

**EPHRAIM MOGALE
LOCAL MUNICIPALITY**



**2017/2018 SERVICE DELIVERY AND
BUDGET IMPLEMENTATION PLAN**

"Agricultural Hub of choice"

Slogan - RE HLABOLLA SECHABA

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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 Ephraim Mogole 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:

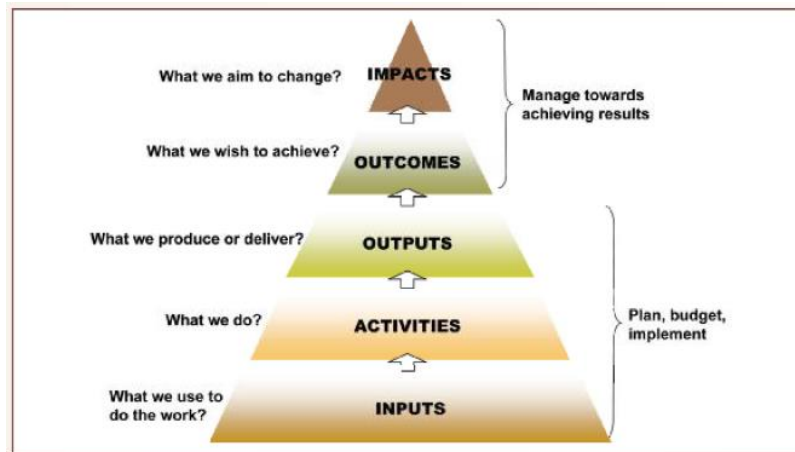
- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

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 Ephraim Mogole 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 priority 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 milestones and required budget as well as required human resources 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 priority 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 departmental 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. Ephraim Mogale Local Municipality's vision is one that "wishes" for a future that deals with the many challenges and needs of the community. The **Vision** of Ephraim Mogale Local Municipality reads as follows:

"Agricultural Hub of choice"

Ephraim Mogale 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 involve the community in the economic, environment and social development for sustainable service delivery"

The **values** describe the interrelationship between people within an institution and the interrelationship between them and the people they serve. As such it describes business practices applied and the value placed on certain principles. The values Endeavour to reflect the culture that prevails or should prevail in a specific institution. The values of Ephraim Mogale Local Municipality were identified from the interrelationships between Councilors, Administration and the Community and focus on the following key points:

Value	Description
Communication	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.
transparency	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Teamwork	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.

5. STRATEGIC OBJECTIVES

The Strategic Objectives detailed in the following table represent how the Ephraim Mogale Local Municipality will be able to achieve its vision. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial and Community Satisfaction. All the outputs contained in the SDBIP are aligned to the attainment of one or more of these strategic objectives:

Strategic Objective	Objective Statement	Outcome
Improved social well-being	Provision of services with respect to social, education and recreational needs that are accessible to all communities regardless of age, gender and previously disadvantaged persons	Safe, healthy empowered communities
Grow the economy and provide livelihood support	As a result of the high unemployment rate within the municipal area, special emphasis should be placed on local economic development and job creation initiatives and development of partnerships	Enhanced and sustainable local economy
Become Financially Viable	Increased revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves and investments. The intention is for the municipality to become less grant depended and be in a financial position to fund infrastructure projects from own funds	Increased generation of own revenue and sufficient reserves for investment into communities. Reduced grant dependency
Improve community well-being through provision of accelerated basic service delivery	Implementation of bulk infrastructure to support the provision of basic services to an approved minimum level of standards in a sustainable manner; as per the national guidelines	Improved access to basic services
Plan for the future and promote integrated human settlement and agrarian reform	To ensure that municipal development planning is harmoniously used and well managed	Rationally developed and sustainable integrated human settlements
Sound Governance through effective oversight	Effective enforcement of internal financial and administrative controls and systems with respect to Audit and Risk and sound relationships between political and administrative structures	Public confidence through an unqualified audit opinion
Develop and retain skilled and capacitated workforce	The municipality must attract and retain skilled personnel to inculcate a culture of customer focused, competent staff dedicated to improving service delivery whilst creating a conducive working environment for all its employees	Effective and efficient workforce focused on service delivery

6. STRATEGIC ALIGNMENT

The Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA) has identified outcomes whereby the Strategic Agenda can be Implemented and monitored. Of critical nature for the municipality will be to link its strategic objectives to Outcome 9. The table below provides the detail whereby the strategic objectives of the municipality can be linked to the outputs of Outcome 9 and the six Key Performance Areas as stipulated by the Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA)

KPA	Outputs(outcome9)	EPMLM strategic objectives
KPA 1: Spatial Rationale	<ul style="list-style-type: none"> • Actions supportive of the human settlement outcomes 	<ul style="list-style-type: none"> • Plan for the future and promote integrated human settlement and agrarian reform
KPA 2: Basic Services and Infrastructure Development	<ul style="list-style-type: none"> • Improved access to basic services • Support for human settlements 	<ul style="list-style-type: none"> • Improve community well-being through provision of accelerated basic service delivery • Improved social well-being
KPA 3: Local Economic Development	<ul style="list-style-type: none"> • Implementation of community work programme 	<ul style="list-style-type: none"> • Grow the economy and provide livelihood support
KPA 4: Municipal Transformation and Organizational Development	<ul style="list-style-type: none"> • Differentiate approach to municipal financing, planning and support 	Develop and retain skilled and capacitated workforce
KPA 5: Municipal Financial Viability	<ul style="list-style-type: none"> • Improve municipal and financial and administrative capability 	<ul style="list-style-type: none"> • Become financially viable
KPA 6: Good Governance and Public Participation	<ul style="list-style-type: none"> • Refine ward committee model to deepen democracy • Single coordination window 	<ul style="list-style-type: none"> • Sound Governance through effective oversight

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:
<ul style="list-style-type: none">a. Revenue by source;b. Revenue by vote;c. Revenue in terms of standard classifications.	<ul style="list-style-type: none">a. Expenditure by type;b. Overall expenditure:<ul style="list-style-type: none">i. By voteii. In terms of standard classificationsc. Capital expenditure:<ul style="list-style-type: none">i. By voteii. In terms of standard classifications	<ul style="list-style-type: none">a. Cash receipts by sourceb. 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

LIM471 Ephraim Mogale - Supporting Table SA25 Budgeted monthly revenue (source)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
	R thousand	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
Revenue By Source																
Property rates	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	2,927	35,128	37,201	39,358	
Service charges - electricity revenue	4,057	4,057	4,057	4,057	4,057	4,057	4,057	4,057	4,057	4,057	4,057	4,057	48,686	55,564	60,010	
Service charges - water revenue													-	-	-	
Service charges - sanitation revenue													-	-	-	
Service charges - refuse revenue	414	414	414	414	414	414	414	414	414	414	414	414	4,968	5,262	5,567	
Service charges - other													-	-	-	
Rental of facilities and equipment	13	13	13	13	13	13	13	13	13	13	13	13	152	160	170	
Interest earned - external investments	578	578	578	578	578	578	578	578	578	578	578	578	6,933	7,342	7,277	
Interest earned - outstanding debtors	419,719.92	420	420	420	420	420	420	420	420	420	420	420	5,037	5,334	5,643	
Dividends received													-	-	-	
Fines, penalties and forfeits	22	22	22	22	22	22	22	22	22	22	22	22	263	278	294	
Licences and permits	265	265	265	265	265	265	265	265	265	265	265	265	3,181	3,369	3,565	
Agency services	636	636	636	636	636	636	636	636	636	636	636	636	7,636	8,086	8,555	
Transfers and subsidies	57,311									31,521			127,358	131,655	135,606	
Other revenue	191	191	191	191	191	191	191	191	191	191	191	191	2,287	2,417	3,048	
Gains on disposal of PPE													-	-	-	
Total Revenue (excluding capital transfers and contributions)	66,834	9,523	9,523	9,523	9,523	48,048	9,523	9,523	41,044	9,523	9,523	9,523	241,629	256,668	269,092	

LIM471 Ephraim Mogale - Supporting Table SA25 Budgeted monthly expenditure (type)

Expenditure By Type															
Employee related costs	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	82,322	86,678	92,623
Remuneration of councillors	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	12,596	13,604	14,692
Debt impairment	626	626	626	626	626	626	626	626	626	626	626	626	7,514	8,900	9,693
Depreciation & asset impairment	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000	46,000	48,500
Finance charges	35	35	35	35	35	35	35	35	35	35	35	35	422	448	475
Bulk purchases	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	31,703	34,240	36,979
Other materials	904	904	904	904	904	904	904	904	904	904	904	904	10,854	11,745	13,282
Contracted services	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	13,509	11,849	12,681
Transfers and subsidies	243	243	243	243	243	243	243	243	243	243	243	243	2,910	3,119	3,342
Other expenditure	5,277	5,402	5,402	5,402	5,402	5,402	5,402	5,402	5,402	5,402	5,402	4,027	63,323	65,207	67,642
Total Expenditure	22,513	22,638	22,638	22,638	22,638	22,638	22,638	22,638	22,638	22,638	22,638	21,263	270,154	281,788	299,908
Surplus/(Deficit)	44,321	(13,115)	(13,115)	(13,115)	(13,115)	25,410	(13,115)	(13,115)	18,406	(13,115)	(13,115)	(11,740)	(28,525)	(25,121)	(30,816)
Transfers and subsidies - capital	20,165					15,571			9,074			-	44,810	35,775	37,670
Surplus/(Deficit) after capital transfers & contributions	64,485	(13,115)	(13,115)	(13,115)	(13,115)	40,982	(13,115)	(13,115)	27,480	(13,115)	(13,115)	(11,740)	16,285	10,654	6,854
Surplus/(Deficit)	64,485	(13,115)	(13,115)	(13,115)	(13,115)	40,982	(13,115)	(13,115)	27,480	(13,115)	(13,115)	(11,740)	16,285	10,654	6,854

LIM471 Ephraim Mogale - Supporting Table SA26 Budgeted monthly revenue (municipal vote)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
	R thousand	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
Revenue by Vote																
Vote 1 - EXECUTIVE AND COUNCIL	197	197	197	197	197	197	197	197	197	197	197	197	2,364	971	1,028	
Vote 2 - MUNICIPAL MANAGER													-	-	-	
Vote 3 - FINANCE	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	173,049	181,574	188,421	
Vote 5 - CORPORATE SERVICES MANAGEMENT													-	-	-	
Vote 6 - TECHNICAL SERVICES	7,913	7,913	7,913	7,913	7,913	7,913	7,913	7,913	7,913	7,913	7,913	7,913	94,955	92,885	99,315	
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT	13	13	13	13	13	13	13	13	13	13	13	13	157	160	170	
Vote 8 - COMMUNITY SERVICES MANAGEMENT	1,326	1,326	1,326	1,326	1,326	1,326	1,326	1,326	1,326	1,326	1,326	1,326	15,913	16,852	17,829	
Total Revenue by Vote	23,870	23,870	23,870	23,870	23,870	23,870	23,870	23,870	23,870	23,870	23,870	23,870	286,439	292,443	306,762	

LIM471 Ephraim Mogale - Supporting Table SA26 Budgeted monthly expenditure (municipal vote)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
	R thousand	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
Expenditure by Vote to be appropriated																
Vote 1 - EXECUTIVE AND COUNCIL	2,556	2,556	2,556	2,556	2,556	2,556	2,556	2,556	2,556	2,556	2,556	2,556	30,670	31,301	33,515	
Vote 2 - MUNICIPAL MANAGER	749	749	749	749	749	749	749	749	749	749	749	749	8,990	9,811	10,059	
Vote 3 - FINANCE	8,045	8,170	8,170	8,170	8,170	8,170	8,170	8,170	8,170	8,170	8,170	8,170	6,795	98,413	104,645	
Vote 5 - CORPORATE SERVICES MANAGEMENT	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	27,709	28,995	30,438	
Vote 6 - TECHNICAL SERVICES	4,716	4,716	4,716	4,716	4,716	4,716	4,716	4,716	4,716	4,716	4,716	4,716	56,593	60,176	65,656	
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT	957	957	957	957	957	957	957	957	957	957	957	957	11,481	13,001	13,336	
Vote 8 - COMMUNITY SERVICES MANAGEMENT	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	38,166	40,091	42,258	
Total Expenditure by Vote	22,513	22,638	22,638	22,638	22,638	22,638	22,638	22,638	22,638	22,638	22,638	21,263	270,154	281,788	299,908	
Surplus/(Deficit) before assoc.	1,357	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	16,285	10,654	6,854	
Surplus/(Deficit)	1,357	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	1,232	16,285	10,654	6,854	

LIM471 Ephraim Mogale - Supporting Table SA27 Budgeted monthly revenue (standard classification)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
	R thousand	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
Revenue - Functional																
Governance and administration	14,618	14,618	14,618	14,618	14,618	14,618	14,618	14,618	14,618	14,618	14,618	14,618	175,413	182,545	189,448	
Executive and council	197	197	197	197	197	197	197	197	197	197	197	197	2,364	971	1,028	
Finance and administration	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	14,421	173,049	181,574	188,421	
Internal audit													-	-	-	
Community and public safety	917	917	917	917	917	917	917	917	917	917	917	917	11,004	11,654	12,330	
Community and social services	3	3	3	3	3	3	3	3	3	3	3	3	36	38	40	
Sport and recreation													-	-	-	
Public safety	901	901	901	901	901	901	901	901	901	901	901	901	10,817	11,455	12,120	
Housing	13	13	13	13	13	13	13	13	13	13	13	13	151	160	170	
Health													-	-	-	
Economic and environmental services	20,165	0	0	0	0	15,572	0	0	9,075	0	0	92	44,907	35,872	37,773	
Planning and development	0	0	0	0	0	0	0	0	0	0	0	0	6	-	-	
Road transport	20,165					15,571			9,074			92	44,902	35,872	37,773	
Environmental protection													-	-	-	
Trading services	4,593	4,593	4,593	4,593	4,593	4,593	4,593	4,593	4,593	4,593	4,593	4,593	55,113	62,372	67,212	
Energy sources	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	50,145	57,110	61,645	
Water management													-	-	-	
Waste water management													-	-	-	
Waste management	414	414	414	414	414	414	414	414	414	414	414	414	4,968	5,262	5,567	
Other													-	-	-	
Total Revenue - Functional	40,293	20,128	20,128	20,128	20,128	35,700	20,128	20,128	29,202	20,128	20,128	20,220	286,439	292,443	306,762	

LIM471 Ephraim Mogale - Supporting Table SA27 Budgeted monthly expenditure (standard classification)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework		
	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
Revenue - Functional															
Expenditure - Functional															
Governance and administration	13,659	13,659	13,659	13,659	13,659	13,659	13,659	13,659	13,659	13,659	13,659	13,659	163,914	168,520	178,657
Executive and council	3,305	3,305	3,305	3,305	3,305	3,305	3,305	3,305	3,305	3,305	3,305	3,305	39,660	41,112	43,574
Finance and administration	10,354	10,354	10,354	10,354	10,354	10,354	10,354	10,354	10,354	10,354	10,354	10,354	124,253	127,408	135,083
Internal audit													-	-	-
Community and public safety	2,759	2,759	2,759	2,759	2,759	2,759	2,759	2,759	2,759	2,759	2,759	2,759	33,106	34,923	36,789
Community and social services	617	617	617	617	617	617	617	617	617	617	617	617	7,399	7,903	7,985
Sport and recreation	184	184	184	184	184	184	184	184	184	184	184	184	2,214	2,283	2,426
Public safety	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	13,661	14,678	15,634
Housing	463	463	463	463	463	463	463	463	463	463	463	463	5,559	6,077	6,493
Health	356	356	356	356	356	356	356	356	356	356	356	356	4,274	3,982	4,251
Economic and environmental services	2,017	2,017	2,017	2,017	2,017	2,017	2,017	2,017	2,017	2,017	2,017	2,017	24,200	26,507	28,773
Planning and development	494	494	494	494	494	494	494	494	494	494	494	494	5,922	6,923	6,843
Road transport	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	18,278	19,584	21,929
Environmental protection													-	-	-
Trading services	4,078	4,078	4,078	4,078	4,078	4,078	4,078	4,078	4,078	4,078	4,078	4,078	48,934	51,838	55,689
Energy sources	3,587	3,587	3,587	3,587	3,587	3,587	3,587	3,587	3,587	3,587	3,587	3,587	43,043	45,708	49,215
Water management													-	-	-
Waste water management													-	-	-
Waste management	491	491	491	491	491	491	491	491	491	491	491	491	5,891	6,130	6,474
Other													-	-	-
Total Expenditure - Functional	22,513	22,513	22,513	22,513	22,513	22,513	22,513	22,513	22,513	22,513	22,513	22,513	270,154	281,788	299,908
Surplus/(Deficit) before assoc.	17,780	(2,385)	(2,385)	(2,385)	(2,385)	13,187	(2,385)	(2,385)	6,689	(2,385)	(2,385)	(2,293)	16,285	10,654	6,854
Share of surplus/ (deficit) of associate													-	-	-
Surplus/(Deficit)	17,780	(2,385)	(2,385)	(2,385)	(2,385)	13,187	(2,385)	(2,385)	6,689	(2,385)	(2,385)	(2,293)	16,285	10,654	6,854

LIM471 Ephraim Mogale - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure			
	R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Multi-year expenditure to be appropriated																
Vote 1 - EXECUTIVE AND COUNCIL				950								-	950	-	-	
Vote 2 - MUNICIPAL MANAGER								100				-	100	-	-	
Vote 3 - FINANCE			150				600					-	750	-	-	
Vote 5 - CORPORATE SERVICES MANAGEMENT	-	-	100	-	115	-	-	-	75	-	-	-	290	122	129	
Vote 6 - TECHNICAL SERVICES	3,700	6,158	9,200	11,700	7,200	5,920	5,400	2,257	500	700	-	-	52,735	60,191	60,841	
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT		50				550	500	500		100		-	1,700	-	-	
Vote 8 - COMMUNITY SERVICES MANAGEMENT	10	160	1,300	1,000	-	900	850	540	-	-	-	-	4,760	3,354	2,059	
Capital multi-year expenditure sub-total	3,710	6,368	10,750	13,650	7,315	7,370	7,350	3,397	575	800	-	-	61,285	63,667	63,029	

LIM471 Ephraim Mogale - Supporting Table SA29 Budgeted monthly capital expenditure (standard classification)

Description	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
	R thousand	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
Capital Expenditure - Functional																
Governance and administration	-	-	250	950	115	-	600	100	75	-	-	-	2,090	122	129	
Executive and council				950				100					1,050	-	-	
Finance and administration			250		115		600		75				1,040	122	129	
Internal audit			-	-	-	-	-	-	-				-	-	-	
Community and public safety	10	210	1,300	1,000	-	950	-	-	-	100	-	-	3,570	1,785	2,059	
Community and social services	10	160	1,300	1,000	-	-	-	-	-	-			2,470	1,785	2,059	
Public safety						900							900	-	-	
Housing	-	50	-	-	-	50	-	-	-	100			200	-	-	
Health													-	-	-	
Economic and environmental services	3,700	6,158	9,200	10,700	7,200	6,420	5,300	2,757	500	100	-	-	52,035	57,438	49,998	
Planning and development						500	500	500					1,500	-	-	
Road transport	3,700	6,158	9,200	10,700	7,200	5,920	4,800	2,257	500	100			50,535	57,438	49,998	
Environmental protection													-	-	-	
Trading services	-	-	-	1,000	-	-	1,450	540	-	600	-	-	3,590	4,322	10,843	
Energy sources				1,000	-	-	600	-	-	600			2,200	2,753	10,843	
Waste management							850	540					1,390	1,569	-	
Total Capital Expenditure - Functional	3,710	6,368	10,750	13,650	7,315	7,370	7,350	3,397	575	800	-	-	61,285	63,667	63,029	

MONTHLY CASH FLOWS	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework			
	R thousand	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
Cash Receipts By Source													1			
Property rates	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	28,805	30,504	32,274	
Service charges - electricity revenue	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327	3,327	39,922	45,563	49,208	
Service charges - water revenue													-			
Service charges - sanitation revenue													-			
Service charges - refuse revenue	331	331	331	331	331	331	331	331	331	331	331	331	3,975	4,209	4,453	
Service charges - other													-			
Rental of facilities and equipment	13	13	13	13	13	13	13	13	13	13	13	13	152	160	170	
Interest earned - external investments	578	578	578	578	578	578	578	578	578	578	578	578	6,933	7,342	7,277	
Interest earned - outstanding debtors	336	336	336	336	336	336	336	336	336	336	336	336	4,029	4,267	4,515	
Dividends received													-			
Fines, penalties and forfeits	22	22	22	22	22	22	22	22	22	22	22	22	263	278	294	
Licences and permits	265	265	265	265	265	265	265	265	265	265	265	265	3,181	3,369	3,565	
Agency services	636	636	636	636	636	636	636	636	636	636	636	636	7,636	8,086	8,555	
Transfer receipts - operational	57,311					38,526			31,521				127,358	131,655	135,606	
Other revenue	191	191	191	191	191	191	191	191	191	191	191	191	2,287	2,417	3,048	
Cash Receipts by Source	65,410	8,099	8,099	8,099	8,099	46,624	8,099	8,099	39,620	8,099	8,099	8,099	224,541	237,851	248,964	
Other Cash Flows by Source																
Transfer receipts - capital	20,165					15,571			9,074				44,810	35,775	37,670	
Total Cash Receipts by Source	85,574	8,099	8,099	8,099	8,099	62,196	8,099	8,099	48,694	8,099	8,099	8,099	269,351	273,626	286,634	
Cash Payments by Type																
Employee related costs	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	6,860	82,322	86,678	92,623	
Remuneration of councillors	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	12,596	13,604	14,692	
Finance charges	35	35	35	35	35	35	35	35	35	35	35	35	422	448	475	
Bulk purchases - Electricity	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	31,703	34,240	36,979	
Bulk purchases - Water & Sewer													-	-	-	
Other materials	904	904	904	904	904	904	904	904	904	904	904	904	10,854	11,745	13,282	
Contracted services	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	1,126	13,509	11,849	12,681	
Transfers and grants - other municipalities													-	-	-	
Transfers and grants - other	243	243	243	243	243	243	243	243	243	243	243	243	2,910	3,119	3,342	
Other expenditure	5,402	5,402	5,402	5,402	5,402	5,402	5,402	5,402	5,402	5,402	5,402	5,402	64,823	65,207	67,642	
Cash Payments by Type	18,262	18,262	18,262	18,262	18,262	18,262	18,262	18,262	18,262	18,262	18,262	18,262	219,140	226,888	241,715	
Other Cash Flows/Payments by Type																
Capital assets	5,000	6,000	15,000	2,000	3,000	10,000	2,500	2,700	5,000	2,000	3,000	5,085	61,285	63,667	63,029	
Total Cash Payments by Type	23,262	24,262	33,262	20,262	21,262	28,262	20,762	20,962	23,262	20,262	21,262	23,347	280,425	290,555	304,745	
NET INCREASE/(DECREASE) IN CASH HELD	62,313	(16,163)	(25,163)	(12,163)	(13,163)	33,934	(12,663)	(12,863)	25,432	(12,163)	(13,163)	(15,248)	(11,074)	(16,929)	(18,111)	
Cash/cash equivalents at the month/year	130,000	192,313	176,149	150,986	138,823	125,660	159,594	146,931	134,068	159,501	147,337	134,174	130,000	118,926	101,997	
Cash/cash equivalents at the month/year	192,313	176,149	150,986	138,823	125,660	159,594	146,931	134,068	159,501	147,337	134,174	118,926	118,926	101,997	83,886	

8. SERVICE DELIVERY AND PERFORMANCE INDICATORS

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

8.1. KPA 1: SPATIAL RATIONALE

Strategic Objective: Plan for the future and promote integrated human settlement and agrarian reform

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Compliance with Town Planning Scheme regulations	Land Use Management	% of land use applications received and processed within 60 days as per the SPLUMA Act 16 of 2013	SR 01	Internal	100%	100%	100%	100%	100%	100%	Land Use application register	Economic Development & Planning
EPMLM Town Planning By-Laws		Number of Town Planning related By-Laws developed and gazetted by June 2018	SR 02	250	4	1	1	1	1	4	Council Resolution and Gazette number	
Compliance with National Building Regulations	Building Plans Administration	% of New Building Plans of less than 500 square meters assessed within 10 days of receipt of plans.	SR 04	Internal	100%	100%	100%	100%	100%	100%	Individual site inspection reports and the Building plan file register	
Compliance with National Building Regulations		% of New Building Plans of more than 500 square meters	SR 04	Internal	100%	100%	100%	100%	100%	100%	Individual site inspection reports and the	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		assessed within 28 days of receipt of plans.									Building plan file register	
Compliance with National Building Regulations		% of buildings; constructed with approved plans, inspected within 5 days that comply with the National Building Regulations and Building Standards Amendments Act No 49 of 1995	SR 04	Internal	100%	100%	100%	100%	100%	100%	Individual site inspection reports and the Building plan file register	
Maintenance of Municipal buildings	Facilities Maintenance Management	Number of municipal buildings maintained as per the approved municipal maintenance plan by 30 June 2018	SR 06	850	24	7	7	7	8	29	Inspection Reports	Economic Development & Planning
Housing	Facilities Maintenance Management	Number of municipal houses to be maintained as per the approved municipal maintenance plan by the 30 Jun 2018	SR 07	Internal	11	2	3	3	3	11	Inspection Reports	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Provision of Office Space		Development of design for new/existing office space	SR08	1 500,0	New	N/A	N/A	1	N/A	1	Adverts/ Appointments/ Designs	
Township Establishment	Land Use Management	Number of sites demarcated at Elandskraal area by 30 Jun 2018	SR16	500,0	New	N/A	N/A	N/A	40	40	Draft Layout Plan	
Appropriate land use and integrated development		Number of Land Use Awareness workshops to held with Magoshi by 30 June 2018	SR 09	Internal	4	1	1	1	1	4	Attendance registers and reports	
Human settlement	Housing	Number of reports in terms of new RDP Housing units provided by the CoGHSTA submitted to Council by 30 Jun 2018	SR 17 /18	Internal	4	1	1	1	1	4	Annual RDP Housing report	
Procurement of GIS system		Number of GIS system procured	SR14	800,0	New	N/A	1	N/A	N/A	1	Invoice and delivery note	
Policies	Policies	Number of new / reviewed policies adopted by Council by 31 March 2018 (P&ED)	New	Internal	2	N/A	1	1	N/A	2	Approved policies and Council resolution	

8.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective A: Improve community well-being through provision of accelerated basic service delivery

Strategic Objective B: Improved social well-being

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
INFRASTRUCTURE SERVICES												
Industrial Substation second supply Phase 2 (OTK panel)	Electricity	Number of panels with circuit breakers installed	BS01	600,0	New	N/A	N/A	1	N/A	1	Completion certificate	Infrastructure Services
Transformer Maintenance and oil testing		Number of transformers maintained	BS02	2 668,9	48	N/A	N/A	48	N/A	48	Oil test report. Completion certificate.	
Ring Main Unit Maintenance		Number of ring main units serviced	BS03		5	N/A	N/A	20	N/A	20	Completion certificate	
Replace 5 metering kiosks in Ext 5, East		Number of kiosks replaced	BS05		5	N/A	N/A	5	N/A	5	Completion certificate	
Replace Wooden Poles on Overhead line Ext4		Number of wooden poles replaced	BS06		30	N/A	N/A	30	N/A	30	Completion certificate	
Public Lighting- Inspection of streets lights		Number of Street light fittings inspected	BS07		516,9	1056	1056	1056	1056	1056	1056	
Public Lighting- Maintenance of streets lights		% of Street light fittings maintained within 90 days, based on 1056 street lights	BS08	1056		100%	100%	100%	100%	100%	Maintenance reports	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
INFRASTRUCTURE SERVICES												
Public Lighting- Inspection of Mast lights		Number of Mast lights fittings inspected	BS09		528	528	528	528	528	528	Maintenance reports	
Public Lighting- Maintenance of Mast lights		% of Mast light fittings maintained within 90 days, based on 528 mast lights	BS10		528	100%	100%	100%	100%	100%	Maintenance reports	
Mini substation Stand 456 Iris Street		Number of mini substations replaced	BS15	600,0	New	N/A	N/A	1	N/A	1	Completion certificate	
Transformer Replacement 500kVA – Portion 515		Number of transformers replaced	BS29	500,0	New	N/A	N/A	1	N/A	1	Completion certificate	
Replace RMU with SF6 Circuit Breaker- Cnr Agaat/Ewoud Malan		Number of Ring Main Units replaced	BS30	500,0	1	N/A	N/A	1	N/A	1	Completion certificate	
Public Lighting Master Plan		Number of Public Lighting master Plans Developed	BS34	500,0	New	N/A	N/A	1	N/A	1	Public lighting master plan	
Connection of new buildings to Eskom supply		Number of buildings connected to ESKOM supply points	BS35	100,0	New	N/A	N/A	4	N/A	4	Completion certificate.	
		Number of quarterly reports in terms of households with access to		0.00	4	1	1	1	1	4	Quarterly reports	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
INFRASTRUCTURE SERVICES												
		basic levels of electricity submitted to MM (GKPI)										
Bomag roller (Walk behind)	Roads and Storm Water	# of Bomag roller (walk behind)	BS68	200,0	1	N/A	1	N/A	N/A	1	Invoice and delivery note	
Dumper truck		# of Dumper truck	BS69	400,0	1	N/A	1	N/A	N/A	1	Invoice and delivery note	
Replacement of 20 storm water catchment concrete cover		Number of stormwater catchment concrete cover constructed	BS 102	500,0	20	N/A	20	N/A	N/A	20	Invoice and delivery note	
Storm water Ext:6		# of Km of storm-water constructed	BS53	5 000,0	1694km	N/A	N/A	0.5km	N/A	0.5km	Completion certificate	
Ngwalemong Internal Streets		# of Km of roads upgraded	BS61	8 158,0	New	1km (Mass earthworks)	1km (layer works)	1km (surfacing, road marking and road signs)	1km	1km	Project progress report	
Dichoeung Internal Streets		# of Km of roads upgraded	BS66	7 500,0	New	N/A	1.05km (Fencing and fields)	(1.05km) ablution	1.05km	1.05km	Completion certificate	
Letebejane & Ditholong internal road		# of Km of roads upgraded	BS82	10 120,0	New	N/A	2.1km (Mass earthworks)	2.1km (layer works and surfacing)	2.1km	2.1km	Project progress report	
Mobile Toilets		# of Mobile toilets procured	BS70	200,0	New	N/A	1	N/A	N/A	1	Invoice and delivery note	
Purchase of Saw Cutter		# of saw cutter procured	BS71	125,0	2	N/A		N/A	N/A	1	Invoice and delivery note	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
INFRASTRUCTURE SERVICES												
Leeuwfontein Sports Facility		No of Multi-purpose sports facility constructed	BS50	10 832,0	New	N/A	N/A	N/A	1	1	Completion certificate.	
Mamphokgo Sports Complex			BS63	6 500,0	New	N/A	N/A	N/A	1	1	Progress reports and completion certificates	
Stormwater Ext:6		Number of Km of storm-water constructed by June 2018	BS53	5 000	1 694kms	N/A	N/A	0,5	N/A	0,5	Completion certificate/ progress reports	
Streets		Number of Km of roads graded by June 2018	BS 115	1 732	1300km	350km	300km	300km	350km	1300km	Inspection report	
Streets	Roads and Storm Water	Number of m ² of base and surface patched by June 2018	BS 116		1200m2	300km	300km	300km	300km	1200 m ²	Inspection report	
Streets		KM of stormwater drains and channels cleaned by June 2018	BS 117		52.7km	15km	15km	15km	7.7km	52.7km	Inspection report	
Streets		KM of surfaced roads marked by June 2018	BS 118		137km	30km	30km	37km	40km	137km	Inspection report	Infrastructure Services
	Policies	Number of new / reviewed policies adopted by Council by 31 March 2018 (Infrastructure)	New	Internal	2	N/A	N/A	2	N/A	2	Approved policies and Council resolution	
Landscaping and greening project	Environmental Management	# of landscaping and greening	BS128	1 000,0	New	N/A	N/A	1	N/A	1	Final project implementation report	Community Services

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
INFRASTRUCTURE SERVICES												
		project implemented										
Machinery & Equipment		Number of TLB purchased	BS131	1 300,0	New	N/A	1	N/A	N/A	1	Invoice and delivery note	
Machinery & Equipment		Number bush cutters purchased	BS132	160,0	New	N/A	20	N/A	N/A	20	Invoice and delivery note	
Fencing of cemeteries		Number of cemeteries fenced with EPWP employees	BS134	710,0	7	N/A	7	N/A	N/A	7	Delivery note and handover document to community.	
Develop Environmental Master Plan and Management framework		# of Environmental Master Plan and Management framework developed	TBA	550,0	New	N/A	N/A	1	N/A	1	Approved Master Plan and Framework	
Vehicles	Safety and Security	Number of traffic vehicles purchased	BS150	600,0	2	N/A	2	N/A	N/A	2	Invoice and delivery note	
Learners License Software		Number of Learners License Software contract renewed	BS155	200,000.00	1	N/A	1	N/A	N/A	1		
Machinery & Equipment (Speed Camera +Fire arm)		Number of speed cameras purchased	BS156	300,0	1	N/A	1	N/A	N/A	1	Invoice and Delivery note	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
INFRASTRUCTURE SERVICES												
Programmes, Events and meetings	HIV/AIDS and other Diseases	Number quarterly Local Aids Council meetings scheduled and held	BS138	27,5	4	1	1	1	1	4	LAC Programme Meeting minutes and attendance registers	Manager in the office of the Mayor
Awareness campaigns		Number of quarterly HIV/AIDS awareness campaigns	BS139	45	4	1	1	1	1	4	Awareness campaign Programme Meeting minutes and attendance registers	
Mayor's cup	Mayoral Programmes	Number of mayors cup events held	BS140	150	1	N/A	1	N/A	N/A	1	Final report of Mayors cup	Community Services
Mayor marathon	Arts and Culture	Number of Mayors marathon events held	BS141	100	New	N/A	N/A	1	N/A	1	Final report of Mayors marathon	
Heritage day celebration		Number of heritage events held	BS142	65	New	1	N/A	N/A	N/A	1	Final report of Heritage celebration	
Diturupa		Number of Cultural Festivals held	BS143	310	1	N/A	N/A	1	N/A	1	Final report of Diturupa event	
Arrive alive	Safety and Security	Number of arrive alive campaigns scheduled and held	BS149	13,2	10	N/A	5	N/A	5	10	Arrive Alive Plan and report	
Disaster Management	Disaster Management	Number of disaster awareness campaigns scheduled and held per village	BS157	96	New	6	6	6	6	24	Reports and attendance registers	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
INFRASTRUCTURE SERVICES												
		Number of disaster relieve materials procured report	BS158	106,0	New	1	1	1	1	4	Reports, Procurement plan and material invoices	
Procure bins and communal bins for refuse collection	Waste Management	Number of bins purchased	BS120	540,0	New	N/A	5	N/A	N/A	5	Invoice and delivery note	
Upgrading and maintenance of Landfill site		Number of maintenance plan to be developed for the loosening of gravel for covering	BS122	250,0	1	N/A	1	N/A	N/A	1	Final report and invoice of service provider	
Dumping Site and street bins (External compliance audit done for landfill site)		Number of external compliance audit done for landfill site	BS124	324,0	1	N/A	1	N/A	N/A	1	Final audit compliance report for the Landfill site	
Purchase of Tipper truck		# of Tipper truck Purchased	TBA	850,0	New	N/A	1	N/A	N/A	1	Invoice and delivery note	
Develop Integrated Waste Management Plan		# of Integrated Waste Management Plan developed	TBA	Internal	New	N/A	N/A	1	N/A	1	Approved IWP plan	
Waste Management		% of households with access to a minimum level of basic waste removal by 30 June 2018 (once per week) (GKPI)	New	Internal	17,4%	N/A	N/A	N/A	17,4%	17,4%	Monthly signed waste collection schedules	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
INFRASTRUCTURE SERVICES												
		Number of existing households in formal settlements provided with solid waste removal services once per week	New	Internal	5619	5 619	5 619	5 619	5 619	5619	Monthly signed waste collection schedules	

8.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective A: Grow the economy and provide livelihood support

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
LED Support	Local Economic Development	Number of cooperatives trainings conducted	LED01	100	4	1	1	1	1	4	Attendance registers	Economic Development & Planning
		Number of cooperatives supported with access to finance		0	12	3	3	3	3	12	Copies of completed funding application forms	
LED forum		Number quarterly LED forum meetings held	LED02	30	4	1	1	1	1	4	Reports and Attendance Registers	
LED Summit		Hosting of annual LED Summit by 30 Jun 2018	LED03	100	1	N/A	N/A	N/A	1	1	Reports and Attendance Register	
Establishment of Tourism Association	Tourism	Establishment of Tourism Association	LED04	0	1	N/A	1	N/A	N/A	1	Reports and Attendance Register	
Effective CWP Local Reference Forum	Local Economic Development	Number of quarterly CWP Local Reference Forum meetings held	LED06	0	4	1	1	1	1	4	Reports and Attendance Register	
Review the LED strategy		Number of LED strategies reviewed	LED10	350,0	1	N/A	N/A	1	N/A	1	LED Strategy and Council resolution	
EPWP Expense	EPWP	Number of EPWP job opportunities provided through EPWP grant by 30 June 2018 (GKPI)umber of EPWP jobs opportunities created	LED07	1 447	384	80	100	100	104	384	Quarterly reports submitted to the Department of Public Work	
LED Projects Awards	Local Economic Development	Hosting of an Annual LED Awards ceremony by 30 Jun 2018	LED11	15	New	N/A	N/A	1	N/A	1	Report and Attendance Register	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Social Responsibility Programs	Local Economic Development	# of quarterly reports submitted to Council with respect to the implementation of Social Labour Plan (SLP) and Corporate Social Investment (CSI) programmes of Mining Companies	LED14	0	4	1	1	1	1	4	Quarterly report and Council resolution	

8.4. KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Strategic Objective A: Develop and retain skilled and capacitated workforce

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Employment Equity	Institutional Development	Number of EE Plan developed	MTOD 01	30	1	N/A	1	N/A		1	Quarterly Equity Employment Plan reports	Corporate Services
		Number of people employed in accordance with EE Plan				N/A	N/A	N/A	68	68		
		Number of EE Committee meetings held			4	1	1	1	1	4		
Training Courses		Number of workforce trained and skilled by the 30 Jun 2018 (GKPI)	MTOD03	700	New	10	10	10	20	50	Approved WSP Report & Annual training report	
Occupational Health and Safety	Workplace Health, Safety and EAP	Number of quarterly Workplace Health and Safety Forum meetings held as scheduled	MTOD04	250	4	1	1	1	1	4	Signed minutes and attendance register	
Employee programmes		Number of Employee Wellness Programs held by 30 Jun 2018	MTOD05	300	2	N/A	1	N/A	1	2	Attendance registers	
Labour Forum	Labour Relations	Number of quarterly Local Labour Forum (LLF) held as scheduled	MTOD08	0	4	1	1	1	1	4	Minutes and attendance registers	Corporate Services
Human Resource Strategy	Policies	Number of new / reviewed policies adopted by Council by 30 Jun 2018 (Corp)	MTOD09	Internal	12	N/A	N/A	N/A	12	12	Approved policies and Council resolution	
Review of organizational structure	Institutional Development	Review organisational structure and align to the IDP and	MTOD10&11	Internal	1	N/A	N/A	N/A	1	1	Approved annual organogram	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		Budget by 30 June 2018										
Rental of Clocking system	Legal Services	% of Service Level Agreements (SLA's) and Employment Contracts processed within the time frame of 30 days	MTOD12	120,8	100%	100%	100%	100%	100%	100%	SLA's and employment contracts	
Job Evaluation	Institutional Development	Number of signed Job Descriptions developed	MTOD13	371	150	N/A	157	N/A	N/A	157	Signed Job Descriptions	
Bursary fund: Community	Mayoral programmes	Number of community bursaries allocated	MTOD14	901	0	N/A	N/A	20	N/A	20	Proof of payment, signed contracts and reports	
Bursary fund: staff	Institutional Development	Number of staff bursaries allocated	MTOD15	300	16	N/A	8	7	N/A	15	Proof of payment, signed contracts and reports	
Records management		Number of quarterly status reports in terms of the record management system submitted to the Municipal Manager	MTOD16	650	4	1	1	1	1	4	Compiled report	
installation of Bulk files		Number of bulk file installed	MTOD 17	75,0	New	N/A	1	N/A	N/A	1	Delivery note and invoices	Corporate Services
Customer care	Customer / Stakeholder Relationship Management	Number of quarterly Customer Complaint reports submitted to the Municipal Manager (inclusive of Presidential Hotline)	MTOD19	0	4	1	1	1	1	4	Compiled reports	
Customer care		Number monthly Batho Pele committee meetings held	New	Internal	New	3	2	2	3	10	Minutes and attendance register	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Programming	ICT	Number of quarterly reports compiled on network performance	MTOD23	1 998,8	4	1	1	1	1	4	Quarterly reports	Planning & Economic Development
ICT Forums		Number of quarterly ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy	MTOD 23/24	Internal	4	1	1	1	1	4	Minutes and attendance register	
Develop ICT framework		Number of Approved ICT framework developed	MTOD 24	550,0	1	N/A	1	N/A	N/A	1	ICT Framework	
Website Hosting		% of hosting and management of the website by SITA	MTOD31	82,5	100%	100%	100%	100%	100%	100%	Quarterly reports	
IDP Process	IDP	Final IDP tabled and approved by Council by the 31st May 2018	MTOD37	300	1	N/A	N/A	N/A	1	1	Approved IDP Framework and Plan	
IDP Process	IDP	2018/19 IDP/Budget review Process Plan approved by 30th June 2018	MTOD 35	Internal	1	N/A	N/A	N/A	1	1	Approved IDP/Budget Process Plan	
Strategic Planning Session		Number. of Strategic Lekgotla Planning session convened	MTOD38	300	1	N/A	1	N/A	N/A	1	Council Resolution and agenda	
Performance Assessments	Performance Management	Number. of performance review for section 54/56 conducted	MTOD39	Internal	1	N/A	N/A	2	N/A	2	Section 56 Performance Assessments	
PMS Quarterly Lekgotla		Number of Quarterly institutional Performance Reports submitted to Council per quarter	MTOD41	60	4	1	1	1	1	4	Quarterly institutional Performance Reports and council resolution	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Review and approval of performance management Framework		Number of performance management Framework reviewed	MTOD42	0.00	1	N/A	N/A	1	N/A	1	Review performance management Framework	

8.5 KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objective : Become Financially Viable

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Data Cleansing	Financial Management	Number of consumer accounts updated	FV01	500	2500	375	875	625	625	2500	Data cleansing reports	Budget & Treasury Office
Revenue enhancement	Revenue	% outstanding service debtors to revenue by the 30 June 2018 (GKPI)	FV02	Internal	35,7%	40%	40%	40%	40%	40%	Section 71	
		% of revenue enhancement by 30 June 2018	New	Internal	New	1%	1.5%	2%	3%	7.5%	Billing reports	
Creditors payments	Expenditure	# of approved (compliant) invoices reports paid within 30 days	FV03	Internal	4	1	1	1	1	4	approved (compliant) invoices register	
Compilation of annual and adjustment budget	Budget Management	Submission of MTRE Budget to Council for approval by the 31 May 2018	FV05	Internal	1	N/A	N/A	N/A	1	1	Approved Budget and Council resolution	
		% of budget spending by 30 June 2018	New	Internal	100%	25%	50%	75%	100%	100%	Section 71	
Implementation of SCM regulations and policies	Supply Chain Management	Number of quarterly SCM procurement plan reports submitted to Executive Committee	FV07	Internal	4	1	1	1	1	4	Quarterly SCM reports	
		% of Bids processed in accordance with the procurement plan by 30 June 2018	New	Internal	100%	100%	100%	100%	100%	100%	Quarterly SCM reports	
GAMAP/GRAP Asset Register	Financial Management	GRAP Compliance Register in Place	FV08	373,9	1	1	N/A	N/A	N/A	1	Fixed Assets Register	Budget & Treasury Office

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department	
						Q1	Q2	Q3	Q4	Annual			
Policies	Policies	# of new / reviewed policies adopted by Council by 31 March 2018 (B&T)	MTOD 09	Internal	12	N/A	N/A	N/A	12	12	Approved policies and Council resolution		
AFS	Financial Reporting	Draft Annual Financial Statements (AFS) submitted on or before 28th August 2017	FV10	3 405,8	1	N/A	1	N/A	N/A	1	Proof of submission from AG		
FMG grant		% of FMG grant spent by June 2018	FV11	2 145	75%	25%	50%	75%	100%	100%	FMG report		
	Financial Accounting (Revenue)	% of consumer payment received with respect to municipal services provided as compared to that billed	MTOD 09	Internal	100%	>80,9%	>80,9%	>80,9%	>80,9%	>80,9%	Section 71 report		
	Financial Reporting	Number of monthly section 71 MFMA reports submitted to EXCO within legislative timeframes	FV 06	Internal	12	3	3	3	3	12	Section 71 report		
		Number of quarterly section 52(d) MFMA reports submitted to the Mayor within legislative timeframes		Internal	4	1	1	1	1	4	Section 52(d) report		
	Financial Reporting	Section 72 (midyear) MFMA report submitted to the Mayor within legislative timeframes	FV 06	Internal	1	N/A	N/A	1	N/A	1	Section 72 report		Budget & Treasury Office
	Asset Management	Annual submission of the asset verification report to	FV 08	Internal	1	1	N/A	N/A	N/A	1	Asset verification report		

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		the MM by 30 Sept 2017										
	Financial Reporting	Number of MFMA checklists submitted per quarter as legislated	FV 06	Internal	12	3	3	3	3	12	MFMA checklists	
	Indigents	% of (indigents) households with access to free basic electricity services by 30 Jun 2018 (GKPI)	New	Internal	100%	100%	100%	100%	100%	100%	Approved monthly indigent register submitted to Council	
	Financial Accounting (Revenue)	% Debt coverage ratio by the 30 June 2018 (GKPI)	New	Internal	12,3	N/A	N/A	N/A	18.8	18.8	Section 52(d) report	
	Financial Accounting (Expenditure)	Cost coverage ratio by the 30 June 2018 (GKPI)	New	Internal	18,6	N/A	N/A	N/A	4.7	4.7	Section 52(d) report	
	Fleet Management	% availability of fleet vehicles	New	Internal	100%	100%	100%	100%	100%	100%	Monthly Report	Budget & Treasury Office
		# of Fleet Management reports submitted to Council by 30 June 2018	New	Internal	New	1	1	1	1	4	Monthly Report	

8.6 KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective : Sound Governance through effective oversight

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
Special Programs	Transversal	Number of quarterly Special Programs held in terms of the (Elderly, Children, Disabled, Traditional healers and Youth	GG01	265	12	3	3	3	3	12	Special programmes reports	Corporate Services
Mayoral programme: Youth development		Number of Youth programmes / initiatives implemented each quarter	GG04	137,4	1	2	N/A	N/A	N/A	2	Quarterly Youth reports	
Public participation	Public Participation	Number of IDP public participation meetings and Imbizo's held	GG02	636	4	1	1	1	1	4	Attendance register	
Ward committee support		Number monthly Ward Committees meetings held	GG03	1 038,8	192	48	48	48	48	192	Quarterly ward committee's reports	
		% of Ward operational plans submitted to Council per annum		Internal	50%	N/A	N/A	N/A	50%	50%	Ward operational plans	
Municipal Newsletter	Customer / Stakeholder Relationship Management	Number of quarterly newsletters published	GG05	281,5	4	1	1	1	1	4	Published Newsletters	
Council Functionality	Good Governance and Oversight	Number of ordinary Council meeting held by June 2018 as per the approved Calendar of Events	GG07	Internal	4	1	1	1	1	4	Council meeting minutes	Corporate Services
		Number quarterly status reports submitted to Council in terms of resolutions resolved within the prescribed		Internal	4	1	1	1	1	4	Quarterly status report of Council resolutions resolved	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		timeframe of (3) months										
Training of Councillors		Number of councillors to be trained	GG08	212	32	5	3	12	12	32	Proof of payments	
MPAC functionality	Good Governance and Oversight	Number of quarterly MPAC meetings held	GG07	Internal	4	1	1	1	1	4	MPAC meeting reports	
Internal Audit	Internal Audit	Number of risk based audit reports compiled	GG10	500,000.00	11	2	3	6	3	14	Internal audit reports	Office of the Municipal Manager
Audit of Performance Information (AOPI)		Number of AOPI audit reports compiled	GG11	0.00	4	1	1	1	1	4	Quartely AoPI reports	
Operation Clean Audit (OPCA) – Audit Improvement Action Plan	OPCA	Number of AG findings addressed as per the audit improvement action plan	GG12	0.00	4	1	1	1	1	4	API progress reports	
OPCA - Follow- Up audit on AGSA finings		No of follow-up audit reports compiled	GG13	0.00	4	1	1	1	1	4	Follow up audits reports	
Audit, performance & risk committees	Audit and Risk	Number of reviewed AFS reports compiled (Internal Audit & Audit Committee)	GG14	650,000.00	2	2	N/A	N/A	N/A	2	Internal audit report on AFS Audit committee report on AFS	
		Number of Audit & Performance Committee Meetings held	GG15		6	2	1	2	1	6	Agenda pack of the A&P Committee meetings	
Municipality's risk management profile	Risk Management	Number of approved risk registers in place.	GG16	0.00	2	N/A	N/A	N/A	2	2	Risk Assessment report	
Fraud Risk Assessment		Number of risk mitigating implementation reports compiled	GG17	0.00	4	1	1	1	1	4	Risk mitigating implementation report	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
		Approved fraud risk register in place	GG18	0.00	1	N/A	N/A	N/A	1	1	Fraud risk register	
Anti-fraud awareness workshops/campaigns		Number of anti-fraud and corruption awareness campaigns held	GG19	0.00	4	1	1	1	1	4	Awareness presentation & Attendance registers	
Risk Committee Meetings		No of Risk Committee Meetings held	GG20	0.00	4	1	1	1	1	4	Risk committee Agenda pack	
Security personnel service provider		No of municipal properties safe-guarded(provided personnel security	GG21	3,700,000.00	13	19	19	19	19	19	Security management's Monthly Activity reports	
EPWP – Guard Officers for community halls	Security Services	Number of security personnel deployed to safe-guarded community halls	GG22	280,000.00	11		N/A	10	N/A	10	Security management's Monthly Activity reports	
Security Intelligence services		Number of Security advisory reports compiled	GG23	0.00	2	N/A	1	N/A	1	2	Security advisory reports	
		Number of security Awareness Campaigns	GG24	0.00	4	1	1	1	1	4	Awareness presentations & Attendance registers	
Surveillance Cameras for the workshop		Number of Surveillance Cameras system installed at the workshop	GG24	100,000.00	New	1	N/A	N/A	N/A	1	Invoices and delivery note	
Physical security upgrade		% of Physical security upgrade done as per security upgrade plan	GG24	200,000.00	100%	100%	100%	100%	100%	100%	Security management's Monthly Activity reports	
	Supply Chain Management	% attendance at scheduled Bid Committee meetings by 30 Jun 2018 (OMM)	FV 07	Internal	New	100%	100%	100%	100%	100%	Attendance register	

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department		
						Q1	Q2	Q3	Q4	Annual				
	Policies	# of new / reviewed policies adopted by Council by 31 March 2018 (OMM)		Internal	3	N/A	N/A	N/A	3	3	Approved policies and Council resolution	Office of the Municipal Manager		
	Good Governance and Oversight	Draft Consolidated Annual Report submitted on or before the 31st Aug 2017	FV 10	Internal	1	1	N/A	N/A	N/A	1	Draft consolidated Annual Report			
		Submission of Final audited consolidated Annual Report to Council on or before 28 January 2018		Internal	1	N/A	N/A	1	N/A	1	Final consolidated Annual Report			
		Submission of Oversight Report to Council by the 30th March 2018		Internal	1	N/A	N/A	1	N/A	1	Annual Performance Oversight Report			
		Obtain a Qualified Auditor General opinion for the 2016/17 financial year	GG 12	Internal	Qualified opinion	N/A	Qualified opinion	N/A	N/A	Qualified opinion	Final AG Management Letter			
		Adjusted Budget and SDBIP approved by Executive Mayor by the end of February 2018	FV 05	Internal	1	N/A	N/A	1	N/A	1	Copy of Adjustment Budget and SDBIP			
		Final SDBIP approved by Executive Mayor within 28 days after approval of Budget	New	Internal	1	N/A	N/A	N/A	1	1	Copy of Final approved SDBIP			
			Number of monthly EXCO meetings held	GG 07	Internal		3	3	3	3	12		EXCO meeting minutes	Corporate Services

Project Name	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	Quarterly Targets 2017/18					Portfolio of Evidence	Responsible Department
						Q1	Q2	Q3	Q4	Annual		
	Good Governance and Oversight	Number of Section 79 Committee meetings held each quarter		Internal		1	1	1	1	4	Agenda and minutes of each of Section 79 Committee meeting	

9. CONCLUSION

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

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

10. APPROVAL

SIGNED:

DATE:

MAYOR