointment letter and inception report 4 th Qtr approved Subdivision application
Land Use Management	% Development of Land use Scheme (LUS)	Opex		100%	50% LUS Status Quo report	N/A	N/A	15% Appointment and Inception report	50% LUS status Quo report	1 st Q n/a 2 nd Q. n/a 3 rd Q appointment letter and Inception report 4 th Q. LUS Status quo report.
Land Use Management	% of land use applications received and processed within 90 days	Opex		100%	100%	100%	100%	100%	100%	Land use application register

Programme	Key performance indicator	Budget Source	Adjusted budget	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
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 metres 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

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Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
									4 th Draft LED strategy

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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 2016/17	Annual target	2018/2019				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 by the 30 Jun 2019	Opex	6	4	1	2	3	4	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 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	Annual	
Community Participation	number of public participation reports submitted to council	n/a	New	4	1	2	3	4	Council resolution
MPAC	number of MPAC quarterly reports submitted to council	N/A	3	4	1	2	3	4	Council resolution
Mayoral programme	number of Mayoral projects outreach initiated by 30 Jun 2019	opex	2	4	1	2	3	4	Report and Attendance register

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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				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	2	1	N/A	2	N/A	report and attendance register

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 2018/19	Annual target	Evidence			
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
EPWP	Number of job opportunities created on Capital projects through EPWP grant by 30 June 2019 (GKPI)	EPWP grant	630	500	50	180	270	500
								List appointees

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

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Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Roads and storm water	Kilometers of graveled roads bladed	Opex	New	350km	70km	120km	235km	350km	Completion certificates
Energy efficiency and demand site management	% installation of energy efficient management system	Opex	New	100% completion of installation of energy efficiency management system	25% Advertisement and appointment of the service provider	50% installation of energy efficient	75% installation of energy efficient (300 streets lights fitted)	100% completion of installation of energy efficiency management system	Completion certificate

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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 2016/17	Annual target	2018/2019			
					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

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target	2018/2019				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Project Management	% spending on MIG funding by the 30 June 2019	MIG	77%	100%	20%	60%	70%	100%	MIG monthly report
Electricity	% spending on INEP funding by 30 June 2019	INEP	99%	100%	25%	50%	75%	100%	INEP monthly report

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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												
War d No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
n/a	furniture and office equipment	% expenditure on furniture & office equipments	400 000	400 000	100%	100% expenditure on furniture & office equipments	N/A	N/A	N/A	100% expenditure on furniture & office equipments	*Expenditur e report *Purchase Order *Delivery Note	Corporate services
n/a	computer equipment	% expenditure on computer equipments	500 000	1000 000	100%	100% expenditure on computer equipments	25% expenditure on computer equipments	50% expenditure on computer equipments	75% expenditure on computer equipments	100% expenditure on computer equipments	*Expenditur e report *Purchase Order *Delivery Note	Corporate services

CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsibility
n/a	Machinery and equipment	% expenditure on machinery and equipment	500 000	400 000	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	*Expenditure report *Purchase Order *Delivery Note	Corporate services
n/a	Air conditioners	% expenditure on supply and installation of air conditioners	500 000	400 000	100%	100% expenditure on supply and installation of air conditioners	N/A	10% expenditure on supply and installation of air conditioners	50% supply and installation of air conditioners	100% supply and installation of air conditioners	*Expenditure report *Purchase Order *Delivery Note	Corporate services
13	Grobiersdal landfill site	Upgrading of the Landfill site	3 000 000	1 600 000	New	100% Construction of the cell	25% Advertisement of the project	50% Appointment of the consultants for the designs	100% Construction of the cell	N/A	Q1 Copy of advertisement. Q2 appointment letter	Community services

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CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsibility
											Q3 completion certificate	
09	Fencing of Elandsdoorn cemeteries	% Fencing of Elandsdoorn cemeteries	521 739	521 739	New	100% fencing of Elandsdoorn cemeteries by June 2019	25% development of terms of reference (TOR)	50% Advertisement	75% Appointment of service provider	100% fencing of Elandsdoorn cemeteries	Completion certificate	Community service
25	Electrification of households at Makaepea village	% electrification of households in makaepea (279)	2 869 565	2 869 565	100%	100% of households reticulated and energised by June 2019. (279)	30% construction	60% construction	75% construction	100% of households reticulated and energised	Q1 progress report Q2 progress report Q3 progress report Q4 Completion certificate	infrastructure

CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsibility
09	Reticulation of stands with electrical infrastructure at New Town (Thambo village)	Number of stands reticulated with electrical infrastructure by June 2019	2 912 000	2 912 174	new	283 stands reticulated with electrical infrastructure by June 2019	Construction	construction	construction	283 of stands reticulated with electrical infrastructure by June 2019	Q1 progress report Q2 progress report Q3 progress report Q4 Completion certificate	infrastructure
14	Reticulation of stands with electrical infrastructure at Masakaneng	Number of stands reticulated with electrical infrastructure by June 2019	2 921 635	2 912 174	100%	221 stands reticulated with electrical infrastructure by June 2019	construction	construction	construction	221 of stands reticulated with electrical infrastructure by June 2019	Q1 progress report Q2 progress report Q3 progress report	infrastructure

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CAPITAL PROJECTS												
War d No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
											Q4 Completion certificate	
13	Installation of electrical meters in Groblersdal	% installation of bulk, prepaid meters and vending system	1 304 384	1 304 348	new	100% completion of installation of bulk, prepaid meters and vending system by June 2019	25% Advertiseme nt and appointment of the service provider	40% installation of bulk, prepaid meters and vending system	60% installation of bulk, prepaid meters and vending system	100% completion of installation of bulk, prepaid meters and vending system	Q1 appointment letter Q2 progress report Q3 progress report Q4 Completion certificate	infrastruct ure
13	Upgrading of Groblersdal substation	Initiation of Groblersdal substation upgrade (zero weighted)	869 565	0	New	Zero weighted (funds relocated)	Zero weighted (funds relocated)	Zero weighted (funds relocated)	Zero weighted (funds relocated)	Zero weighted (funds relocated)	Zero weighted (funds relocated)	Zero weighted (funds relocated)

CAPITAL PROJECTS												
War d No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
20&1 8,10, 25	Monsterlos to Makgophen g road, kgoshi Mathebe and kgoshi matsepe	% construction of Monsterlos to Makgopheng road, kgoshi Mathebe and kgoshi matsepe	7 826 087	7 826 087	50%	100% Constructio n of monsterlos to makgophen g road, kgoshi Mathebe and kgoshi matsepe 30 June 2019	25% Advertiseme nt and appointment of service provider	50 % site Handover and site establishme nt	75% Construction of street and storm water control (Trenching and pitching)	100% Construction of monsterlos to makgopheng road, kgoshi Mathebe and kgoshi matsepe	Q1 appointmen t letter Q2 progress report Q3 progress report Q4 completion certificate	infrastruct ure
21	Kgapamadi road	% construction of Kgaphamadi road	15 601 739	15 601 739	100%	100% constructio n of Kgapamadi road by 30 June 2019	25% Advertiseme nt and appointment of service provider	50% progress (Site establishme nt and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of Kgapamadi road	Q1 appointmen t letter Q2 progress report Q3 progress report	infrastruct ure

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CAPITAL PROJECTS												
War d No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
13	Groblersdal roads and streets	% maintenance of Groblersdal roads and streets	1 739 130	1 739 130	100%	100% maintenanc e of Groblersdal streets by June 2019	25% Advertiseme nt and appointment of service provider	50% maintenance of Groblersdal roads and streets	75% (patching of potholes)	100% maintenance of Groblersdal streets	Q4 completion certificate Q1 appointmen t letter Q2 progress report Q3 progress report Q4 completion certificate	infrastruct ure
14	Naganeng construction of bus route	% construction of Naganeng bus route	8 817 000	5 500 391	100%	100% constructio n of Naganeng bus route by March 2019	50% progress (Site establishme nt and subbase completed)	75% progress (Base and Surfacing completed)	100% construction of Naganeng bus route	N/A	Q1 progress report Q2 progress report	infrastruct ure

CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
											Q3 Completion certificate	
7	Nyakoroane road construction	% construction of nyakoroane road	1 304 348	1 304 348	100%	100% construction of nyakoroane road by 30 June 2019	25% project assessment and preparations of TOR	50% Advertiseme nt and appointment of contractor	75% Construction	100% construction of nyakoroane road	Q1 specification minutes Q2 appointment letter Q3 progress report Q4 completion certificate	infrastructure
5	Mpheleng road construction	% construction of Mpheleng road	8 478 261	8 478 261	New	100% construction of Mpheleng road by 30 June 2019	25% Advertiseme nt and appointment of service provider	50% progress (Site establishment and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of Mpheleng road	Q1 appointment letter Q2 progress report	infrastructure

CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsibility
											Q3 progress report Q4 completion certificate	
31	Motetema internal streets	% development of designs for Motetema internal streets	3 478 261	800 000	100%	100% design of Motetema internal streets by 30 June 2019	60% scoping report submitted	50% progress (Site establishment and subcase completed)	75% progress (patching of potholes)	100% design of Motetema internal streets	Q1 Scoping report Q2 progress report Q3 progress report Q4 Detailed Design Report	Infrastructure
29	Ramogwerane to Nkadimeng Road and storm water	% construction of Ramogwerane to Nkadimeng road and storm water	1 500 000	1 500 000	100%	100% construction of Ramogwerane to Nkadimeng	25% Advertisment and appointment of service provider	50% progress (Site establishment and	75% progress (Base and Surfacing completed)	100% construction of Ramogwerane road and stormwater	Q1 appointment letter	infrastructure

CAPITAL PROJECTS												
War d No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
						road and stormwater road by 30 June 2019		subcase completed)			Q2 progress report Q3 progress report Q4 completion certificate	
30	Laersdrift road	% construction of Laersdrift road	6 087 000	9 403 957	New	100% constructio n of Laersdrift road by 30 June 2019	25% Advertiseme nt and appointment of service provider	50% progress (Site establishme nt and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of Laersdrift road	Q1. appointmen t letter Q2 progress report Q3 progress report Q4 completion certificate	infrastuct ure

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CAPITAL PROJECTS												
War d No.	Project	key performance indicator	Original Budget R 000's 2018-19	Adjusted budget	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
13	Developmen t of workshop offices	% development of workshop offices	4 447 165	4 447 165	25%	100% developme nt of workshop offices by 30 June 2019	25% Advertiseme nt and appointment of service provider	50% site handover and site establishme nt	60% construction of Workshop offices (fencing)	100% development of workshop offices	Q1 appointmen t letter Q2 progress report Q3 progress report Q4 progress report	Infrastruct ure
13	Mobile offices	% construction of mobile offices (zero weighted. Funds relocated)	500 000	0	New	100% constructio n of Mobile Offices (zero weighted)	25% Advertiseme nt of project	50% Appointment of service provider	100% construction of mobile offices	N/A	Q1 copy of Advertisem ent Q2 appointmen t letter Q3 Completion certificate	Budget and treasury

ROLLOVER PROJECTS

War d No.	Project	Key performance indicator	Adjusted Budget R 000's 2018-19	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4th quarter	Evidence	Responsi bility
30	Laersdrift road	% construction of Laersdrift road	437 927	New	100% constructio n of Laersdrift road by 30 June 2019	25% Advertiseme nt and appointment of service provider	50% progress (Site establishme nt and subcase completed)	75% progress (Base and Surfacing completed)	100% construction of Laersdrift road	Q1 appointmen t letter Q2 progress report Q3 progress report Q4 completion certificate	infrast ructure
25	Electrificatio n of households at Makaepea village	% electrification of households in makaepea (279)	2 869 565	2 869 565	100%	100% of households reticulated and energised by June 2019. (279)	30% construction	60% construction	75% construction	100% of households reticulated and energised	Q1 progress report Q2 progress report Q3 progress report Q4 Completi o

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ROLLOVER PROJECTS											
Ward No.	Project	Key performance indicator	Adjusted Budget R 000's 2018-19	Audited Baseline 2016/17	Annual target	1st quarter	2nd quarter	3rd quarter	4th quarter	Evidence	Responsibility
14	Reticulation of stands with electrical infrastructure at Masakaneng	Number of stands reticulated with electrical infrastructure by June 2019	2 921 635	2 912 174	100%	221 stands reticulated with electrical infrastructure by June 2019	construction	construction	construction	221 of stands reticulated with electrical infrastructure by June 2019	n certificate Q1 progress report Q2 progress report Q3 progress report Q4 Completion certificate

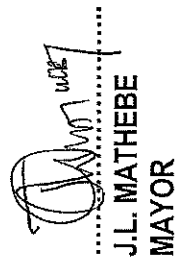
10. CONCLUSION

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.


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M. M. KGWALE
ACTING MUNICIPAL MANAGER

2019/03/06
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DATE


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J.L. MATHEBE
MAYOR

2019/03/06
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DATE