

EPHRAIM MOGALE LOCAL MUNICIPALITY

*A viable and sustainable municipality that provides quality
services and enhance economic growth*

Slogan - RE HLABOLLA SECHABA



2016/17 Adjusted Service Delivery Budget Implementation Plan

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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 following legislation is applicable to the various phases of the development of the Service Delivery and Budget Implementation Plan (SDBIP) within a financial year.

2.1 SDBIP

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 Mogale 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

2.2 ADJUSTED SDBIP

In terms of the MFMA Act 56 of 2003, section 54 (1) (c) states that

“On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72, the mayor must” -

“consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that 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 adjustments budget”

The MFMA Act 56 of 2003, section 72 (1) (a) (ii) further states that the accounting officer of a municipality must by 25 January of each year -

“(a) assess the performance of the municipality during the first half of the financial year, taking into account - “

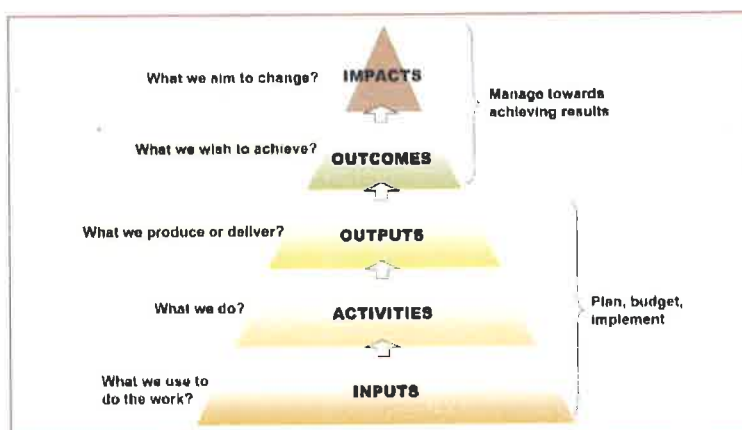
‘(ii) the municipality’s service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan”

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:

"A viable and sustainable municipality that provide quality service and enhance socio-economic growth"

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 all sectors of the community in the economic, environment and social development whilst improving service delivery thereby becoming a prominent agricultural, business and mega industrial growth point in the Sekhukhune District for the benefit of the residents and province"

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:

- Transparency, High Quality Service Delivery, Accountability
- Service Communities with Integrity, Efficiency, Professionalism
- Commitment, Teamwork, Communication

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	Purpose Statement
Housing the nation and building Integrated human settlement	In order for the municipality to achieve its vision, it needs to focus on planning to ensure co-ordination of all sector plans to avoid duplication of efforts and conflicting goals. The planning and implementation cycles within the municipality should be seamlessly integrated and efforts should be focused on to more effectively manage information, including the identification and determination of baseline information and smart application of information to achieve results
Improve community well-being through accelerated service delivery -	In order to become an effective and efficient area, urgent attention needs to be paid to the provision of services (as per the constitutional requirements) to improve the accessibility of service to all members within the municipal area.
Build effective and efficient organization	To improve effectiveness and efficiency, standardized policies and procedures need to be established within the municipality. This will lead to open and transparent decision-making and sound governance practices. Improved effectiveness and efficiency within the municipality will advance the utilization and allocation of financial resources
Become financially viable	The municipality needs to improve its financial position to ensure optimal utilization of financial resources and thereby becoming financially viable to ensure sustainable service delivery to the communities
Develop partnerships	The municipality will not be able to achieve financial viability on its own. Partnerships will have to be developed with private enterprises, NGO's and other agencies with a view to increasing its financial viability
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
Develop and retain skilled and capacitated workforce	There is a need to put in place a viable and practical workplace skills plan which will result in the development of a strategy whereby skilled and capacitated employees will enable the municipality to deliver on their objectives and plans. Critical for the municipality is also to retain those employees who have been trained and capacitated and not to lose them to larger municipalities and other sector departments.
Effective and efficient community involvement	The main focus will be on the upliftment of the socio economic status of the communities within the municipal area. Ephraim Mogale will work to keep the town one of the safest in the country and to create "an informed, aware and involved community
Improve intergovernmental function and coordination	The main focus will be on improving intergovernmental relations as some of the services are provided by other spheres of government which will lead in the upliftment of the socio economic status of the communities within the municipal area and the realization of the strategic objective that focuses on "housing the nation and building Integrated human settlement".

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		Outcome 9 Outputs	EPMLM Strategic Objectives
KPA 1	Spatial Rationale	Actions supportive of the human settlement outcomes	House the nation and build integrated human settlement
KPA 2	Basic Services Delivery and Infrastructure Development	Improved access too basic services	Improve Community well-being through accelerated service delivery
KPA 3	Local Economic Development	Implementation of community work programme	Grow the economy and provide livelihood support
			Develop partnerships
KPA 4	Municipal Transformation and Institutional Development	Differentiate approach to municipal financing, planning and support	Develop and retain skilled capacitated workforce
			Build effective and efficient organization
KPA 5	Municipal Financial Viability and Management	Improve municipal financial and administrative capability	Become financially viable
KPA 6	Good Governance and Public Participation	Refine ward committee model to deepen democracy	Effective and efficient community involvement
		Single co-ordination window	Improve inter-governmental function

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 B 12 – B17 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 vote ii. In terms of standard classifications c. Capital expenditure: <ul style="list-style-type: none"> i. By vote ii. In terms of standard classifications 	<ul style="list-style-type: none"> a. Cash receipts by source b. Cash payments by type

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

LIM471 Ephraim Mogale - Supporting Table SB14 Budgeted monthly revenue (source)

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
	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 Source																
Property rates	2 389	2 387	2 403	1 667	2 399	3 784	2 510	2 506	2 508	2 505	2 500	2 500	30 058	30 075	31 879	
Property rates - penalties & collection charges	-	3 958	4 288	3 843	3 964	4 146	3 979	3 980	3 981	3 982	3 984	3 988	47 637	59 250	62 805	
Service charges - electricity revenue	310	469	333	379	334	406	359	355	357	359	355	342	4 360	4 672	4 952	
Service charges - water revenue																
Service charges - sanitation revenue																
Service charges - refuse																
Service charges - other	8	7	7	10	10	6	8	11	19	17	19	23	143	222	235	
Rental of facilities and equipment	138	138	135	140	136	142	969	950	951	953	940	943	6 535	1 315	1 394	
Interest earned - external investments	379	374	404	399	396	420	396	397	398	399	396	387	4 747	2 519	2 670	
Interest earned - outstanding debtors																
Dividends received																
Fines	3	26	7	34	29	18	21	19	18	23	22	27	248	775	822	
Licences and permits	244	293	274	-	232	254	304	306	308	305	305	298	3 121	3 600	3 815	
Agency services	575	697	519	739	630	593	546	539	547	550	547	551	7 035	8 563	9 077	
Transfers recognised - operational	49 031	32	503	584	135	39 281			32 145			0	120 624	129 148	137 610	
Other revenue	476	515	503	584	305	558				600		0	2 941	5 673	6 014	
Gains on disposal of PPE																
Total Revenue	57 117	8 898	8 852	7 796	8 570	49 608	9 092	9 063	41 232	9 693	9 068	9 060	228 049	245 811	261 273	

LIM471 Ephraim Mogale - Supporting Table SB14 Budgeted monthly expenditure (type)

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
	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																
Expenditure By Type																
Employee related costs	4 846	9 703	4 731	4 490	5 500	4 930	4 800	4 880	7 900	4 872	4 990	11 470	73 122	74 952	79 449	
Remuneration of councillors	832	1 711	922	878	879	878	889	888	959	899	939	990	11 663	12 363	13 105	
Debt impairment	-	-	-	-	-	-	-	-	-	-	-	7 314	7 314	7 753	8 218	
Depreciation & asset impairment	-	-	-	-	-	-	-	-	-	-	-	44 944	44 944	47 641	50 499	
Finance charges	-	136	136	136	25	23	13	12	14	13	13	13	398	846	897	
Bulk purchases	-	3 411	-	2 075	2 289	6 617	2 494	2 493	2 399	2 499	2 489	2 589	29 355	31 566	33 460	
Other materials	253	477	42	42	112	963	2 000	1 500	3 000	800	900	442	10 489	13 879	14 712	
Contracted services	-	1 446	-	1 898	623	260	1 600	1 589	3 500	698	789	793	13 196	9 191	9 742	
Grants and subsidies	-	126	-	-	-	123	370	381	369	349	390	362	2 470	-	-	
Other expenditure	2 317	5 525	5 442	4 344	1 891	5 116	5 520	5 469	5 600	5 539	5 460	5 532	57 755	60 422	65 008	
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure	8 248	22 399	11 231	13 862	11 319	18 910	17 686	17 222	23 741	15 669	15 970	74 448	250 705	258 613	275 090	
Surplus/(Deficit)	48 869	(13 501)	(2 378)	(6 066)	(2 749)	30 697	(8 594)	(8 159)	17 491	(5 977)	(6 902)	(65 368)	(22 656)	(12 802)	(13 817)	
Transfers recognised - capital	99	97	119	169	172	110	1 550	4 350	8 410	7 790	8 300	9 159	40 324	34 179	36 987	
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after capital transfers & contributions	48 968	(13 404)	(2 259)	(5 897)	(2 577)	30 807	(7 044)	(3 809)	25 901	1 814	1 398	(56 229)	17 668	21 377	23 170	

LIM471 Ephraim Mogale - Supporting Table SB12 Budgeted monthly revenue (municipal vote)

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
	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																
<u>Revenue by Vote</u>																
Vote 1 - EXECUTIVE AND COUNCIL	1	59	106	-	58	65	100	99	409	500	306	419	2 123	7 382	7 757	
Vote 2 - MUNICIPAL MANAGER	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 3 - FINANCE	52 300	3 406	3 461	882	3 686	43 949	3 560	3 960	30 000	5 680	3 560	5 516	161 763	159 136	169 466	
Vote 4 - CORPORATE SERVICES MANAGEMENT																
Vote 5 - COMMUNITY SERVICES MANAGEMENT	1 134	1 497	1 134	415	1 291	1 263	1 833	1 336	1 927	1 615	1 557	(0)	14 999	17 351	18 392	
Vote 6 - TECHNICAL SERVICES	3 780	4 204	4 271	4 864	4 284	4 325	6 018	6 118	30 150	6 018	6 058	9 248	89 337	94 445	100 869	
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT	1	-	-	-	10	6	6	10	60	60	62	62	149	-	-	
Total Revenue by Vote	57 216	9 165	8 972	6 161	9 329	49 608	11 511	11 523	62 486	13 873	11 481	15 248	268 373	278 314	296 483	

LIM471 Ephraim Mogale - Supporting Table SB12 Budgeted monthly expenditure (municipal vote)

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
	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															
Expenditure by Vote															
Vote 1 - EXECUTIVE AND COUNCIL	1 419	1 481	1 211	1 557	2 127	2 114	2 874	2 898	2 900	2 878	2 898	2 957	27 314	28 661	30 381
Vote 2 - MUNICIPAL MANAGER	253	333	407	400	310	347	418	419	420	421	420	410	4 558	4 679	4 960
Vote 3 - FINANCE	1 274	2 976	1 693	3 938	3 192	3 110	3 110	3 103	3 232	3 212	3 200	57 670	89 709	93 081	98 792
Vote 4 - CORPORATE SERVICES MANAGEMENT	1 861	1 474	2 922	1 811	1 356	1 730	1 811	1 814	1 813	1 800	1 815	5 183	25 390	26 356	27 937
Vote 5 - COMMUNITY SERVICES MANAGEMENT	2 557	2 664	1 779	1 546	2 753	1 779	2 711	2 709	2 697	2 710	2 703	13 451	40 059	42 699	45 261
Vote 6 - TECHNICAL SERVICES	545	4 771	2 256	3 974	939	7 992	2 946	2 949	2 982	3 335	3 860	16 770	53 319	56 200	59 572
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT	399	451	963	636	641	509	1 230	1 211	1 211	1 212	1 183	709	10 356	9 852	11 278
Total Expenditure by Vote	8 308	14 151	11 231	13 862	11 318	17 581	15 100	15 103	15 255	15 568	16 079	97 150	250 705	261 528	278 180
Surplus/(Deficit)	48 908	(4 986)	(2 258)	(7 701)	(1 989)	32 027	(3 589)	(3 581)	47 231	(1 695)	(4 598)	(81 902)	17 668	16 786	18 302

LIM471 Ephraim Mogale - Supporting Table SB13 Budgeted monthly revenue (standard classification)

Description - Standard classification	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
	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 - Standard																
Governance and administration	52 301	3 464	3 567	2 685	3 744	44 014	3 660	4 059	30 409	6 180	3 866	5 937	163 887	166 518	177 222	
Executive and council	1	59	106	-	58	65	100	99	409	500	306	419	2 123	7 382	7 757	
Budget and treasury office	52 300	3 406	3 461	2 685	3 686	43 949	3 560	3 960	30 000	5 680	3 560	5 516	161 763	159 136	169 466	
Corporate services	-	-	-	-	-	-	-	-	-	-	-	2	2	-	-	
Community and public safety	13	153	6	11	882	76	1 505	1 015	1 595	1 365	1 261	2 580	10 459	2 724	2 887	
Community and social services	4	4	-	1	-	1	5	5	5	5	5	5	34	31	33	
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Public safety	13	28	6	10	882	69	1 500	1 000	1 590	1 300	1 256	2 563	10 281	2 412	2 556	
Housing	13	28	6	10	882	69	1 500	1 000	1 590	1 300	1 256	2 563	10 281	2 412	2 556	
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Economic and environmental services	921	1 120	798	893	784	965	1 768	1 768	26 000	1 768	1 768	1 777	40 330	46 826	50 393	
Planning and development	921	1 120	798	893	784	965	1 768	1 768	26 000	1 768	1 768	1 771	40 324	46 826	50 393	
Road transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Trading services	3 978	4 428	4 601	4 375	3 909	4 552	4 639	4 742	4 543	4 642	4 684	4 604	53 697	62 246	65 980	
Electricity	3 668	3 958	4 268	3 971	3 500	4 146	4 250	4 350	4 150	4 250	4 290	4 212	49 013	57 574	61 028	
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Waste management	310	469	333	404	409	406	389	392	393	392	394	392	4 684	4 672	4 952	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue - Standard	57 213	9 165	8 972	7 964	9 319	49 608	11 572	11 584	62 547	13 955	11 579	14 897	268 373	278 314	296 483	

LIM471 Ephraim Mogale - Supporting Table SB13 Budgeted monthly expenditure (standard classification)

Description - Standard classification	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
	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																
Expenditure - Standard																
<i>Governance and administration</i>	4 807	6 265	6 232	7 706	6 985	7 301	8 213	8 234	8 365	8 311	8 333	66 220	146 971	152 777	162 070	
Executive and council	1 672	1 815	1 618	1 957	2 437	2 461	3 292	3 317	3 320	3 299	3 318	3 367	31 872	33 340	35 941	
Budget and treasury office	1 274	2 976	1 693	3 938	3 192	3 110	3 110	3 103	3 232	3 212	3 200	57 669	89 709	93 081	98 792	
Corporate services	1 861	1 474	2 922	1 811	1 356	1 730	1 811	1 814	1 813	1 800	1 815	5 183	25 390	26 356	27 937	
Community and public safety	980	986	1 779	1 516	2 914	1 319	2 820	2 815	2 810	2 819	2 818	15 361	38 937	40 562	42 995	
Community and social services	398	419	1 090	410	510	514	612	609	601	611	607	604	6 986	7 616	8 074	
Sport and recreation	61	61	150	91	100	154	218	217	218	219	217	211	1 917	1 955	2 072	
Public safety	285	236	268	516	1 813	259	1 449	1 449	1 449	1 449	1 449	10 687	21 309	21 960	23 277	
Housing	236	270	270	499	491	391	541	540	542	540	545	535	5 402	5 500	5 830	
Health	-	-	-	-	-	-	-	-	-	-	-	-	3 323	3 531	3 742	
Economic and environmental services	1 690	2 566	2 515	1 686	1 081	2 788	1 169	1 154	1 148	1 152	1 119	1 163	19 232	18 565	20 513	
Planning and development	103	181	259	120	150	118	689	671	669	672	638	685	4 954	4 352	5 448	
Road transport	1 587	2 385	2 256	1 566	931	2 671	480	483	479	480	481	478	14 278	14 213	15 065	
Environmental protection																
Trading services	771	4 334	704	2 954	2 700	7 502	2 898	2 900	2 932	3 286	3 809	10 775	45 565	49 625	52 602	
Electricity	423	3 970	397	2 408	2 400	7 070	2 466	2 466	2 503	2 855	3 379	8 704	39 041	41 987	44 506	
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Waste management	348	364	307	546	300	432	432	434	429	431	430	2 071	6 524	7 637	8 096	
Other																
Total Expenditure - Standard	8 248	14 151	11 231	13 862	13 680	18 910	15 100	15 103	15 255	15 568	16 079	93 518	250 705	261 528	278 180	
Surplus/(Deficit) 1.	48 965	(4 986)	(2 258)	(5 898)	(4 361)	30 697	(3 528)	(3 520)	47 292	(1 613)	(4 500)	(78 621)	17 668	16 785	18 303	

LIM471 Ephraim Mogale - Supporting Table SB16 Budgeted monthly capital expenditure (municipal vote)

Description - Municipal Vote	Medium Term Revenue and Expenditure Framework														
	Budget Year 2016/17	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year +1 2017/18	Budget Year +2 2018/19
	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															
<u>Multi-year expenditure appropriation</u>															
Vote 1 - EXECUTIVE AND COUNCIL															
Vote 2 - MUNICIPAL MANAGER															
Vote 3 - FINANCE															
Vote 4 - CORPORATE SERVICES MANAGEMENT															
Vote 5 - COMMUNITY SERVICES MANAGEMENT															
Vote 6 - TECHNICAL SERVICES															
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT															
Vote 8 - [NAME OF VOTE 8]															
Vote 9 - [NAME OF VOTE 9]															
Vote 10 - [NAME OF VOTE 10]															
Vote 11 - [NAME OF VOTE 11]															
Vote 12 - [NAME OF VOTE 12]															
Vote 13 - [NAME OF VOTE 13]															
Vote 14 - [NAME OF VOTE 14]															
Vote 15 - [NAME OF VOTE 15]															
Capital Multi-year expenditure sub-total	100	2 340	5 093	177	52	2 029	3 550	6 435	13 440	15 257	12 439	9 014	69 926	68 937	73 831

LIM471 Ephraim Mogale - Supporting Table SB16 Budgeted monthly capital expenditure (standard classification)

Description - Municipal Vote	Budget Year 2016/17	Medium Term Revenue and Expenditure Framework													
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year +1 2017/18	Budget Year +2 2018/19	
	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															
<u>Single-year expenditure appropriation</u>															
Vote 1 - EXECUTIVE AND COUNCIL															
Vote 2 - MUNICIPAL MANAGER															
Vote 3 - FINANCE															
Vote 4 - CORPORATE SERVICES MANAGEMENT															
Vote 5 - COMMUNITY SERVICES MANAGEMENT															
Vote 6 - TECHNICAL SERVICES															
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT															
Vote 8 - [NAME OF VOTE 8]															
Vote 9 - [NAME OF VOTE 9]															
Vote 10 - [NAME OF VOTE 10]															
Vote 11 - [NAME OF VOTE 11]															
Vote 12 - [NAME OF VOTE 12]															
Vote 13 - [NAME OF VOTE 13]															
Vote 14 - [NAME OF VOTE 14]															
Vote 15 - [NAME OF VOTE 15]															
Capital single-year expenditure sub-total															
Total Capital Expenditure	100	2 340	5 093	177	52	2 029	3 550	6 435	13 440	15 257	12 439	9 014	69 926	68 937	73 831

LIM471 Ephraim Mogale - Supporting Table SB15 Budgeted monthly cash flow (Cash Receipts by Source)

Monthly cash flows	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17 Adjusted Budget	Budget Year +1 2017/18 Adjusted Budget	Budget Year +2 2018/19 Adjusted Budget	
	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	1 597	1 621	1 602	1 690	2 254	1 578	1 829	1 839	1 870	1 849	1 858	5 061	24 647	25 564	27 097	
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - electricity revenue	2 760	3 541	3 573	3 971	4 092	3 762	2 735	2 740	2 729	2 736	2 735	2 736	38 110	47 400	50 244	
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Service charges - refuse	179	232	227	333	258	306	307	306	308	304	306	421	3 488	3 738	3 962	
Service charges - other	8	7	7	10	10	6	8	11	19	17	19	22	143	222	235	
Rental of facilities and equipment	138	138	135	140	136	142	969	950	951	953	940	943	6 535	1 315	1 394	
Interest earned - external investments	379	374	404	449	418	420	204	274	300	204	274	205	3 908	2 015	2 136	
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends received	3	26	14	6	29	18	21	19	18	23	22	49	247 660	775 093	821 598	
Fines	811	990	785	744	862	254	304	306	308	305	305	(2 852)	3 121	3 600	3 815	
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Agency services	49 031	1 810	1 810	564	305	39 281	546	539	547	550	547	3 712	7 035	8 563	9 077	
Transfer receipts - operational	476	515	503	564	305	558	6923	6 984	30 503	6 941	7 006	(0)	120 624	129 148	137 610	
Other revenue	55 381	7 445	9 060	7 926	8 365	46 917	6 923	6 984	37 553	6 941	7 006	10 297	210 799	228 012	242 406	
Cash Receipts by Source																
Other Cash Flows by Source																
Transfers receipts - capital	23 014	-	-	-	-	14 706	-	-	2 604	-	-	-	40 324	34 179	36 987	
Total Cash Receipts by Source	78 395	7 445	9 060	7 926	8 365	61 623	6 923	6 984	40 157	6 941	7 006	10 297	251 124	262 191	279 393	

LIM471 Ephraim Mogale - Supporting Table SB15 Budgeted monthly cash flow (Cash Payments by Type)

Monthly cash flows	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17 Adjusted Budget	Budget Year +1 2017/18 Adjusted Budget	Budget Year +2 2018/19 Adjusted Budget
	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 Payments by Type															
Employee related costs	4 846	4 856	5 110	4 490	5 500	4 930	4 800	4 890	7 900	4 872	4 990	15 937	73 122	74 952	79 449
Remuneration of councillors	832	878	922	878	878	878	889	888	959	899	939	1 823	11 663	12 363	13 105
Finance charges	-	28	27	25	25	23	13	12	14	13	13	204	398	846	897
Bulk purchases - Electricity	-	3 411	-	2 075	2 289	6 617	2 494	2 493	2 399	2 499	2 489	2 589	29 355	31 566	33 460
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	253	477	-	42	112	963	2 000	1 500	3 000	800	900	442	10 489	13 879	14 712
Contracted services	-	1 446	-	1 898	623	260	1 600	1 589	3 500	698	789	793	13 196	9 191	9 742
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other	-	126	-	-	-	123	370	381	369	349	390	362	2 470	-	-
Other expenditure	2 317	5 525	5 442	4 344	1 891	5 116	5 520	5 469	5 600	5 539	5 460	5 532	57 755	60 422	65 008
Cash Payments by Type	8 248	16 748	11 501	13 752	11 318	18 910	17 686	17 222	23 741	15 669	15 970	27 682	198 447	203 220	216 373
Other Cash Flows/Payments by Type															
Capital assets	100	2 340	5 092	177	204	2 029	3 550	6 435	13 440	15 257	12 439	8 862	69 926	68 937	73 891
Repayment of borrowing	-	108	109	110	111	111	111	111	111	111	111	263	1 365	1 977	2 096
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	8 348	19 196	16 702	14 039	11 633	21 050	21 347	23 768	37 292	31 037	28 520	36 807	269 738	274 134	292 300
NET INCREASE/(DECREASE) IN CASH HELD	70 048	(11 751)	(7 642)	(6 113)	(3 289)	40 573	(14 423)	(16 783)	2 866	(24 096)	(21 513)	(26 511)	(18 614)	(11 943)	(12 908)
Cash/cash equivalents at the month/year beginning:	93 251	163 299	151 548	143 906	137 792	134 524	175 097	160 874	143 890	146 756	122 661	101 147	93 251	74 637	62 694
Cash/cash equivalents at the month/year end:	163 299	151 548	143 906	137 792	134 524	175 097	160 674	143 890	146 756	122 661	101 147	74 637	74 637	62 694	49 787

LIM471 Ephraim Mogale - Supporting Table SB17 Adjustments Budget - monthly capital expenditure (standard classification) - 28/02/2017

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17 Adjusted Budget	Budget Year +1 2017/18 Adjusted Budget	Budget Year +2 2018/19 Adjusted Budget	
	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																
Capital Expenditure - Standard																
Governance and administration																
Executive and council																
Budget and treasury office																
Corporate services																
Community and public safety																
Community and social services																
Sport and recreation																
Public safety																
Housing																
Health																
Economic and environmental services																
Planning and development																
Road transport																
Environmental protection																
Trading services																
Electricity																
Water																
Waste water management																
Waste management																
Other																
Total Capital Expenditure - Standard	100	2 340	5 093	177	52	2 029	3 550	6 435	13 480	15 257	12 709	8 704	69 926	68 937	73 831	

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: House the Nation and Build Integrated Human Settlement

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
House the nation and build Integrated Human Settlement	Land Use Management	% of land use applications received and processed within 60 days as per the Town Planning and Township Ordinance Act 15 of 1986	SR 01	Oper	15	100%	100%	100%	100%	100%	Land application register
			SR 02	Oper	0	N/A	N/A	N/A	1	1	Council Resolution, agenda and proof of Gazette
			SR 03	Oper	New	N/A	N/A	N/A	1	1	Council Resolution, agenda and proof of Gazette
			SR 04	Oper	200	100%	100%	100%	100%	100%	Individual site inspection reports and the Building plan file register

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
House the nation and build Integrated Human Settlement	Land Use Management	% of New Building Plans of more than 500 square meters assessed within 28 days of receipt of plans.	SR 04	Oper	New	100%	100%	100%	100%	100%	Building Plan submission register
		# of municipal buildings maintained as per the approved municipal maintenance plan by 30 June 2017	SR 06	572,3	24	5	5	5	20	72	Section financial report
		# of Land Use Awareness workshops to held with Magoshi by 30 June 2017	SR 08	Oper	1	1	1	1	4	Attendance registers and reports	
		% of buildings; constructed with approved plans, inspected that comply with the National Building Regulations and Building Standards Amendments Act No 49 of 1995	SR 04	Oper	New	100%	100%	100%	100%	Individual site inspection reports and the Building plan file register	
Housing		Develop a municipal building maintenance plan and submit to Council for approval by 30 Sept 2016	SR 05	Oper	New	1	N/A	N/A	1	Building Plan submission register	
		# of municipal houses to be maintained as per the approved municipal maintenance plan by the 30 Jun 2017	SR 07	Oper	New	10	10	10	40	Approved Maintenance Plan	
		# of reports in terms of new RDP Housing units provided by the CoGHSTA submitted to Council by 30 Jun 2017	SR 13 /14	Oper	New	1	1	1	4	Annual RDP Housing report	
SDF		Review EPMLM Spatial Development Framework and adopted by Council by 31 March 2017	SR 10	106	0	N/A	N/A	1	1	Council Resolution and agenda	
		Review EPMLM Town Planning Scheme by 31 March 2017	SR 11	Oper	0	N/A	N/A	1	1	Council Resolution and agenda	
Improved community wellbeing through accelerated	SCM	% attendance at scheduled Bid Committee meetings by 30 Jun 2017 (P&ED)	FV 07	Oper	New	100%	100%	100%	100%	100%	Attendance register

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
service delivery											
Build effective and efficient organization	Institutional Development	# of new / reviewed policies adopted by Council by 31 March 2017 (P&ED)	MTOD 09	Oper	0	N/A	N/A	1	N/A	1	Council Resolution and agenda
		% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (P&ED)	GG 14/15	Oper	New	100%	100%	100%	100%	100%	Quarterly IA status reports
	Good Governance	% of AG Management Letter findings resolved by 30 Jun 2017 (P&ED)	GG 11/12 13	Oper	New	N/A	N/A	100%	100%	100%	Quarterly AG Action Plan report
		% execution of identified risk management plan within prescribed timeframes per quarter (P&ED)	GG 16	Oper	New	100%	100%	100%	100%	100%	Quarterly Risk management committee reports

8.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: Improved Community Wellbeing through Accelerated Service Delivery

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Improved community wellbeing through accelerated service delivery	Roads and storm water	# of Kms of roads to be graded by 30 Jun 2017	BS 89	Oper 1 644	1783.9K m	350	300	350	300	1,300.00	Inspection report
		Number of m2 of base and surface patches repaired by 30 Jun 2017	BS 90	Oper	2170,91 m2	300	300	280	320	1200	Inspection report
		Review Roads Master plan and adopted by Council by 31 March 2017	BS 59	Oper	1	N/A	N/A	N/A	1	1	Council Resolution and agenda
Improved community wellbeing through accelerated service delivery	Roads and storm water	# of Kms of gravel roads to be constructed in tar by 30 Jun 2017	BS 48/84/53/70	MIG 29 517	4,7kms	N/A	N/A	N/A	3.9km	3.9km	Completion Certificate
		# of kms of Storm Water to be constructed in Ext 6 by 30 Jun 2017	BS 45	6,000	400m	N/A	N/A	N/A	1.294km	1.294km	Completion Certificate
		# of Kms of roads to be rehabilitated by 30 Jun 2017	BS 71/50	5 800	New	N/A	N/A	N/A	1.1km	1.1km	Completion Certificate
		% spending on MIG funding by the 30 June 2017	New	Oper	New	N/A	25%	60%	100%	100%	Section 72 financial report
		Number of Km of roads to be constructed by 30 Jun 2017 (Industrial Road)	BS 57	MIG 1 000	400m	N/A	N/A	N/A	250M	250M	Completion Certificate
Improved community wellbeing	Electricity	Number of high mast lights connected Morarela, Mbuzini, Mohlotsi, Matseding and Mohlalaotwane by 30 Jun 2017	BS 17	60	11	N/A	N/A	N/A	16	16	Certificate of compliance
		# of Quarterly reports in terms of households with access to basic levels of electricity submitted to the MIM (GKPI)	New	Oper	New	1	1	1	1	4	Copy Quarterly reports and Eskom monthly report
Improved community wellbeing	Electricity	# of Energy Master plans & OM plans developed and submitted to Council for adoption by 30 June 2017	BS 22	500	New	N/A	N/A	1 Master	1 O&M	2	Council Resolution and agenda

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
through accelerated service delivery											
Improved community wellbeing through accelerated service delivery	Electricity	# high mast lights upgraded to led fittings at Matlala Ramoshebo by 30 Jun 2017	BS25	435	New	N/A	N/A	N/A	30	30	Completion Certificate
		% of faulty streetlights fittings maintained within 90 days	BS 07/08	Oper	98,05%	100%	100%	100%	100%	100%	Inspection/repair reports. Monthly reports.
		% of faulty Mast light fittings repaired within 90 days	BS 09/10	Oper	99,77%	100%	100%	100%	100%	100%	Inspection/repair reports. Monthly reports.
		% of households with access to basic levels of electricity by the 30 June 2017 (GKPI)	New	Oper	97,0%	N/A	N/A	N/A	>97%	>97%	ESKOM monthly reports
Improved community wellbeing through accelerated service delivery	Project Management	% of new Capital projects started on time in terms of the appointment of consultants / contractors for EPMLM funded projects as per the Capital implementation plan	New	Oper	New	50%	100%	N/A	N/A	100%	Individual project appointment letters in terms of consultants / contractors
		% of new Capital projects completed in terms of agreed schedule for EPMLM funded projects by Jun 30 2017	New	Oper	New	N/A	N/A	50%	100%	100%	Individual project certificates of completion (COC)
		% of Capital budget spend in terms of new IDP identified projects as per the Capital implementation plan by the 30 June 2017 (GKPI)	New	Oper	New	N/A	25%	60%	100%	100%	Section 72 financial report
Improved community wellbeing	Waste Removal	% of households with access to a minimum level of basic waste removal by 30 June 2017 (once per week) (GKPI)	BS 94	Oper	17,4%	N/A	N/A	N/A	>17,4%	>17,4%	Weekly waste collection schedules

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17					POE
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
through accelerated service delivery	Waste Removal	# of existing households in formal settlements provided with solid waste removal services by 30 Jun 2017	BS 94	Oper	5619/week	N/A	N/A	N/A	5619/week	5619/week	Weekly waste collection schedules
	SCM	% attendance at scheduled Bid Committee meetings by 30 Jun 2017 (Social & IS)	FV 07	Oper	New	100%	100%	100%	100%	100%	Attendance register
Effective and Efficient Community Involvement		# of quarterly reports submitted to Council in terms of compliance to the CoGHSTA Back to Basics reporting system	New	Oper	New	1	1	1	1	4	Copy of Quarterly report submitted to CoGHSTA
		External audit of the Landfill to comply with National Environmental Waste Act by 30 Jun 2017	BS 98	90	1	N/A	N/A	N/A	1	1	External Audit report
	Community Facilities	# of landscaping and greening project implemented by 30 Jun 2017	BS 102	320	1	N/A	N/A	N/A	1	1	Completion certificate
		# of Cultural and Heritage festivals held by 30 Jun 2017	BS 116/117	210	1	N/A	N/A	N/A	2	2	Approved project plan signed reports
		# of cemeteries fenced by 30 Jun 2017	BS 109	690	7	N/A	N/A	N/A	6	6	Completion certificates
		# of Mayor's cup events held by 30 Jun 2017	BS 114	95	1	N/A	N/A	N/A	1	1	Final report
		# of Mayors marathon events held by 31 Mar 2017	BS 115	40	2	N/A	N/A	1	N/A	1	Final report
Effective and Efficient Community Involvement	Community Facilities	# of Club Federations supported to promote sporting development by 30 Jun 2017	BS 120	90	New	1	1	1	1	4	Completion Handover report
	HIV & AIDS	# of quarterly Local Aids Council forum meetings held	BS 112	24,5	3	1	1	1	1	4	Attendance register and annual programme
		# of quarterly HIV /AIDS awareness campaigns	BS 113	40,8	3	1	1	1	1	4	Attendance register and annual programme

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17					POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual		
Build effective and efficient organization	Institutional Development	# of new / reviewed policies adopted by Council by 31 March 2017 (Social)	MTOD 09	Oper	3	N/A	N/A	3	N/A	3	Council Resolution and agenda	
		# of new / reviewed policies adopted by Council by 31 March 2017 (IS)	MTOD 09	Oper	3	N/A	N/A	N/A	2	2		
	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 Jun 2017 (Social & IS)	GG 14/15	Oper	New	100%	100%	100%	100%	100%	100%	Quarterly status reports
		% of AG Management Letter findings resolved by 30 Jun 2017 (Social & IS)	GG 11/12 13	Oper	New	NA	N/A	100%	100%	100%	100%	Quarterly AG Action Plan report
		% execution of identified risk management plan within prescribed timeframes per quarter (Social & IS)	GG 16	Oper	New	100%	100%	100%	100%	100%	Quarterly Risk management committee reports	

8.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective A: Grow the Economy and Provide Livelihood Support Strategic Objective B: Develop Partnerships

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Grow the economy and provide livelihood support	LED	# of quarterly SMME's and Cooperatives capacity building skill workshops scheduled and held	LED 01	0	4	1	1	1	1	4	Attendance registers
			LED 02	0	12	3	3	3	3	12	Copies of completed funding application forms
		# of quarterly LED forum meetings held	LED 03	21,2	4	1	1	1	1	4	Reports and Attendance Registers
			LED 06	0	1	N/A	N/A	N/A	1	1	Updated Cooperatives database
		# of EPWP job opportunities provided through EPWP grant by 30 June 2017 (GKPI)	LED 03/08	601.2	382	50	100	100	55	305	Quarterly reports submitted to the Department of Public Work
			LED 06	0	1	N/A	N/A	N/A	1	1	Updated Cooperatives database
Develop partnerships	LED	Hosting of a LED Summit by 30 Jun 2017	LED 04	84,8	1	N/A	N/A	N/A	1	1	Reports and Attendance Register
			LED 05	0	0	N/A	1	N/A	N/A	1	1
		Tourism Association established by Dec 2016									

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17					POE
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Develop partnerships	LED	Participation in a Businesses Tourism Indaba by 30 Jun 2017	LED 09	0	2	N/A	N/A	N/A	1	1	Reports and Attendance Register
		# of quarterly reports submitted to Council with respect to the implementation of Social Labour Plan (SLP) programmes of Mining Companies	New	Oper	New	1	1	1	1	4	Quarterly report and Council resolution
		# of quarterly reports submitted to Council with respect to the Corporate Social Investment (CSI) programmes of both Business and Mining organisations	New	Oper	New	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 Capacitated Workforce Strategic Objective B: Build Effective and Efficient Organization

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Improve community wellbeing through accelerated service delivery -	Institutional Development	# of quarterly Customer Complaint reports submitted to Council (inclusive of Presidential Hotline)	MTOD 19	0.5		1	1	1	1	4	Quarterly Customer Complaint reports
	SCM	% attendance at scheduled Bid Committee meetings by 30 Jun 2017 (Corp)	FV 07	Oper	New	100%	100%	100%	100%	100%	Attendance register
Develop and retain skilled capacitated workforce	Institutional Development	# of new / reviewed policies adopted by Council by 30 Jun 2017 (Corp)	MTOD 09	3 000	0	3	3	3	3	12	Council Resolution and agenda
		% of Lease Agreements processed within the time frame of 30 days	MTOD 12	Oper	New	100%	100%	100%	100%	100%	Lease Agreements
		% of Service Level Agreements (SLA's) and Employment Contracts processed within the time frame of 30 days	MTOD 34	Oper	New	100%	100%	100%	100%	100%	SLA's and employment contracts
		% of approved positions processed within three months of post being vacant (task 13 and above)	MTOD 02	Oper	New	100%	100%	100%	100%	100%	Appointment letters
		% approved vacant positions (previously filled) processed within (3) months of post being vacant	MTOD 02	Oper	New	100%	100%	100%	100%	100%	Appointment letters
		# of Job Descriptions developed by 30 Jun 2017	MTOD 13	600	150	55	55	55	55	220	Signed job descriptions
		% of employees from previously disadvantaged groups appointed in the three highest levels of management as per the approved EE plan by the 30 June 2017 (GKPI)	MTOD 01	75	New	N/A	N/A	N/A	100%	100%	Quarterly Equity Employment Plan reports

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2015/16	2016/17					POE		
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual			
Develop and retain skilled capacitated workforce	Institutional Development	% of budget spent implementing the Workplace Skills Plan by the 30 Jun 2017 (GKPI)	MTOD 03	Oper	New	N/A	N/A	N/A	100%	100%	72	Section financial report	
		% of beneficiaries trained as per target of Workplace Skill Plan (WSP) by 30 Jun 2017	MTOD 03	318	New	N/A	N/A	N/A	100%	100%		Approved WSP Report & Annual training report	
		# of Councillors trained by 30 Jun 2017	GG 08	220,9	0	N/A	N/A	N/A	N/A	21	21		Training Reports
		# of beneficiaries of the Community Bursary scheme by the 30 Jun 2017	MTOD 07/14	901	0	N/A	N/A	N/A	N/A	6	6		Proof of payment, signed contracts and reports
		Review organisational structure and align to the IDP and Budget by 30 June 2017	MTOD 10/11	Oper	New	N/A	N/A	N/A	1	1	1		Approved annual organogram
		# of quarterly ICT steering committee meetings held in terms of the implementation of the ICT governance strategy and policy	MTOD 23/24 25/26 27/28	1 860,7	4	1	1	1	1	4	4		ICT steering committee meeting minutes
		# of quarterly Local Labour Forum (LLF) meetings held as scheduled	MTOD 08	120		1	1	1	1	4	4		Signed minutes and attendance register
		# of quarterly Workplace Health and Safety Forum meetings held as scheduled	MTOD 04	350	4	1	1	1	1	4	4		Signed minutes and attendance register
		# of quarterly Employee Wellness Programs held	MTOD 05	400	4	1	1	1	1	4	4		Attendance registers
		# of Quarterly institutional Performance Reports submitted to Council per quarter	MTDO 39	63,6	4	1	1	1	1	4	4		Quarterly institutional Performance Reports and council resolution
2018/19 IDP review Process Plan approved by 30th June 2017	MTOD 35	Oper	New	N/A	N/A	N/A	1	1	1		Approved IDP Framework and Plan		