

# PHUMELELA LOCAL MUNICIPALITY



## SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN SDBIP 2016/2017



**VREDE THEMBALIHLE MEMEL ZAMANI WARDEN EZENZELENI**

**Approval of the Service Delivery Budget Implementation Plan (SDBIP by the Mayor, Councilor J T Motaung.**



The Mayor of Phumelela local municipality considers the Service Delivery Budget Implementation Plan 28 days after the IDP and Budget has been approved by Council.

The mayor should review the SDBIP for compliance, alignment and adherence to the agenda of Council with the scorecards of the Municipal Manager and Directors as basis for reporting performance to the Mayor, Council and the public. The performance agreements of the senior management team will also be based on the document.

The Service Delivery Budget Implementation Plan is hereby approved in terms of section 53 (1) (C) (ii) of the MFMA by the Mayor of Phumelela municipality. Councilor J T Motaung

A handwritten signature in black ink, appearing to read 'John Motaung', is written over a horizontal line. The signature is stylized and somewhat cursive.

Cllr John Motaung

Mayor of Phumelela

DATE: 05/07/2016

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## Executive Summary

The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

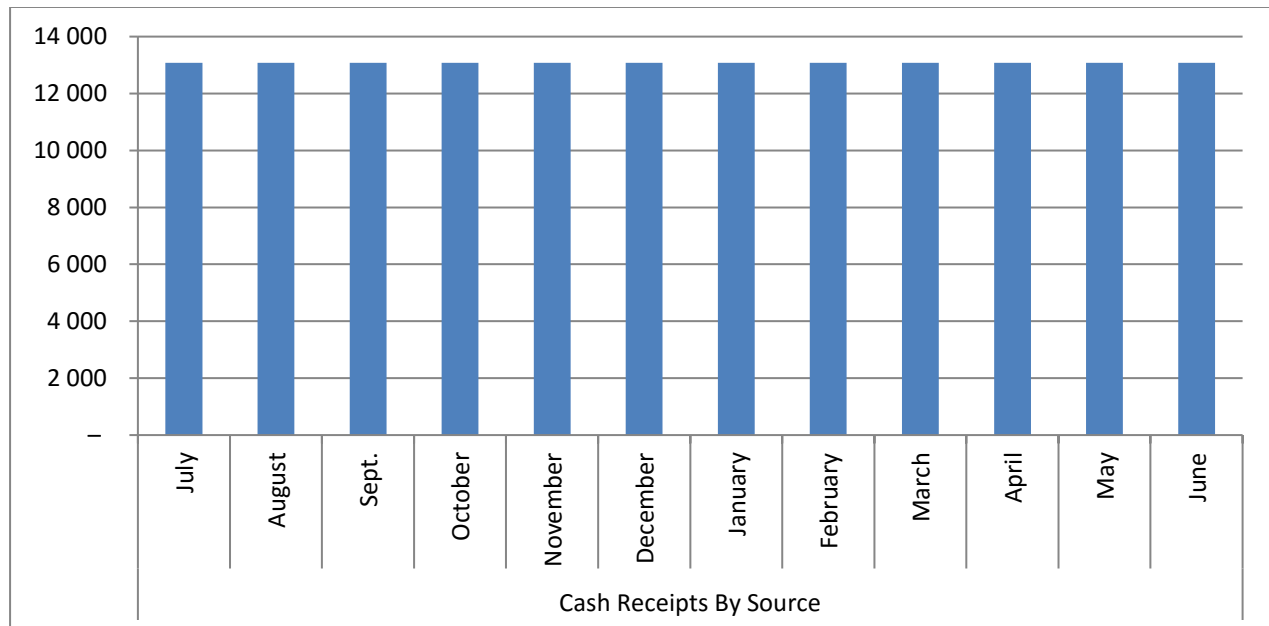
- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections.

Every quarter the Mayor must report to Council on the progress of the budget.

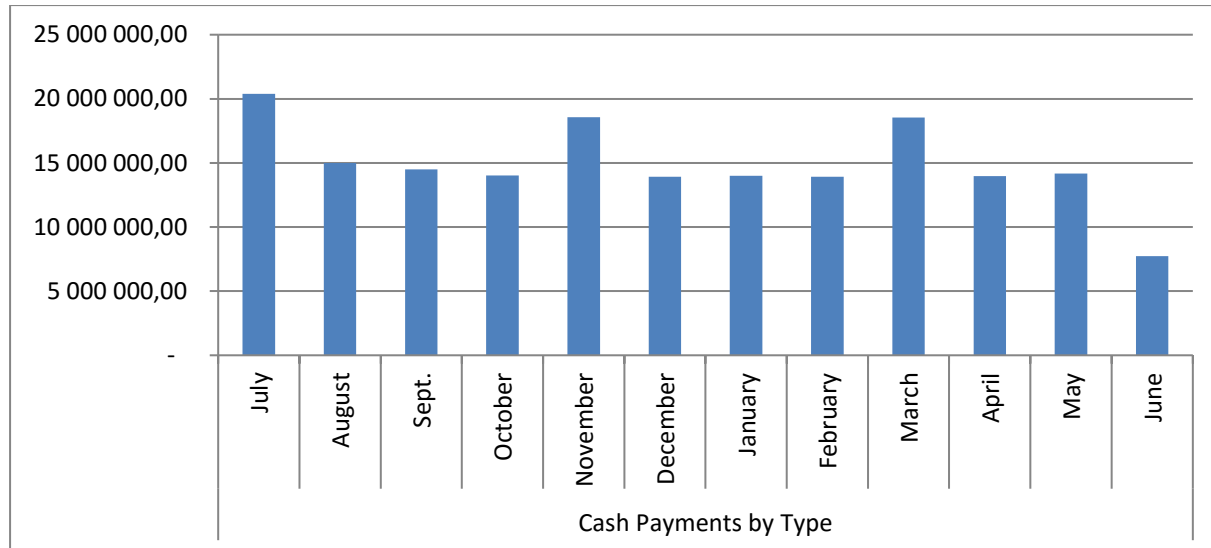
## Revenue Projections 2016/17

The following graph shows how the Municipality's operating revenue is expected to accrue over the financial year.



## Operating Expenditure

The following graph shows how the Municipality's operating budget is expected to be spent over the financial year.



## Service Delivery Targets and Performance Indicators

Each Directorate has to provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes. The performance targets for 2016/17 are contained in the accompanying Estimates Annexure document

## **Introduction**

As a low capacity municipality in terms of implementation of the Municipal Finance Management Act, Phumelela produced its first Service Delivery and Budget Implementation Plan for 2013/14

A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Mayor for implementing the municipality's delivery of municipal services and its annual budget.

Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

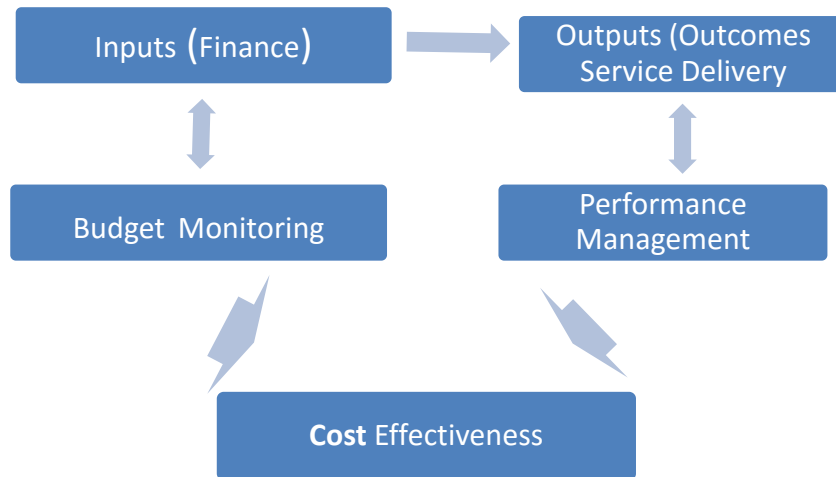
## **The Components of a SDBIP**

The five necessary components of a SDBIP are

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Capital works plans.

The SDBIP is the formal link between organisational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes.

Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery



## SDBIP CONCEPT

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, Senior Managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.

## MFMA requirement -Approval of the SDBIP

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials.

Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Mayor to “take all reasonable steps” to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

## **MFMA REQUIREMENT – IMPLEMENTATION & MONITORING**

Section 54 sets out the responsibilities of the Mayor with regard to budgetary control and the early identification of financial problems.

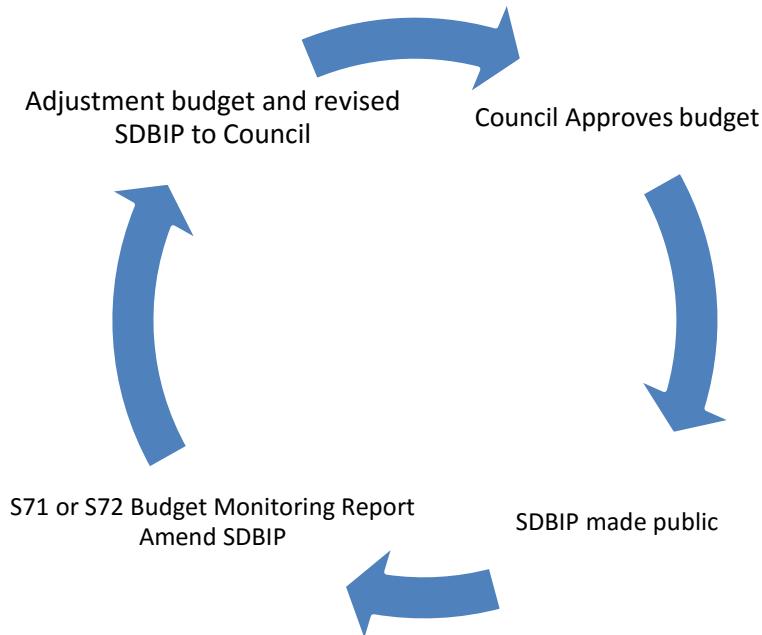
When a budget monitoring report is received under section 71 or 72 of the MFMA, the Mayor must check whether the budget is being implemented in accordance with the SDBIP. If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

The revised SDBIP must be promptly made available to the public.

The following diagram illustrates this process;

### **THE SDBIP FEEDBACK MECHANISM**





### **The SDBIP process in Phumelela**

The production of the SDBIP has been coordinated in the Municipal Manager Office Directorate although all directorates have been involved with its development.

The detailed budget monthly estimates and the detailed quarterly performance indicators are contained in the SDBIP estimates annexure.

### **OPERATING EXPENDITURE**

The annual operating budget has been broken down into monthly projections by applying the trends of previous years' spending to each line item in the budget.

The projections in the estimates annexure are shown by Service Delivery Unit and by expenditure type.

The following should be taken into account;

There is a risk of building into the plan undesirable trends. For example, the graph below shows the high level of spending anticipated in the final month of the financial year. This is a regular and common occurrence in municipal finance but not necessarily desirable.

There may have been extraordinary events in past years that have skewed the trends and these trends will not be repeated in 2016/17 although they are included in the SDBIP.

The estimates are based on percentage spending per month and do not take into account any over or under spending on particular items.

The operating expenditure budget, excluding recharges, for 2016/17 is R125 635 million.

### **Operating Income**

Again previous year trends have been used to provide the estimates for 2016/17 and the previous comments on the shortcomings in this methodology apply to revenue as well. The information is shown by department and by the national standard for showing revenue source. The estimates are based on budgeted income rather than cash collected.

The operating income budget for 2016/17 is R125 686 million.

### **Capital Expenditure**

As far as the cash flow forecasts of the Capital Expenditure for 2016/17 are concerned, the projections contained in this document are very speculative. The cash flow forecasts will be revised and refined in the finalization of the final SDBIP for 2016/17.

The Capital budget for 2016/17 is R47 530million.

## **SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS**

A number of meetings were held with directorates and the performance indicators and targets developed. These targets have been included in the 2016/17 SDBIP.

The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis.

It is likely that new performance indicators will be developed as the Municipality is currently putting in place a new performance management system. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

### **Definition of a Vote**

The MFMA requires that operational and capital expenditure by vote is shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget.

A circular from National Treasury clarifies this further by providing details of the Government Finance Statistics classifications which aims to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by Phumelela Service Delivery Unit as these are the most relevant for monitoring purposes and is in line with the municipality's new virement policy. However, the SDBIP estimates annexure also includes a table for each directorate showing where each Service Delivery Unit sits in relation to the GFS service classification

### **Monitoring and the adjustments budget process**

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections.

As detailed earlier, the Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances.

In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

Appendix 1 sets out the protocol for monitoring the budgets agreed as part of the 2016/17 SDBIP

### **APPENDIX1 – PROTOCOL FOR REVISION OF SDBIP**

The Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received.

This protocol sets out the various steps that should be followed to allow the Mayor's obligations under section 54 of the MFMA to be fulfilled.

## **Protocol**

Financial Services (Budget Office) will provide the Municipal Manager with information as required under section 71 and 72 of the MFMA and this information will be submitted to the Mayor by the 10th working day of each month.

The information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.

For capital projects, each variance of  $\pm 10\%$  or R10, 000 whichever is the greater will be highlighted. The Mayor will then ask the Director responsible for that project for a written report covering;

The reason for the variance

If necessary, what corrective measures have been put in place.

Whether the start and finish dates of the capital project need amending.

Whether the project specification will need to be amended.

Revised monthly estimates of expenditure for the project.

The Director must supply this information within one week of the request from the Mayor.

Following the receipt of these reports the Mayor will make one of the following decisions;

Note the report of the Director.

Note the report of the Director and keep the project under review.

Request the Director to attend a Performance Review meeting with the Mayor, Municipal Manager and Director Financial Services to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery. Following this meeting, the Mayor will then decide whether the SDBIP should be amended.

If it is decided to amend the capital programme and SDBIP, so as to maintain overall service delivery, Directors will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital programme that can be implemented sooner. The financial implications of these suggestions will be assessed by the

Director of Financial Services and a recommendation made to the Mayor as to which ones would be possible to proceed with and an adjustments budget prepared.

For operating expenditure and revenue, the Mayor will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from Directors an explanation of all variances  $\pm 10\%$  of the monthly budget forecast. Directors will be asked to explain whether the service delivery targets included in the SDBIP can still be achieved.

The Mayor will then decide whether the SDBIP should be amended in the light of these explanations.

At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Financial Services (Budget Office).

If the actual performance on any indicator varies from the planned performance the Mayor can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future.

The Mayor will then review these reports and decide whether the SDBIP should be amended

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2016/17

### REQUIREMENTS OF MUNICIPAL FINANCE MANAGEMENT ACT

#### Chapter 1 - Definitions

SDBIP means 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 Revenue to be collected, by source; and Operational and capital expenditure by vote(b) service delivery targets and performance indicators for each quarter and(c) any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54 (1) (c)

#### Chapter 8 – Responsibilities of Municipal Officials

##### Section 69 Budget Implementation

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the mayor

- (a) A draft service delivery and budget implementation plan for the budget year; and
- (b) Drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the municipal manager and all senior managers

#### Chapter 7 – Responsibilities of Mayors

##### Section 53 – Budget Processes and related matters

Section 53 (1) (c) The mayor of a municipality must take all reasonable steps to ensure-

- (ii) That the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
- (iii) That the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all senior managers-

(bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.

##### Section 53 (3)

(a) The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later

##### Section 54 Budgetary control and early identification of financial problems

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-

- (1) (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
- (c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that all revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of council
- (d) issue any appropriate instructions to the accounting officer to ensure-
  - (i) that the budget is implemented in accordance with the service delivery and budget implementation plan
- (3) The mayor must ensure that any revisions of the service delivery and budget implementation plan are made public promptly.

## REVENUE BY SOURCE - 2016/17

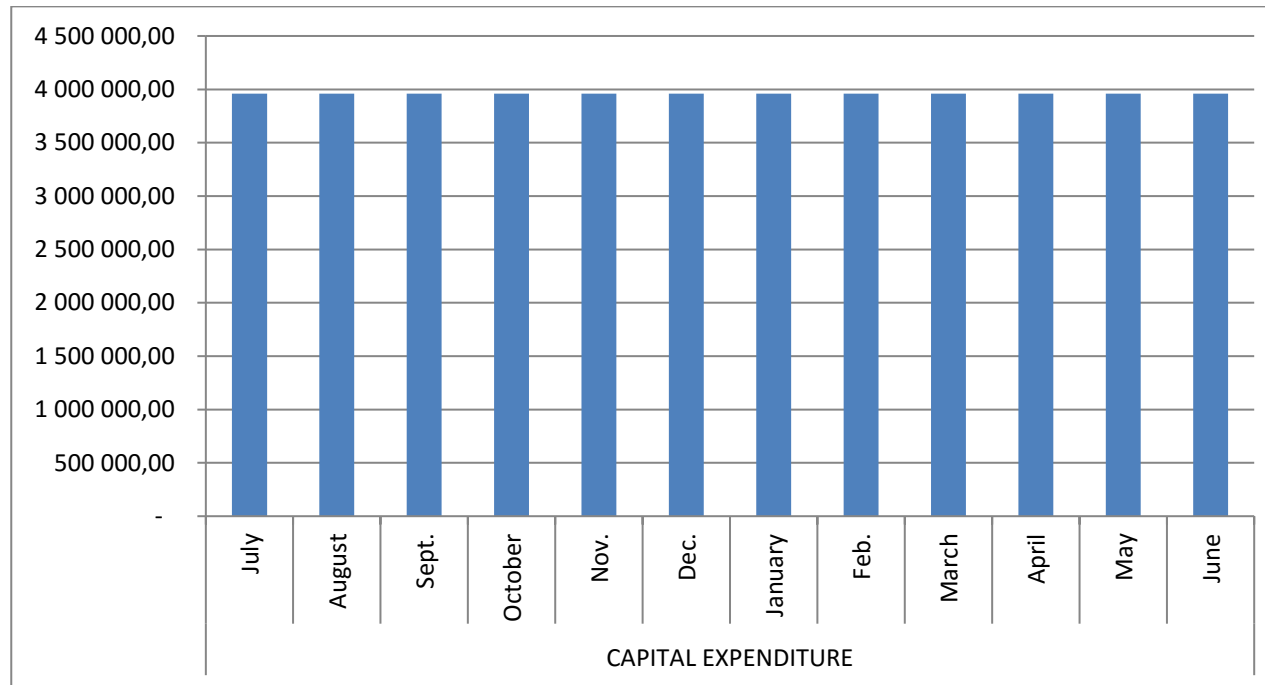
Description	Budget Year 2016/17											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
<b>R thousand</b>												
<b>Revenue By Source</b>												
Property rates	999	999	999	999	999	999	999	999	999	999	999	999
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	767	767	767	767	767	767	767	767	767	767	767	767
Service charges - water revenue	643	643	643	643	643	643	643	643	643	643	643	643
Service charges - sanitation revenue	574	574	574	574	574	574	574	574	574	574	574	574
Service charges - refuse revenue	547	547	547	547	547	547	547	547	547	547	547	547
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	383	383	383	383	383	383	383	383	383	383	383	383
Interest earned - external investments	20	20	20	20	20	20	20	20	20	20	20	20
Interest earned - outstanding debtors	994	994	994	994	994	994	994	994	994	994	994	994
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-
Fines	6	6	6	6	6	6	6	6	6	6	6	6
Licenses and permits	2	2	2	2	2	2	2	2	2	2	2	2
Agency services	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237	5 237
Other revenue	301	301	301	301	301	301	301	301	301	301	301	301
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>

## EXPENDITURE BY TYPE 2016/17

Description	Budget Year 2016/17											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
<b>R thousand</b>												
<b>Expenditure By Type</b>												
Employee related costs	5 573	5 573	5 573	5 573	5 573	5 573	5 573	5 573	5 573	5 573	5 573	5 573
Remuneration of councillors	400	400	400	400	400	400	400	400	400	400	400	400
Debt impairment	84	84	84	84	84	84	84	84	84	84	84	84
Depreciation & asset impairment	165	165	165	165	165	165	165	165	165	165	165	165
Finance charges	53	53	53	53	53	53	53	53	53	53	53	53
Bulk purchases	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427	1 427
Other materials	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	242	242	242	242	242	242	242	242	242	242	242	242
Transfers and grants	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	2 526	2 526	2 526	2 526	2 526	2 526	2 526	2 526	2 526	2 526	2 526	2 526
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>



### CAPITAL EXPENDITURE PER MONTH



## CAPITAL EXPENDITURE BY VOTE 2016/17

Description	Budget Year 2016/17											
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
<b>R thousand</b>												
<b>Multi-year expenditure to be appropriated</b>												
Vote 1 - Council And Executive	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Financial And Administration Services	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Development	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Community and Social Services	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Public Safety	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Sports and Recreation	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Waste Management	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Water Management	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Road Transport	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Water	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Health	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Single-year expenditure to be appropriated</b>												
Vote 1 - Council And Executive	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Financial And Administration Services	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Development	84	84	84	84	84	84	84	84	84	84	84	84

Vote 5 - Community and Social Services	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Public Safety	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Sports and Recreation	202	202	202	202	202	202	202	202	202	202	202	202
Vote 8 - Waste Management	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Water Management	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Road Transport	358	358	358	358	358	358	358	358	358	358	358	358
Vote 11 - Water	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255
Vote 12 - Electricity	63	63	63	63	63	63	63	63	63	63	63	63
Vote 12 - Health	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>
<b>Total Capital Expenditure</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>

## CAPITAL EXPENDITURE BY GFS CLASSIFICATION 2016/17

Description	Budget Year 2016/17											
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
<b>R thousand</b>												
<b>Capital Expenditure - Standard</b>												
<b>Governance and administration</b>	-	-	-	-	-	-	-	-	-	-	-	-
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-
Budget and treasury office	-	-	-	-	-	-	-	-	-	-	-	-
Corporate services	-	-	-	-	-	-	-	-	-	-	-	-
<b>Community and public safety</b>	202	202	202	202	202	202	202	202	202	202	202	202
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation	202	202	202	202	202	202	202	202	202	202	202	202
Public safety	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>	441	441	441	441	441	441	441	441	441	441	441	441
Planning and development	84	84	84	84	84	84	84	84	84	84	84	84
Road transport	358	358	358	358	358	358	358	358	358	358	358	358
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>	3 318	3 318	3 318	3 318	3 318	3 318	3 318	3 318	3 318	3 318	3 318	3 318
Electricity	63	63	63	63	63	63	63	63	63	63	63	63
Water	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255	3 255
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Standard</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>

<b>Funded by:</b>												
National Government	3 961	3 961	3 961	3 961	3 961	3 961	3 961	3 961	3 961	3 961	3 961	<b>3 961</b>
Provincial Government	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-	-	-	-
<b>Transfers recognised - capital</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>
<b>Public contributions &amp; donations</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Borrowing</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Internally generated funds</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Funding</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>	<b>3 961</b>

## REVENUE BY VOTE 2016/17

Description	Budget Year 2016/17											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
<b>R thousand</b>												
<b>Revenue by Vote</b>												
Vote 1 - Council And Executive	294	294	294	294	294	294	294	294	294	294	294	294
Vote 2 - Financial And Administration Services	6 107	6 107	6 107	6 107	6 107	6 107	6 107	6 107	6 107	6 107	6 107	6 107
Vote 3 - Planning and Development	3	3	3	3	3	3	3	3	3	3	3	3
Vote 5 - Community and Social Services	18	18	18	18	18	18	18	18	18	18	18	18
Vote 6 - Public Safety	6	6	6	6	6	6	6	6	6	6	6	6
Vote 7 - Sports and Recreation	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Waste Management	990	990	990	990	990	990	990	990	990	990	990	990
Vote 9 - Waste Water Management	1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042	1 042
Vote 10 - Road Transport	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Water	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041
Vote 12 - Electricity	973	973	973	973	973	973	973	973	973	973	973	973
Vote 12 - Health	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>	<b>10 474</b>

## EXPENDITURE BY VOTE 2016/17

Description	Budget Year 2016/17												
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June
<b>Expenditure by Vote to be appropriated</b>													
Vote 1 - Council And Executive	1 801	1 801	1 801	1 801	1 801	1 801	1 801	1 801	1 801	1 801	1 801	1 801	1 801
Vote 2 - Financial And Administration Services	2 819	2 819	2 819	2 819	2 819	2 819	2 819	2 819	2 819	2 819	2 819	2 819	2 819
Vote 3 - Planning and Development	918	918	918	918	918	918	918	918	918	918	918	918	918
Vote 5 - Community and Social Services	137	137	137	137	137	137	137	137	137	137	137	137	137
Vote 6 - Public Safety	77	77	77	77	77	77	77	77	77	77	77	77	77
Vote 7 - Sports and Recreation	137	137	137	137	137	137	137	137	137	137	137	137	137
Vote 8 - Waste Management	687	687	687	687	687	687	687	687	687	687	687	687	687
Vote 9 - Waste Water Management	865	865	865	865	865	865	865	865	865	865	865	865	865
Vote 10 - Road Transport	208	208	208	208	208	208	208	208	208	208	208	208	208
Vote 11 - Water	1 462	1 462	1 462	1 462	1 462	1 462	1 462	1 462	1 462	1 462	1 462	1 462	1 462
Vote 12 - Electricity	1 358	1 358	1 358	1 358	1 358	1 358	1 358	1 358	1 358	1 358	1 358	1 358	1 358
Vote 12 - Health	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>	<b>10 470</b>

## DETAILED CAPITAL WORKS PLAN BROKEN DOWN BY WARD/TOWN OVER THREE YEARS

DETAILED CAPITAL PLAN PER WARD – THREE YEAR BUDGET						
DIRECTORATE	DEPARTMENT	PROJECT	WARD	2016/17	2017/18	2018/19
Corporate Services	Town Planning	PMU Allocation		1 005	1 073	1 237
Technical Services	Water Distribution	Construction of water network in Zamani Ext 6	(Ward 1 & 8)	2 752	5 664	4 600
Technical Services	Roads	Vrede/Thembalihle Paved Road	( Ward 3 and 4)	2 217	5 800	3 200
Technical Services	Water Distribution	3,5MI Reservoir in Thembalihle Ext 4	(Ward 3)	7 771	–	–
Technical Services	Water Distribution	Memel/Zamani Connection of bulk water to Households	(Ward 1 & 8)	800	–	–
Technical Services	Roads	Memel/ Zamani Connecting Bridge	(Ward 1 & 8)	–	–	–
Technical Services	Roads	Warden/Ezenzeleni Paved Road	(Ward 6 and 7)	1 320	3 880	1 796
Corporate / Community Serv	Sports facilities	Warden/Ezenzeleni Sport Facility PH2 ( )	Ward 6 and 7	1 204	1 090	1 657
Corporate / Community Serv	Sports facilities	Sport Facilities)	(Ward 3)	1 000	–	–
Corporate / Community Serv	Town Planning	High mast lights in Thembalihle Ext 4)	(Ward 3)	750		
Technical Services	Roads	Foot Bridge in Zamani and Thembalihle	(Ward 3 and 1)	500	–	4 201
Technical Services	Roads	Upgrading/Maintenance of Municipal roads	(Ward 3)	–	–	3 000
Corporate / Community Serv	Cemeteries	Fencing Municipal cemeteries	(Ward 3)		2 859	2 507
Technical Services	Roads	Retentions Paved Road in Memel/ Zamani	(Ward 1and 8)	254	–	287
Technical Services	Water Distribution	3,5MI Reservoir in Thembalihle Ext 4	(Ward 3)	301	1 098	–
Corporate / Community Serv	Sports facilities	Sport Facilities	(Ward 3)	216	–	–
Technical Services	Water Distribution	Construction of Dam in Warden	(ward 1 and 8)	27 440	28 616	28 715
<b>Technical Services</b>	<b>Electricity Distribution</b>	Electrification	(ward 6 and 7)	–	5 000	10 000



# **PHUMELELA LOCAL MUNICIPALITY**



## **PERFORMANCE INDICATORS**

### **PER DIRECTORATE**

**2016/17**

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
MM1	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO	Effective functioning of council measured in terms of the number of ordinary council meetings per annum	Number of ordinary council meetings per annum	All	#	10	3	2	2	3
MM2	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO	Effective functioning of the committee system measured by the number of committee meetings per committee per annum	Number of Section 79 committee meetings per committee per annum	All	#	10	3	2	2	3
MM3	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO	The Top Layer SDBIP is approved by the Mayor within 28 days after the Main Budget has been approved	Top Layer SDBIP approved within 28 days after the Main budget has been approved	All	#	1	-	-	-	1
MM4	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO12	Review the Risk based audit plan approved by Audit Committee for 2017	RBAP (Risk Based Audit Plan) approved by February 2017	All	#	1	1	-	-	-
MM5	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO	Ensuring performance by the timeous development and signing of the Section 57 performance agreements in the adherence to the Performance Framework	Number of signed performance agreements of Section 57 managers within 14 days of approval of SDBIP	All	#	3	3	-	-	-

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
MM6	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO	Evaluate the performance of Section 57 managers in terms of their signed agreements	Number of formal evaluations completed per Section 57 employee	All	#	2	1	-	1	-
MM7	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO12	Execution of Internal Plan and issuing of Internal Audit Reports based on Internal Audit Plan by end June 2017 ((Actual hours completed/ Planned hours to be completed)x100)	% of target hours completed by end June 2017 {(Actual hours completed/ Planned hours to be completed)x100}	All	#	1	-	-	-	-
MM8	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO12	Compile draft the 4th generation IDP and submit to Council by end March	Draft 4 <sup>th</sup> Generation IDP submitted to Council by end March	All	#	1	-	-	1	-
MM9	Municipal Manager	Good Governance and Public Participation	A responsive and accountable, effective and efficient local government system	SO12	Compile the final 4th Generation IDP and submit to Council by end June	Final 4 <sup>th</sup> Generation IDP submitted to Council by end June	All	#	1	-	-	-	1
MM10	Municipal Manager	Good Governance And Public Participation	A responsive and accountable, effective and efficient local government system	SO12	Compile the IDP and Budget process plan and submit to Council by 31 August	Approved IDP/Budget Process Plan	All	#	1	1	-	-	-

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
MM11	Municipal Manager	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO	Operational conditional grant spending measured by the percentage spent	Percentage (%) of the grant i.t.o budget allocations	All	%	95%	15%	25%	20%	35%
MM12	Municipal Manager	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO	Capital conditional grant spending measured by the percentage (%) spent	Percentage (%) of the grant spent i.t.o. budget allocations	All	%	95%	15%	25%	20%	35%
MM13	Municipal Manager	Good Governance and Public Participation	A responsive and accountable, effective and efficient local government system	SO12	Facilitate the review of the Risk Management Policy and implementation plan and submit to Council by end March	Risk Management Policy and implementation plan submitted to Council by end March	All	#	1	-	-	1	-
MM14	Municipal Manager	Good Governance and Public Participation	A responsive and accountable, effective and efficient local government system	SO	Submit final Annual Report and Oversight report of council before legislative deadline	Final Annual Report and oversight report of council completed and submitted	All	#	1	-	-	1	-
MM15	Municipal Manager	Good Governance and Public Participation	A responsive and accountable, effective and efficient local government system	SO	Compliance with all relevant legislation tested annually	Zero findings in the Auditor General's report on non-compliance with laws and regulations	All	#	0	-	0	-	-
MM16	Municipal Manager	Good Governance and Public Participation	A responsive and accountable, effective and efficient local government system	SO12	Review the Performance Management Framework and submit to Council by end June	Reviewed Performance Management Framework	All	#	1	0	0	0	1

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
FS1	Financial Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO2	Number of residential properties for which refuse is removed once per week and billed for the service as at 30 June 2017	Number of residential properties which are billed for refuse removal as at 30 June 2017	All	#	10 923	10 923	10 923	10 923	10 923
FS2	Financial Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO1	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2017	Number of residential properties which are billed for sewerage as at 30 June 2017	All	#	10 923	10 923	10 923	10 923	10 923
FS3	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO10	Develop Long Term Financial Plan and submit to Council by 31 March 2017	Developed Long Term Financial Plan submitted to Council by 31 March 2017	All	#	1	-	-	1	-
FS4	Financial Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO5	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2017	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2017	All	#	10 923	10 923	10 923	10 923	10 923

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
FS5	Financial Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO1	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2017	All	#	10 923	10 923	10 923	10 923	10 923
FS6	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO	Financial statements submitted by 31 August	Financial statements submitted to Auditor General	All	#	1	1	-	-	-
FS7	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO	Main budget is approved by Council by the legislative deadline	Approval of main budget before the end of June annually	All	#	1	-	-	-	1
FS8	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO	The adjustment budget is approved by Council by the legislative deadline	Approval of Adjustment budget before the end of February annually	All	#	1	-	-	1	-
FS9	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO	Compliance with GRAP to ensure effective capital asset management (PPE; Intangible; Investment Property, Biological and Heritage Assets)	Zero findings in the external Audit report on non-compliance with GRAP	All	#	0	-	0	-	-

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
FS10	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO11	Sound financial management by maintaining an acceptable Acid Test Ratio	Acid Test Ratio: Calculated as Current Assets – Inventory / Current Liabilities	All	#	2.5	-	-	-	2.5
FS11	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO12	Improved Audit opinion for the 2015/16 financial year	Improved audit opinion achieved for the 2015/16 financial year	All	#	1	-	1	-	-
FS12	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO11	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2017 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2017	All	%	45%	-	-	-	45%

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
FS13	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO11	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2017 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2017	All	%	45%	-	-	-	45%
FS14	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO11	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2017 {(Actual amount spent on projects/Total amount budgeted for capital projects)X100} as at 30 June 2016	% of capital budget spent by 30 June 2017 {(Actual amount spent on projects/Total amount budgeted for capital projects)X100} as at 30 June 2016	All	%	100%	25%	25%	25%	25%



REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
FS15	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO11	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2017 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% Debt to Revenue as at 30 June 2017	All	%	45%	-	-	-	45%
FS16	Financial Services	Municipal Financial Viability and Management	A responsive and accountable, effective and efficient local government system	SO11	Achieve a payment percentage of 96% {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	Payment % as at 30 June 2017 {(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue x 100}	All	%	96%	96%	96%	96%	96%
TS1	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO5	100% of the electricity capital budget spent by 30 June 2017 {(Actual capital expenditure divided by the total approved capital budget)x100}	% of the capital budget spent by 30 June 2017 {(Actual capital expenditure divided by the total approved capital budget)x100}	All	%	100%	-	20%	80%	-
TS2	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO2	Provide free basic sanitation to registered indigent account holders in Phumelela	Number of indigent households receiving free basic sanitation as at 30 June 2017	All	#	2182	2182	2182	2182	2182

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
TS3	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO1	Limit water network losses to less than 20% by 30 June 2017 {(Difference between water supplied and water billed) {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified	% Water network losses by 30 June 2017 (Difference between water supplied and water billed) {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100}	All	%	20%	20%	20%	20%	20%
TS4	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO2	Provide free basic sanitation to registered indigent account holders in Phumelela	Number of indigent households receiving free basic sanitation as at 30 June 2017	All	#	2182	2182	2182	2182	2182
TS5	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO3	Rehabilitate and upgrade Streets And Storm water in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	%	100%	11.31%	33.37%	55.32%	0%

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
TS6	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO1	Rehabilitate and upgrade Water - Networks in terms of the approved capital budget by 30 June 2016 {(Actual expenditure divided by the total approved budget)}	% of budget spend at 30 June 2016 {(Actual expenditure divided by the total approved budget) x 100}	All	%	100%	20%	23%	25%	32%
TS7	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO3	Rehabilitate and upgrade the proclaimed roads in terms of the approved capital budget by 30 June 2017 {(Actual expenditure divided by the total approved budget)}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100}	All	%	100%	0%	30.4%	42%	28.6%
TS8	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO1	90% compliance to general standards with regard to waste water outflow by 30 June 2017	% compliance to general standards by 30 June 2017	All	%	90%	90%	90%	90%	90%
TS9	Technical Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO1	95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2017	% water quality level by 30 June 2017	All	%	95%	95%	95%	95%	95%
CS1	Corporate Services	Municipal Transformation and Institutional Development	A responsive and accountable, effective and efficient local government system	SO10	Develop and submit to Council a complete Policy and By-Law Register by the end of September	Policy and By-law register approved by council	All	#	1	1	-	-	-

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
CS2	Corporate Services	Good Governance and Public Participation	A responsive and accountable, effective and efficient local government system	S08	Develop and submit to Council a Municipal Disaster Management Plan by the end of September	Council Approved Disaster Management Plan	All	#	1	1	-	-	-
CS3	Corporate Services	Good Governance and Public Participation	A responsive and accountable, effective and efficient local government system	S010	Develop and submit to Council a Municipal Employment Equity Plan by end September	Council approved Employment Equity Plan	All	#	1	1	-	-	-
CS4	Corporate Services	Municipal Transformation and Institutional Development	A responsive and accountable, effective and efficient local government system		Review and submit to Council the SDF by end September	Council Reviewed SDF	All	#	1	1	-	-	-
CS5	Corporate Services	Municipal Transformation and Institutional Development	A skilled and capable workforce to support inclusive growth	S09	The number of people from employment equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2017	Number of people employed (newly appointed)	All	#	1	-	-	-	1
CS6	Corporate Services	Municipal Transformation and Institutional Development	A skilled and capable workforce to support inclusive growth	S010	The percentage of a municipality's budget actually spent on implementing its workplace skills plan	{{(Actual total training expenditure divided by total personnel budget)x100} by 30 June 2017	All	%	1%	-	-	-	1%

REF	Directorate	NATIONAL KPA	NATIONAL OUTCOME	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	WARD	TARGET TYPE NUMBER (#) OR PERCENTAGE (%)	ANNUAL TARGET	SEPT Q1	DEC Q2	MAR Q3	JUN Q4
CS7	Corporate Services	Local Economic Development	Decent employment through inclusive economic growth	SO9	The number of temporary jobs created through the municipality's EPWP projects, measured by number of people temporary employed in the EPWP and CWP program	Number of people temporary employed in the EPWP and CWP programs	All	#	300	100	100	50	50
CS8	Corporate Services	Municipal Transformation and Institutional Development	A responsive and accountable, effective and efficient local government system	SO12	Develop a Communication – Public Participation Policy and submit to Council by end June	Approved Communication – Public Participation Policy	All	#	1	-	-	-	1
CS9	Corporate /Community Services	Basic Services	An effective, competitive and responsive economic infrastructure network	SO7	90% of the MIG funding for sport projects spent by 30 June 2017 {(actual expenditure/total allocation received)x100}	% of budget spend at 30 June 2017 {(Actual expenditure divided by the total approved budget) x 100	All	%	90%	-	45%	45%	-