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EPHRAIM MOGALE LOCAL MUNICIPALITY



2016/2017 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

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

EPHRAIM MOGALE LOCAL MUNICIPALITY
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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:

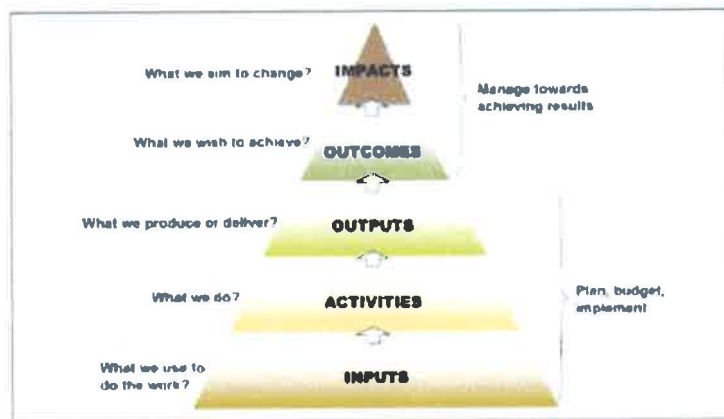
- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

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(FMPPPI) that was published in May 2007. The accompanying figure as an extract from the FMPPPI 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
Plan for the future	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 in 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".
housing the nation and building Integrated human settlement	Refer above

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
Municipal Transformation and Organisational Development	Differentiate approach to municipal financing, planning and support	Develop and retain skilled capacitated workforce
		Plan for the future
Basic Services and Infrastructure Development	Improved access too basic services	Improve Community well-being through accelerated service delivery
	Support for human settlements	House the nation and build integrated human settlement
LED	Implementation of community work programme	Grow the economy and provide livelihood support
		Develop partnerships
Municipal Financial Viability and Management	Improve municipal financial and administrative capability	Become financially viable
		Develop, retain skilled and capacitated workforce
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
Spatial Rationale	Actions supportive of the human settlement outcomes	To promote integrated human settlement and agrarian reform

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 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 SA25 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				
Revenue By Source																			
Property rates	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	2364361,37	28372336,46	30074676,65	31879157,25			
Service charges - electricity revenue	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,14	54203874,18	57573538,73	61027951,05				
Service charges - refuse revenue	367293,541	367293,541	367293,541	367293,541	367293,541	367293,541	367293,541	367293,541	367293,541	367293,541	367293,541	367293,541	4407522,495	4671973,845	4952292,276				
Rental of facilities and equipment	17439,6412	17439,6412	17439,6412	17439,6412	17439,6412	17439,6412	17439,6412	17439,6412	17439,6412	17439,6412	17439,6412	17439,6412	209275,694	221832,2356	235142,1698				
Interest earned - external investments	103383,372	103383,372	103383,372	103383,372	103383,372	103383,372	103383,372	103383,372	103383,372	103383,372	103383,372	103383,372	1240600,488	1315036,496	1393938,686				
Interest earned - outstanding debtors	197997,047	197997,047	197997,047	197997,047	197997,047	197997,047	197997,047	197997,047	197997,047	197997,047	197997,047	197997,047	2375964,56	2518522,434	2669633,78				
Fines	60934,964	60934,964	60934,964	60934,964	60934,964	60934,964	60934,964	60934,964	60934,964	60934,964	60934,964	60934,964	731219,568	775092,7421	821598,3066				
Licences and permits	282980,916	282980,916	282980,916	282980,916	282980,916	282980,916	282980,916	282980,916	282980,916	282980,916	282980,916	282980,916	3395770,992	3599517,252	3815488,287				
Agency services	673204,94	673204,94	673204,94	673204,94	673204,94	673204,94	673204,94	673204,94	673204,94	673204,94	673204,94	673204,94	8078459,28	8663166,837	9076955,847				
Transfers recognised - operational	512987,85,2								39558814,8					120624000	129148000	137610000			
Other revenue	446004,723	446004,723	446004,723	446004,723	446004,723	446004,723	446004,723	446004,723	446004,723	446004,723	446004,723	443771,722	5349823,67	5673180,16	6013571,41				
Gains on disposal of PPE												600000	600000	0	0	0			
Total Revenue (excluding capital transfers and contributions)	60329375,3	6030590,06	6030590,06	6030590,06	6030590,06	6030590,06	6030590,06	6030590,06	48589404,9	6030590,06	6030590,06	9407990,06	38419590,1	9030590,06	9030590,06	9628356,55	229588847,4	244134537,4	259495730,1

LIM471 Ephraim Mogale - Supporting Table SA25 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	
Expenditure By Type																
Employee related costs	5892479,24	5892479,24	5892479,24	5892479,24	5892479,24	5892479,24	5892479,24	5892479,24	5892479,24	5892479,24	5892479,24	5892479,23	70709750,82	74952335,87	79445476,02	
Remuneration of councillors	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	11663148,02	12362936,9	13104713,12	
Debt impairment												7314000	7314000	7752840	8218010,4	
Depreciation & asset impairment												44944000	44944000	47640640	50499078,4	
Finance charges	66498,3933	66498,3933	66498,3933	66498,3933	66498,3933	66498,3933	66498,3933	66498,3933	66498,3933	66498,3933	66498,3933	66498,3937	797980,72	845859,5632	896611,137	
Bulk purchases	2446254,78	2446254,78	2446254,78	2446254,78	2446254,78	2446254,78	2446254,78	2446254,78	2446254,78	2446254,78	2446254,78	2446260,03	29355062,61	31566492,18	33460481,71	
Other materials	501851,765	672664,765	848850,765	1086826,74	694076,765	1533995,77	1103826,77	1025226,77	1623530,57	926693,485	993810,565	2082088,11	13093442,82	13879049,39	14711792,35	
Contracted services	312000	312000	312000	312000	312000	312000	312000	312000	312000	312000	312000	2388679	8820679	9190919,74	9742374,924	
Transfers and grants	229157,185	229157,185	229157,185	229157,185	229157,185	229157,185	229157,185	229157,185	229157,185	229157,185	229157,185	229157,185	2749886,22	2914879,86	3089772,66	
Other expenditure	5177885,74	5298058,66	5821127,51	5435406,81	5983936,11	574292,03	5978826,98	7520814,21	5283253,78	5261715,07	5156805,53	-	58807897,16	60421983,87	65007943,32	
Loss on disposal of PPE												0	0	0	0	
Total Expenditure	15598056,1	15889042	16588296,9	17440552,1	16596331,5	17193606,4	18998972,3	18464356,6	16825102,9	16106727,1	16068934,7	62485865,7	248255847,4	261527937,4	278180254,1	
Surplus/(Deficit)	44731319,2	-	-7557706,8	-	31993073,4	8163016,32	-	-9056369,5	21594487,1	-	7038344,62	-	-18667000	-17393400	-	
Transfers recognised - capital	12374220,9			10404942					9137837,1				31917000	34179000	36987000	
Surplus/(Deficit) after capital transfers & contributions	57105540,1	-	-7557706,8	1994979,93	31993073,4	8163016,32	-	-9056369,5	30732324,2	-	7038344,62	-	13250000	16785600	18302476,01	
Surplus/(Deficit)	57105540,1	6858451,95	-7557706,8	1994979,93	31993073,4	8163016,32	-	-9056369,5	30732324,2	-	7038344,62	-	13250000	16785600	18302476,01	

LIM471 Ephraim Mogale - Supporting Table SA26 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
Revenue by Vote															
Vote 1 - EXECUTIVE AND COUNCIL	1088875,41	585675,407	585675,407	585675,407	963075,407	585675,407	585675,407	585675,407	585675,407	585675,407	585675,407	585675,407	8286104,88	7382111,17	7756537,84
Vote 3 - FINANCE	53147805,2	2352220,03	2352220,03	2352220,03	41533634,8	2352220,03	2352220,03	2352220,03	31741220	2352220,03	2352220,03	2949987,03	148190407,4	159135918,8	169465693,9
Vote 5 - COMMUNITY SERVICES MANAGEMENT	1354803,05	1354803,05	1354803,05	1354803,05	1354803,05	1354803,05	1354803,05	1354803,05	1354803,05	1354803,05	1354803,05	1465587,64	16368421,2	17350526,48	18391558,06
Vote 6 - TECHNICAL SERVICES	17112112,5	4737891,58	4737891,58	15142833,6	4737891,58	4737891,58	4737891,58	4737891,58	13875728,7	4737891,58	4737891,58	4627106,58	88660913,96	94444980,89	100868839,8

LIM471 Ephraim Mogale - Supporting Table SA26 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
Expenditure by Vote to be appropriated															
Vote 1 - EXECUTIVE AND COUNCIL	2358079,925	2358079,925	2358079,925	2358079,925	2358079,925	2358079,925	2358079,925	2358079,925	2358079,925	2358079,925	2358079,925	2358079,924	282369959,1	28661296,65	30380974,44
Vote 2 - MUNICIPAL MANAGER	360964,8103	363714,8042	308704,5642	453714,8042	353714,8042	353714,8042	403714,8042	403714,8042	303714,8042	303714,8042	260964,868	260964,868	4264087,48	4678911,53	4959646,222
Vote 3 - FINANCE	2945036,443	2945036,443	2945036,443	2945036,443	2945036,443	2945036,443	2945036,443	2945036,443	2945036,443	2945036,443	56174685,44	56174685,44	88570066,31	93080743,55	98791888,16
Vote 4 - CORPORATE SERVICES MANAGEMENT	1944725,113	1990475,113	2196455,113	1970425,113	2054308,443	1944725,113	1944725,113	2949594,543	2009421,863	1944421,863	1894026,183	1894026,183	24803975,43	26356133,95	27937301,99
Vote 5 - COMMUNITY SERVICES MANAGEMENT	3210418,882	3302327,982	3234543,882	3227718,882	3232618,882	3280743,882	3375574,882	3957463,882	3323724,882	3256063,882	3510263,282	3510263,282	40431770,88	42698877,13	45260929,76
Vote 6 - TECHNICAL SERVICES	3692333,283	3852910,103	4458979,293	4399079,323	4566075,323	5224808,573	4885343,523	4763972,323	4798627,373	4112912,583	3884626,323	3955368,443	52595036,47	56200364,47	59571646,34
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT	774497,6459	774497,6459	774497,6459	774497,6459	774497,6459	774497,6459	774497,6459	774497,6459	774497,6459	774497,6459	774497,6459	774497,6491	9293971,754	9851610,056	11277866,66
Total Expenditure by Vote	15286056,1	15577042,02	16276296,87	16128552,14	16284331,47	16881606,39	16686972,34	18152359,57	16513102,94	15794727,15	15756934,69	68917865,79	248255847,4	261527937,3	278180253,6
Surplus/(Deficit) before assoc.	57417540,07	6546451,946	7245706,796	3306979,934	32305073,4	7851016,316	7656382,266	8744389,496	31044324,23	6764137,076	6726344,616	59289509,13	13250000	16785600	18302476,01
Surplus/(Deficit)	57417540,07	6546451,946	7245706,796	3306979,934	32305073,4	7851016,316	7656382,266	8744389,496	31044324,23	6764137,076	6726344,616	59289509,13	13250000	16785600	18302476,01

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

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	
Revenue - Standard																
Governance and administration	54236680,6	2937895,44	2937895,44	2937895,44	42496710,2	2937895,44	2937895,44	3315295,44	32326895,4	2937895,44	2937895,44	3535662,44	156476512,3	166518030	177222231,8	
Executive and council	1088875,41	585675,407	585675,407	585675,407	963075,407	585675,407	585675,407	963075,407	585675,407	585675,407	585675,407	585675,407	8286104,88	7382111,17	7756537,84	
Budget and treasury office	53147805,2	2352220,03	2352220,03	2352220,03	41533634,8	2352220,03	2352220,03	2352220,03	31741220	2352220,03	2352220,03	2949987,03	148190407,4	159135918,8	169465693,9	
Community and public safety	214143,451	214143,451	214143,451	214143,451	214143,451	214143,451	214143,451	214143,451	214143,451	214143,451	214143,451	214143,451	2569721,41	2723904,68	2887338,97	
Community and social services	2473,46833	2473,46833	2473,46833	2473,46833	2473,46833	2473,46833	2473,46833	2473,46833	2473,46833	2473,46833	2473,46833	2473,46833	29681,62	31462,52	33350,27	
Public safety	189594,65	189594,65	189594,65	189594,65	189594,65	189594,65	189594,65	189594,65	189594,65	189594,65	189594,65	189594,65	2275135,8	2411643,94	2556342,58	
Housing	22075,3325	22075,3325	22075,3325	22075,3325	22075,3325	22075,3325	22075,3325	22075,3325	22075,3325	22075,3325	22075,3325	22075,3325	264903,99	280798,22	297646,12	
Economic and environmental services	13368489	994268,09	994268,09	11399210,1	994268,09	994268,09	994268,09	994268,09	10132105,2	994268,09	994268,09	994268,09	43848217,08	46826090,11	50392915,51	
Road transport	13368489	994268,09	994268,09	11399210,1	994268,09	994268,09	994268,09	994268,09	10132105,2	994268,09	994268,09	994268,09	43848217,08	46826090,11	50392915,51	
Trading services	4884283,09	4884283,09	4884283,09	4884283,09	4884283,09	4884283,09	4884283,09	4884283,09	4884283,09	4884283,09	4884283,09	4884282,68	58611396,68	62245512,58	65980243,33	
Electricity	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	4516989,55	54203874,18	57573538,73	61027951,05	
Waste management	367293,542	367293,542	367293,542	367293,542	367293,542	367293,542	367293,542	367293,542	367293,542	367293,542	367293,542	367293,542	4407522,5	4671973,85	4962292,28	
Total Revenue - Standard	72703596,2	9030590,07	9030590,07	19435532,1	48589404,9	9030590,07	9030590,07	9407990,07	47557427,2	9030590,07	9030590,07	9628356,66	261505847,4	278313537,3	296482729,6	
		14135728,5	14135728,5	24540670,5	54071943,3	14135728,5	14135728,5	14890528,5	52662565,6	14135728,5	14135728,5					

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

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	
Expenditure - Standard																
Governance and administration	7608806,29	7647306,28	7808276,04	7727256,28	7711139,61	7601556,28	7651556,28	8656425,71	7616253,03	7577503,03	6067736,4	145335068,3	152777085,7	162069810,8		
Executive and council	2719044,74	2711794,73	2666784,49	2811794,73	2711794,73	2711794,73	2761794,73	2761794,73	2661794,73	2661794,73	2619044,79	32561026,58	33340208,18	35340620,66		
Budget and treasury office	2945036,44	2945036,44	2945036,44	2945036,44	2945036,44	2945036,44	2945036,44	2945036,44	2945036,44	2945036,44	56174665,4	88570066,31	93080743,55	98791888,16		
Corporate services	1944725,11	1990475,11	2196455,11	1970425,11	2054308,44	1944725,11	1944725,11	2949894,54	2009421,86	1944421,86	1884026,18	24803975,43	26356133,95	27937302		
Community and public safety	1346259,47	1406804,93	1368884,47	1363559,47	1368459,47	1415084,47	1511415,47	2091304,47	1459565,47	1390404,47	1427376,04	17549266,5	18602222,49	19718415,85		
Community and social services	518173,19	558718,65	534298,19	532773,19	528373,19	534298,19	520773,19	1218873,19	583198,19	557973,19	534298,418	7185323,968	7616443,41	8073710,02		
Sport and recreation	123547,747	123547,747	130047,747	123547,747	123547,747	173547,747	283547,747	163547,747	158547,747	123547,747	188547,885	1844573,098	1955247,48	2072462,33		
Public safety											0	0	0	0		
Housing	432382,928	432382,928	432382,928	432382,928	432382,928	432382,928	432382,928	432382,928	432382,928	432382,928	432382,928	5188595,137	5499910,85	5829785,5		
Health	272155,608	294155,608	272155,608	274855,608	284155,608	274855,608	274711,608	276500,608	285436,608	276500,608	273144,408	333074,294	3530620,75	3742458		
Economic and environmental services	2785505,97	2941555,79	3250306,98	3192167,01	3476561,01	3694143,26	3478018,21	3298618,01	3201955,06	2910000,27	2944310,01	38380149,97	40524398,97	43789762,9		
Planning and development	342114,718	342114,718	342114,718	342114,718	342114,718	342114,718	342114,718	342114,718	342114,718	342114,718	342114,718	4105376,614	4351699,21	5448081,16		
Road transport	2443391,25	2599441,07	2908192,26	2850052,29	3134446,29	3352028,54	3135903,49	2956503,29	2859840,34	2567885,55	2602195,29	2864893,7	36172699,76	38341681,74		
Environmental protection											0	0	0	0		
Trading services	3545484,37	3581375,01	3848829,37	3845569,37	3728171,37	4170822,37	4045982,37	4106011,37	4235529,37	3843069,37	3605744,91	46391362,63	49624670,2	52602150,41		
Electricity	2975285,76	2979812,76	3277130,76	3275370,76	3157972,76	3599123,76	3475783,76	3533812,76	3665130,76	3271370,76	3008774,76	39186387,89	41987196,98	44506488,79		
Waste management	570198,608	601562,248	571698,608	570198,608	570198,608	571698,608	570198,608	572198,608	570198,608	571698,608	826198,608	638926,417	7637473,22	8095661,62		
Total Expenditure - Standard	15286056,1	15577042	16276296,9	16128552,1	16284331,5	16881606,4	16686972,3	18152359,6	16513102,9	15794727,1	15756934,7	248255847,4	261528377,3	278180140		
Surplus/(Deficit) before assoc.	57417540,1	6546451,94	7245706,79	3306979,94	32305073,4	7851016,31	7656382,26	8744369,49	31044324,2	6764137,07	59289509,1	13250000,02	16785160	18302589,6		
Surplus/(Deficit)	57417540,1	6546451,94	7245706,79	3306979,94	32305073,4	7851016,31	7656382,26	8744369,49	31044324,2	6764137,07	59289509,1	13250000,02	16785160	18302589,6		

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

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<i>Single-year expenditure to be appropriated</i>															
Vote 1 - EXECUTIVE AND COUNCIL				800000				0				0	800000	0	0
Vote 4 - CORPORATE SERVICES MANAGEMENT	33333	33333	38733	33333	583333	38733	33333	33333	38733	33333	33333	38737	971600	1029896	1091689,76
Vote 5 - COMMUNITY SERVICES MANAGEMENT	185333,333	185333,333	185333,333	185333,333	735333,33	1615333,33	515333,33	535333,33	485333,33	885333,33	355333,33	225333,357	6094000	6459640	6847218,4
Vote 6 - TECHNICAL SERVICES	334749,997	9234750	12334750	15834750	11494750	1650107,5	1234750	1884750	984750	984749,997	484749,997	384750,021	56842357,5	60599878,95	64993131,69
Vote 7 - PLANNING & ECONOMIC DEVELOPMENT									800000			0	800000	848000	898880
Capital single-year expenditure sub-total	553416,33	9453416,33	12558816,3	16853416,3	12813416,3	3304173,83	1783416,33	2453416,33	2308816,33	1903416,33	873416,327	648820,377	65507957,5	68937414,95	73830919,85
Total Capital Expenditure	553416,33	9453416,33	12558816,3	16853416,3	12813416,3	3304173,83	1783416,33	2453416,33	2308816,33	1903416,33	873416,327	648820,377	65507957,5	68937414,95	73830919,85

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

Description	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19	
Capital Expenditure - Standard													1771600	1029896	1091889,76	
Governance and administration	33333	33333	38733	833333	583333	38733	33333	33333	38733	33333	33333	38737				
Executive and council				800000					0			0	800000	0	0	
Corporate services	33333	33333	38733	33333	583333	38733	33333	33333	38733	33333	33333	38737	971600	1029896	1091889,76	
Community and public safety	185333,333	185333,333	185333,333	185333,333	555333,333	1405333,33	385333,333	435333,333	1285333,33	185333,333	355333,333	225333,334	5574000	5908440	6262946	
Community and social services					370000	970000	200000	250000	300000		170000	40000	2300000	2438000	2584280	
Sport and recreation						250000						0	250000	265000	280900	
Public safety	185333,333	185333,333	185333,333	185333,333	185333,333	185333,333	185333,333	185333,333	185333,333	185333,333	185333,333	185333,334	2224000	2357440	2498886	
Housing									800000			0	800000	848000	898880	
Economic and environmental services	334749,997	9234750	12334750	15434750	10634750	1334750	334749,997	334749,997	384750	334749,997	334749,997	384750,023	51417000	54849000	58897200	
Road transport	334749,997	9234750	12334750	15434750	10634750	1334750	334749,997	334749,997	384750	334749,997	334749,997	384750,023	51417000	54849000	58897200	
Trading services	0	0	0	400000	1040000	525357,5	1030000	1650000	600000	1350000	1500000	0,5	6745358	7150079	7579084	
Electricity				400000	860000	315357,5	900000	1550000	600000	650000	1500000	0,5	5425358	5750879	6095932	
Waste management					180000	210000	130000	100000		700000		0	1320000	1389200	1483152	
Total Capital Expenditure - Standard	553416,33	9453416,33	12558816,3	16853416,3	12813416,3	3304173,83	1783416,33	2453416,33	2308816,33	1903416,33	873416,33	648820,857	65507958	68937415	73830919,76	
Funded by:																
National Government	1237420,9					10404942			9137837,1			0	31917000	32570980	35282498,8	
Transfers recognised - capital	1237420,9	0	0	0	0	10404942	0	0	9137837,1	0	0	0	31917000	32570980	35282498,8	
Internally generated funds	374999,67	3274999,67	4380399,67	6274999,67	5834999,67	3125757,17	1604999,67	2274999,67	1330399,67	1724999,67	694999,67	2694404,12	33590958	36366435	38548420,96	
Total Capital Funding	1274920,6	3274999,67	4380399,67	6274999,67	5834999,67	13530699,2	1604999,67	2274999,67	10468236,8	1724999,67	694999,67	2694404,12	65507958	68937415	73830919,76	

LIM471 Ephraim Mogale - Supporting Table SA30 Budgeted monthly cash flow (Cash Receipts by Source)

MONTHLY CASH FLOWS	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework			
	R thousand	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
Cash Receipts By Source														1		
Property rates	2184203,2	1085656,67	2007889,12	1728204,62	2477997,1	2318978,75	2752098,32	2907858,21	2009920,66	1993321,6	1408000	1241871,75	24116000	25564000	27097000	
Service charges - electricity revenue	2951016,13	1835090,66	4080568	2758370,12	3763408,28	3664414,02	5099673,05	4062427,27	3925256,48	4540182,27	4365000	5123054,02	46167460,3	48937507,92	51873758,39	
Service charges - refuse revenue	211900,5	107519,72	281391,32	187795,71	253732,57	251648,76	280807,8	297884,32	230890,43	251998,95	324068	504361,92	3184000	3375000	3578000	
Rental of facilities and equipment	14284,34	10215,8	25687,2	19783,09	19496,5	21801	13892,5	18566,6	16969,5	16443	17254	14882,164	209275,694	221832,2356	235142,1698	
Interest earned - external investments	103000	103000	103000	103000	103000	103000	103000	103000	103000	103000	103000	107600,468	1240600,468	1315036,496	1393938,686	
Interest earned - outstanding debtors	83348,86	77740,54	278274,69	73044,55	117826,75	194163,1	224308,72	152841,12	180289,91	193444,06	248444,06	552238,2	2375964,56	2518522,434	2669633,78	
Fines	43062,15	40539,5	35486	44391,5	22791	65399,99	47211,19	57509,07	57399,84	45561,22	50789,3	221078,808	731219,568	775092,7421	821598,3066	
Licences and permits	243251	145036	256014	240361	267187	225012	103614	235143	215632	258364	279315	926841,992	3395770,992	3599517,252	3815488,287	
Agency services	674918,85	690993,62	652039,4	611068,67	1031140,95	686195,7	275539,95	676254,71	635416,16	735416	530000	879475,27	8078459,28	8563166,837	9076956,847	
Transfer receipts - operational	51298785,2				39558814,8		377400		29389000			0	120624000	129148000	137610000	
Other revenue	435026	431025	451365	425021	418796	431420	497025	436551	410253	415630	402130	597814,67	5352056,67	5673180,16	6013571,41	
Cash Receipts by Source	58242796,2	4526817,51	8171714,73	6191040,26	48034191	7962033,32	9396170,53	9325435,3	37174028	8553361,1	7728000,36	10169219,3	215474807,5	229690856,1	244185087,9	
Other Cash Flows by Source																
Transfer receipts - capital	12374220,9					10404942			9137837,1			0	31917000	34179000	36987000	
Decrease (increase) in non-current investments												1850000	1850000	1431000	1516000	
Total Cash Receipts by Source	70617017,1	4526817,51	8171714,73	6191040,26	48034191	18366975,3	9396170,53	9325435,3	46311865,1	8553361,1	7728000,36	12019219,3	249241807,5	265300856,1	282688087,9	

LIM471 Ephraim Mogale - Supporting Table SA30 Budgeted monthly cash flow (Cash Payments by Type)

MONTHLY CASH FLOWS	Budget Year 2018/17												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	
Cash Payments by Type																
Employee related costs	5792479,24	5892479,24	5892479,24	5902479,24	5452479,24	5372479,24	5469870	5992479	5922479,24	5924479,24	6892479,24	6202088,7	70709750,82	74952335,87	794949476,02	
Remuneration of councillors	871929,002	975929,002	981929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	971929,002	1057929	11663148,02	12362936,9	13104713,12	
Finance charges	76498,3933	66498,3933	65498,3933	64498,3933	63598,3933	63498,3933	62498,3933	61598,3933	61498,3933	61498,3933	61498,3933	79298,3937	797980,72	845859,5632	896611,137	
Bulk purchases - Electricity	3523938,96	3243428,82	2033507,18	2250340,54	2231376,17	2328579,49	2271530,85	2278436,74	2168306,85	2247365	2625478	2577421,01	2979709,61	31566492,18	33460481,71	
Other materials	481851,765	572864,765	858850,765	986826,735	684076,765	1433995,77	1303826,77	1025226,77	1623530,57	926693,485	993870,565	2202088,11	13093442,82	13879049,39	14711792,35	
Contracted services	312000	312000	312000	1312000	312000	312000	2312000	312000	312000	312000	312000	2388679	8820679	9190919,74	9742374,924	
Transfers and grants - other	129600,518	129600,518	129600,518	518933,848	129600,518	129600,518	129600,518	518933,848	129600,518	518933,848	129600,518	156280,528	2749886,22	2914879,86	3089772,66	
Other expenditure	4732000	4732000	4732000	4732000	4732000	4732000	4732000	4732000	4732000	4732000	4732000	4729123,55	56781123,55	53232910,5	59913175,11	
Cash Payments by Type	15920297,9	15925600,7	15005865,1	16739007,8	14577060,1	1534082,4	17253255,5	15892603,7	15921344,6	15699899	16723795,7	19392908,3	194395720,8	198945384	214368397	
Other Cash Flows/Payments by Type																
Capital assets	686749,67	9586749,67	12692149,7	16186749,7	12946749,7	3437507,17	1916749,67	2586749,67	1642149,67	2036749,67	1006749,67	782153,637	65507957,5	68590434,95	72705861,05	
Repayment of borrowing												1865187,16	1865187,16	1977098,39	2085724,293	
Total Cash Payments by Type	16607047,5	25512350,4	27698014,8	32925757,4	27523809,8	18781589,6	19170005,2	18479353,4	17563494,2	17736648,6	17730545,4	22040249,1	261768865,4	269512917,3	289169962,4	
NET INCREASE/(DECREASE) IN CASH HELD	54009969,6	20985532,9	-19526300	26734717,2	20510381,2	414614,253	9773834,67	9153918,11	28748370,8	9183287,53	-10002545	10021029,8	12527057,88	-4212061,27	6481894,501	
Cash/cash equivalents at the monthly/year begin:	74878876,8	128888846	107903313	88377013,4	61642296,3	82152677,4	81738063,2	71964228,5	62810310,4	91558681,3	82375393,7	72372848,7	74878876,76	62351818,88	58139757,61	
Cash/cash equivalents at the monthly/year end:	128888846	107903313	88377013,4	61642296,3	82152677,4	81738063,2	71964228,5	62810310,4	91558681,3	82375393,7	72372848,7	62351818,9	62351818,88	59139757,61	51657863,11	

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. OFFICE OF THE MUNICIPAL MANAGER – VOTE

KPA 2: Basic Service Delivery and Infrastructure Development

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Improved community wellbeing through accelerated service delivery	SCM	% attendance at scheduled Bid Committee meetings by 30 Jun 2017 (OMM)	FV 07	Oper	New	100%	100%	100%	100%	100%	Attendance register

KPA 4: Municipal Transformation and Institutional Development

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Plan for the future	Institutional Development	# of Quarterly institutional Performance Reports submitted to Council per quarter	MTDO 39	63,6	4	1	1	1	1	4	Quarterly institutional Performance Reports and council resolution
		# of formal performance reviews conducted with Section 56 employees (bi-annual)	MTDO 37	80	4	N/A	N/A	2	N/A	2	Section 56 Performance Assessments
		% of KPIs attaining organisational targets by 30 Jun 2017 (Total organisation)	MTDO 38	Oper	78%	75%	80%	85%	100%	100%	Annual Performance Report and Internal Audit quarterly report

KPA 6: Good Governance and Public Participation

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE		
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual	
Build effective and efficient Organization	Good Governance	# of Risk Management reports submitted to the Risk Management Committee per quarter	GG 10	350	4	2	4	4	4	14	Quarterly Risk Report	
		# of Risk Management Committee meetings convened per quarter	GG 20	0	4	1	1	1	1	4	Quarterly Risk management committee reports	
		% execution of identified risk management plan within prescribed timeframes per quarter (OMM)	GG 16	Oper	New	100%	100%	100%	100%	100%	100%	Quarterly Risk management committee reports
		% execution of identified risk management plan within prescribed timeframes per quarter (Total Organisation)	GG 16	Oper	New	100%	100%	100%	100%	100%	100%	Quarterly Risk management committee reports
		Fraud / Corruption Risk Plan approved by Council by 30 Sept 2016	GG 17	0	0	N/A	1	N/A	N/A	N/A	1	Approved fraud risk register

KPA 6: Good Governance and Public Participation

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE		
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual	
Build effective and efficient Organization	Good Governance	# of quarterly anti-fraud and corruption awareness campaigns held	GG 17/19	0	4	1	1	1	1	4	Anti-fraud and corruption awareness report	
		Strategic and Operational Risk Plan approved by Council by 30 Sept 2016	GG 16	0	0	N/A	N/A	N/A	N/A	2	Approved Risk Operational and Strategic registers	
		% of Auditor General matters resolved as per the approved audit action plan by 30 June 2017 (Total organisation)	GG 11/12 13	0	New	N/A	N/A	N/A	100%	100%	100%	Quarterly Risk management committee reports
		% of AG Management Letter findings resolved by 30 Jun 2017 (OMM)	GG 11/12 13	700	New	100%	100%	100%	100%	100%	100%	Quarterly AG Action Plan
		# of Internal Audit reports submitted to the Audit Committee per quarter	GG 14/15	0	4	1	1	1	1	4	Quarterly IA status reports	

KPA 6: Good Governance and Public Participation

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Build effective and efficient Organization	Good Governance	% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	GG 14/15	0	4	100%	100%	100%	100%	100%	Quarterly IA status reports
		# of quarterly Performance Audit Committee meetings held	GG 15	700	4	1	1	1	1	4	Audit Performance committee meeting report
		Submission of Draft consolidated Annual Report to Council on or before 28 August 2016	FV 10	Oper	New	1	N/A	N/A	N/A	1	Draft Annual Report
		Submission of Final audited consolidated Annual Report to Council on or before 28 January 2017	FV 10	Oper	New	N/A	N/A	1	N/A	1	Council Resolution and agenda
		Submission of AR Oversight Report to Council by the 30th March 2017	FV 10	Oper	New	N/A	N/A	1	1	1	Annual Performance Oversight Report

KPA 6: Good Governance and Public Participation

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17					POE
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Build effective and efficient Organization	Good Governance	% of Council meetings resolutions resolved within the prescribed timeframe (3 months)	GG 07	Oper	New	100%	100%	100%	100%	100%	Copies of all resolutions raised and management response / intervention to resolve
		2018/19 IDP review Process Plan approved by 30th June 2017	MTOD 35	Oper	New	N/A	N/A	N/A	1	1	Approved IDP Framework and Plan
		Hosting of an annual Strategic Lekgotla to review the IDP by 30 Dec 2016	MTOD 36	300	1	N/A	1	N/A	N/A	1	Council Resolution and agenda
		Draft 2017/18 IDP/Budget tabled before Council for adoption by March 2017	MTOD 35	Oper	New	N/A	N/A	1	N/A	1	Draft IDP and Council resolution
		Final IDP/Budget tabled and approved by Council by the 31st May 2017	MTOD 35	300	1	N/A	N/A	N/A	1	1	Final IDP and Council resolution

KPA 6: Good Governance and Public Participation

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17					POE
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Build effective and efficient Organization	Good Governance	Obtain a Qualified Auditor General opinion for the 2015/16 financial year	GG 12	Oper	Disclaimer	N/A	1	N/A	N/A	1	Final AG Management Report
Build effective and efficient Organization	Good Governance	Adjusted Budget and SDBIP approved by the Mayor by the 28th February 2017	FV 05	Oper	1	N/A	N/A	1	1	1	Adjusted Budget & SDBIP
Build effective and efficient Organization	Good Governance	Final SDBIP approved by the Mayor within 28 days after approval of Budget	New	Oper	New	N/A	N/A	N/A	1	1	Signed SDBIP

8.2. CORPORATE SERVICES – VOTE

KPA 2: Basic Service Delivery and Infrastructure Development

Strategic Objective	Priority Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	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

KPA 4: Municipal Transformation and Institutional Development

Strategic Objective	Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	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 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

KPA 4: Municipal Transformation and Institutional Development

Strategic Objective	Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Develop and retain skilled capacitated workforce	Institutional Development	# of Job Descriptions developed by 30 Jun 2017	MTOD 13	600	40	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
		% 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%	Section 72 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	New	N/A	21	N/A	N/A	21	21	Training Reports

KPA 4: Municipal Transformation and Institutional Development

Strategic Objective	Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Develop and retain skilled capacitated workforce	Institutional Development	# of beneficiaries of the Community Bursary scheme by the 30 Jun 2017	MTOD 07/14	901	26	N/A	6	N/A	N/A	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	N/A	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	ICT steering committee meeting minutes
Build effective and efficient Organization		# of quarterly Local Labour Forum (LLF) meetings held as scheduled	MTOD 08	120	12	1	1	1	1	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	Signed minutes and attendance register
		# of quarterly Employee Wellness Programs held	MTOD 05	400	2	1	1	1	1	4	Attendance registers

KPA 6: Good Governance and Public Participation

Strategic Objective	Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Build effective and efficient Organization	Good Governance	Number of Council meeting held by June 2016 as per the Legislation	GG 07	Oper	New	1	1	1	1	4	Council meeting minutes
		Number of EXCO meetings held each month	GG 07	Oper	New	3	2	3	3	11	EXCO meeting minutes
		# of Section 79 Committee meetings held each quarter	GG 07	Oper	New	1	1	1	1	4	Sec 79 meeting minutes
		# of quarterly reports submitted to Council in terms of the number of MPAC resolutions raised and resolved per quarter	GG 07	Oper	New	100%	100%	100%	100%	100%	Quarterly MPAC reports
Effective and Efficient Community Involvement	Institutional Development	# of quarterly Community Workers local forum meetings held	LED 07	Oper	2	1	1	1	4	Reports and Attendance Registers	

KPA 6: Good Governance and Public Participation

Strategic Objective	Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Effective and Efficient Community Involvement	Institutional Development	# of Public Participation meetings facilitated	GG 02	600	New	N/A	1	N/A	1	2	Attendance register
		# of quarterly reports submitted to Council in terms of scheduled ward committee meetings held	GG 03	Oper	New	1	1	1	1	4	Quarterly ward committee's reports
		# of Ward operational plan reports submitted to Council by the 30 Jun 2017	GG 03	Oper	New	N/A	1	N/A	N/A	1	Annual Ward operational plans
		# of quarterly community newsletters published and distributed	GG 05	275	4	1	1	1	1	4	Published Newsletters

KPA 6: Good Governance and Public Participation

Strategic Objective	Programme	KPI	IDP Ref No	Budget R 000's	Baseline 2014/15	2016/17				POE	
						1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Effective and Efficient Community Involvement	Welfare Services	# of Transversal programmes implemented in terms of mainstreaming with respect to Gender, Disabled, Woman and Children Rights by the 30 Jun 2017	GG 01	250	New	1	1	1	1	4	Special programmes reports
	Youth	# of Youth programmes / initiatives implemented each quarter	GG 04	106	New	1	1	1	1	4	Quarterly Youth reports
	Institutional Development	% hosting and management of the website by SITA	MTOD 29	75			100%	100%	100%	100%	100%