

WITZENBERG MUNICIPALITY

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

MID-YEAR REVIEW ADJUSTMENT

2016/2017
ADJUSTMENT
(FEBRUARY 2017)

A Municipality that cares for the community, creating growth
& opportunity.

INDEX

Introduction & Overview

Strategic Map

Financial Component

Component 1 – Monthly Revenue by Source

Component 2 – Monthly Operating Expenditure

Component 2 – Monthly Capital Expenditure

Non-Financial Component

Five Year Scorecard

Quarterly Projections

Definitions of Performance Indicators

Budgetary alignment with IDP

Expenditure per Key Performance Area

Operational Expenditure per Strategic Objective

Three Year Projected Capital Expenditure per Ward

INTRODUCTION AND OVERVIEW

1.1 INTRODUCTION

Witzenberg Municipality's Service Delivery & Budget Implementation Plan (SDBIP) gives practical effect to our Integrated Development Plan (IDP) & Budget. The strategic objectives in the 2016/17 IDP are broken down into key performance indicators and targets in order to enable the community, council & administration to determine performance of the IDP.

This mid-year review adjustment to the SDBIP has been undertaken with a view to ensure proper alignment with the objectives of the IDP and the adjusted 2016/17 Budget.

Note that no adjustments were made to annual non-financial targets.

Section 54 (1) c of the Municipal Finance & Management Act determines the following:

*"54(1) 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—
(c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustments budget;"*

The following aspects were considered with the adjustment of targets in the 2016/17 SDBIP:

- 2015/16 Annual Report
- Comments from Internal Audit on the sequence of reporting
- Adjustment on the 2016/17 capital & operational budget
- Quarterly- & Mid-year SDBIP reports

The Top Layer of the SDBIP is made up of the following components:

- ❑ One year detailed plan, with a three-year capital plan
- ❑ The necessary components includes:
 - ⇒ Monthly projection of revenue to be collected for each Source (*Expected Revenue to be collected*)
 - ⇒ Monthly projects of expenditure (operating and capital) and revenue for each vote (*S71 format*)
 - ⇒ Quarterly projects of Services Delivery Targets and performance indicators for each vote. (*Non financial measurable performance objectives in the form of targets and indicators. Level and standard of service being provided to the community*)
 - ⇒ Detailed capital works plan broken down by ward over three year

1.2 LEGISLATIVE FRAMEWORK AND GENERAL INFORMATION PERTAINING TO THE SDBIP

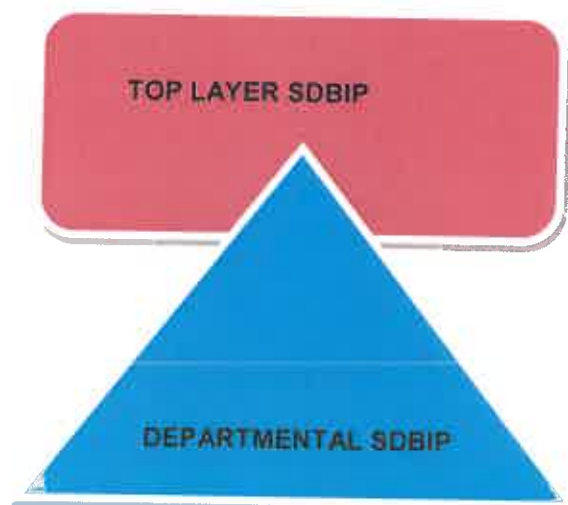
The Municipal Finance Management Act No. 56 of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires that municipalities must prepare a service delivery budget implementation plan (SDBIP) indicating how the budget and the strategic objectives of Council will be implemented. The SDBIP is prepared in terms of Section 53(1)(c)(ii) of the Municipal Finance Management (MFMA), National Treasury MFMA Circular No. 13 and the Budgeting and Reporting Regulation.

The SDBIP serves 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 in the applicable financial year. It provides the link between the mayor, the council (executive) and the administration, and facilitates the process for holding management accountable for its performance. It is therefore a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community to monitor the municipality’s performance on a quarterly basis. The SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the implementation of the budget, the execution of projects, the performance of senior management and the achievement of the strategic objectives set by council.

The SDBIP sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services with the inputs and financial resources that will be utilized. The SDBIP will determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. Expenditure information (for capital projects and services) per municipal ward is provided so that each output can be broken down per ward, where it is possible to support ward councillors to provide feedback to their communities on progress with service delivery.

As mentioned before, it is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps if necessary in the event of poor performance.

The SDBIP is a layered plan that consists of a top layer and a supporting layer namely the departmental SDBIP.



TOP LAYER SDBIP (MUNICIPAL SCORECARD)

Circular 13, as well as the municipal budget and reporting regulations prescribe the submission of a Top Layer SDBIP, which is focused on outcomes, to the Mayor with the budget. The Top Layer SDBIP contains the consolidated service delivery targets and in-year deadlines, and links such targets to top management. Only the Top Layer SDBIP will be made public and tabled before the council. The Top Layer SDBIP should also include per ward information, particularly for key expenditure items on capital projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their particular ward. The Top Layer SDBIP and its targets cannot be revised without notifying the council, and if changes are made in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The Top Layer of the SDBIP must be submitted for approval to the Mayor within 14 days after the approval of the budget. The Top Layer SDBIP must be approved by the Mayor within 28 days after the budget has been approved to ensure compliance with the above-mentioned legislation and published on the municipal website.

DEPARTMENTAL SDBIP

A detailed departmental SDBIP, which is focused on operational performance, will be prepared for each municipal department. This SDBIP provides more detail on each output for which top management is responsible. The Top Layer SDBIP is therefore the summary of all the departmental SDBIP's.

The Departmental SDBIP must provide the following information:

- ☐ Purpose (Objectives)
- ☐ Service Delivery description
- ☐ Measurable Performance objectives
- ☐ List of capital projects per Ward
- ☐ Resources utilized (inputs)

FACTORS CONSIDERED FOR THE COMPILATION OF THE TOP LAYER SDBIP

The IDP is considered as the 5-year strategic plan for the municipality and therefore provides an outline of Witzenberg Municipality's vision, mission, objectives and operational and service delivery indicators that are realistic and attainable.

The Top Layer SDBIP was drafted through a one on one consultation with the Municipal Manager and all the directors. After the completion of the draft Top Layer SDBIP, the Municipal Manager had one on one sessions with his directors to finalise the Top Layer SDBIP. One on one sessions will be held with the heads of Departments to discuss and draft the Departmental SDBIP which would serve

as the portfolio of evidence for the TOP Layer SDBIP. The following were considered during the development of the SDBIP:

- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the budget
- Oversight Committee Report on the Annual Report of 2014/15
- The risks identified by the Internal Auditor during the municipal risk analysis
- Areas to be addressed and root causes of the Auditor-General management letter COMAFS as well as the risks identified during the audit
- Local Government Turnaround Strategy

SECTION 53(1)(C)(II) – SUBMISSION TO THE MAYOR

The top layer service delivery budget implementation plan, indicating how the budget and the strategic objectives of Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budgeting and Reporting Regulation for the necessary approval.

Print Name D NASSON

Municipal Manager of Witzenberg Municipality

Signature



Date 27 February 2017


SECTION 53(1)(C)(II) – APPROVAL BY THE MAYOR

The top layer service delivery budget implementation plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

Print Name B Klaasen

Mayor of Witzenberg Municipality

Signature



Date 27 February 2017

STRATEGIC MAP

WITZENBERG MUNICIPALITY: STRATEGIC MAP 2016/17

Vision	Mission	Municipal KPA		Pre-determined Objectives	
A municipality that cares for its community, creating growth and opportunities.	<p>The Witzenberg Municipality is committed to improve the quality of life of its community by:</p> <ul style="list-style-type: none"> - Providing & maintaining affordable services - Promoting Social & Economic Development - The effective & efficient use of resources - Effective stakeholder & community participation 	1	Essential Services	1.1	Sustainable provision & maintenance of basic infrastructure
				1.2	Provide for the needs of informal settlements through improved services
		2	Governance	2.1	Support Institutional Transformation & Development
				2.2	Ensure financial viability
				2.3	To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.
		3	Communal Services	3.1	Provide & maintain facilities that make citizens feel at home
		4	Socio-Economic Support Services	4.1	Support the poor & vulnerable through programmes & policy
				4.2	Create an enabling environment to attract investment & support local economy.

FINANCIAL COMPONENT

COMPONENT 1 – MONTHLY REVENUE BY SOURCE R'000

Revenue By Source	July	August	Sept.	October	November	December	January	February	March	April	May	June
Property rates	28,036	3,129	4,106	1,829	3,094	3,129	4,238	4,145	2,003	2,094	2,007	2,196
Property rates - penalties & collection charges	123	114	114	162	137	122	89	105	82	106	129	119
Service charges - electricity revenue	18,129	19,746	18,302	15,189	14,604	16,130	16,557	18,950	19,860	19,834	20,609	17,505
Service charges - water revenue	3,334	2,462	2,419	3,630	2,607	3,958	3,839	3,785	3,794	3,439	3,834	2,101
Service charges - sanitation revenue	2,198	1,566	1,533	1,523	1,515	1,516	1,367	1,367	1,977	1,441	1,433	2,532
Service charges - refuse	1,581	884	832	821	813	815	1,715	1,722	1,646	1,692	1,656	6,252
Service charges - other	43	43	43	43	43	43	43	43	43	43	43	43
Rental of facilities and equipment	436	669	819	827	690	879	1,051	710	1,106	694	690	767
Interest earned - external investments	285	341	265	380	454	370	360	462	279	324	400	559
Interest earned - outstanding debtors	694	461	451	462	455	513	444	451	450	450	436	207
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-
Fines	101	1,068	1,068	1,068	1,068	1,068	1,068	1,068	1,068	1,068	1,068	2,036
Licences and permits	55	18	13	5	7	4	15	11	14	14	0	11
Agency services	258	280	391	410	399	310	496	365	370	335	290	370
Transfers recognised - operational	5,080	5,761	5,580	5,538	5,538	5,607	293	483	44,598	993	1,264	22,868
Other revenue	209	315	305	315	451	405	563	377	369	340	285	1,000
Gains on disposal of PPE	-	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	60,573	36,838	36,242	32,202	31,876	34,869	32,137	34,044	77,589	32,867	34,143	58,567

COMPONENT 2 – MONTHLY OPERATING EXPENDITURE BY VOTE R'000

Expenditure by Vote	July	August	Sept.	October	November	December	January	February	March	April	May	June
Budget & Treasury Office	1,655	2,532	2,586	2,393	2,568	2,608	2,635	2,648	5,723	2,590	3,755	4,666
Civil Services	5,853	5,583	6,820	7,085	6,651	6,474	6,127	7,435	8,907	8,652	9,080	31,047
Community & Social Services	1,649	1,820	2,695	2,707	2,637	2,519	2,520	3,098	(2,767)	2,514	2,445	5,560
Corporate Services	2,185	293	261	142	329	(1,378)	(1,580)	804	27,974	300	238	(14)
Electricity	1,431	21,347	22,973	14,988	15,414	15,340	15,440	19,016	2,159	20,706	17,897	37,216
Executive & Council	2,236	3,090	3,456	3,564	3,172	3,314	3,443	3,437	1,799	1,809	1,984	6,293
Housing	218	263	315	271	262	250	227	5,032	4,913	4,946	4,990	7,137
Planning	252	225	257	252	179	267	285	300	1,002	359	335	509
Public Safety	1,099	1,469	2,833	2,774	2,870	2,944	2,710	2,768	225	2,563	2,728	3,987
Sport & Recreation	1,215	2,058	2,597	2,605	2,439	2,586	2,556	3,144	(4,707)	2,717	2,639	3,416
Total Expenditure by Vote	17,794	38,682	44,793	36,780	36,521	34,924	34,462	47,681	45,227	47,157	46,091	99,817

COMPONENT 3 – MONTHLY CAPITAL EXPENDITURE

Directorate	Department Name	Vote number	Description	Detailed Funding Source	Budget 2015-2017	Project Start Date	Project End Date	Planned Cashflow for 2016/2017												
								Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Finance	Financial Administration	510200081	IT Equipment	CRR	80 000	2016/07/01	2016/11/15						80 000							
			Computer Hardware	FMG	100 000	2017/04/01	2017/05/25													
	Sport & Recreation	521901401	Insurance Replacements	CRR	50 000	2016/07/01	2017/06/15												100 000	
			Plant & Equipment	CRR	335 000	2016/07/01	2017/03/15						150 000							
	Libraries	520400191	New Furniture	LUBCG	22 000	2017/03/01	2017/04/25										150 000	35 000		
			Op-Die-Berg Mobile Unit	LUBCG	515 466	2017/03/01	2017/03/25													50 000
Community	Recreational Land	522300031	Extension Of Sport Facility- Ceres Loyellstrat	CRR	500 000	2017/03/01	2017/03/15										515 466	22 000		
			Radio Communication Equipment	CRR	100 000	2017/03/01	2017/03/15									100 000	200 000			
	Fire Protection	520500081	Vehicle Replacement Programme	ANIN	2 300 000	2016/07/01	2016/11/15						2 300 000							
			Montana Swimming Pool - Re-fibreglass	CRR	500 000	2016/07/01	2016/11/15				200 000			300 000						
	Swimming Pools	522401571	Equipment upgrading	CRR	1 355 647	2017/03/01	2017/04/25													
			Replaces Town Hall Floor Canes	CRR	113 000	2016/07/01	2016/11/15										1 000 000	355 647		
	Community Halls and facilities	521100101	Replaces Town Hall Floor Tulbag	CRR	35 000	2016/07/01	2016/11/15						113 000							
			Upgrading of Community Hall ODB	CRR	500 000	2016/07/01	2016/11/15				200 000									
		522200031	Upgrading of Community Hall ODB	Belgium	189 048	2017/03/01	2017/04/25							300 000						
		522000051	Fleets	CRR	150 000	2017/03/01	2017/05/25											188 048		
Corporate	Administration	522000091	Traffic test centre	CRR	2 100 000	2016/07/01	2017/05/25												150 000	
			Office Furniture - Wilzenberg	CRR	200 330	2016/07/01	2017/04/25				300 000	200 000	300 000			800 000	500 000			
	Electricity: Client Services	540501841	Network- Housing Projects	INEP	5 000 000	2015/04/15	2017/04/25										150 000	50 330		
			Prof Fees For Rural Dev Projects	CRR	100 000	2014/05/15	2017/04/25			1 000 000		1 000 000				1 000 000	1 000 000			
Technical	Electricity: Street light	540700121	Streetslights - Housing Projects (contribution)	CRR	500 000	2016/02/15	2016/11/15													
			Streetslights - Housing Projects	MIG	1 068 783	2016/02/15	2017/04/25		200 000		200 000	400 000								
	Electricity: Distribution	540800021	Electrical Network Rehabilitation	CRR	900 000	2015/10/15	2016/11/15										288 783			
			11 Kv Ring Supply Stainedrand	CRR	388 878	2016/07/01	2016/12/15				500 000			400 000						
	Workshop	540820001	Tools & Equipment	CRR	147 170	2016/07/01	2016/10/15						69 678							
			Tools & Equipment	CRR	36 000	2016/07/01	2016/11/15						147 170		35 000					

Directorate	Department Name	Vote number	Description	Detailed Funding Source	Budget 2016-2017	Project Start Date	Project End Date	Planned Cashflow for 2016/2017											
								Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Technical	Sewerage	541100061	Bulk Sewer Bella Vista	MIG	1 377 954	2016/03/15	2016/10/15		1 377 954										
		541100201	Bulk Sewer Bella Vista (cont)	CRR	683 126	2016/03/15	2016/10/15				368 256	316 872							
		541100681	Sewer Network Replacement	CRR	1 022 500	2016/07/01	2017/04/15					400 000				622 500			
		541101321	Sewer Pump Replacement P	CRR	300 000	2016/07/01	2017/04/15						100 000				200 000		
		541100191	Vehicle Replacement Programme	CRR	1 200 000	2016/07/01	2016/11/15						1 200 000						
		541120001	Tools & Equipment	CRR	400 000	2016/07/01	2016/11/15						100 000						
	Storm water management	541190001	Vreddebos Bulk Sanitation	MIG	2 018 188	2016/03/15	2016/11/15		2 018 188										
		541100111	Vreddebos New Bulk Sanitation	IHSDG	5 622 930	2016/03/15	2016/11/15						1 622 930						
		541100211	Vreddebos Bulk Sanitation (cont)	CRR	928 070	2016/03/15	2016/11/15						928 070						
		541300131	Network - Storm Water Upgradin	CRR	200 000	2016/07/01	2017/04/25										200 000		
		541300101	Fencing Basson Canal	CRR	20 000	2017/03/01	2017/06/25											20 000	
		541300091	Vreddebos ext storm water Ph1	MIG	329 000	2017/03/01	2017/06/25									329 000			
Technical	Roads	541400181	Bella Vista Bulk Storm water	MIG	1 547 204	2016/03/15	2016/10/15	1 000 000	547 204				106 000						
		541401501	School/retail Upgrading of Roads	CRR	109 000	2016/11/01	2016/11/15						200 000						
		541400131	Bella Vista Internal Roads	IHSDG	2 088 918	2017/03/01	2017/03/25									2 088 918			
		541400291	Vreddebos Burrode Ph1	MIG	140 000	2017/03/01	2017/05/25									140 000			
		541400301	Vreddebos access collector Ph1	MIG	525 000	2017/03/01	2017/06/25									525 000			
		541400111	Traffic Calming	CRR	220 000	2016/07/01	2016/11/15					220 000							
	Solid Waste (Remov	541401281	Network-street	CRR	900 000	2016/07/01	2017/04/25										900 000		
		541403861	Prof Fees For Rural Dev Projects	CRR	891 000	2016/06/15	2017/03/15		250 000			91 000	160 000				150 000		
		541700041	Vehicle Replacement Programme	CRR	2 830 321	2016/07/01	2017/06/25							2 300 000	530 321				
		541700051	Railsea Bins	CRR	300 000	2016/07/01	2016/07/15		300 000										
		541900231	Infrastructure Management System	CRR	300 000	2016/07/01	2017/02/15					100 000				200 000			
		541900801	Vreddebos Bulk Water Supply	MIG	7 058 505	2016/07/01	2017/10/15						1 000 000			1 500 000	1 500 000	1 500 000	1 558 505
Water Distribution	541900281	Drought Relief	DP/LG	1 650 000	2016/05/15	2017/03/01	2017/06/25	500 000	500 000	500 000	150 000								
	541900091	Drought Support	MISG	1 754 386	2017/03/01	2017/06/25											500 000	500 000	754 386
	541901371	Bella Vista Bulk Water	MIG	7 569 390	2016/07/01	2017/10/15							1 000 000		1 000 000	1 000 000	1 463 400	1 500 000	1 575 950
	541900201	Network - Water Pipes & Va	CRR	1 616 872	2016/07/01	2017/06/25					100 000					400 000	400 000	300 000	316 872
	541900201	Prepaid Water Meters	ANN	2 500 000	2016/07/01	2017/02/15										2 500 000			
	541920001	Tools & Equipment- New	CRR	100 000	2016/07/01	2016/10/15						100 000							

NON-FINANCIAL COMPONENT

5 YEAR SCORECARD

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2014/15	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
Essential Services	Sustainable provision & maintenance of basic Infrastructure	TL1	% Expenditure on Maintenance Budget by Technical Directorate	Technical	99%	98%	99%	99%	99%	99%
		TL2	% Expenditure on Capital Budget by Technical Directorate	Technical	96%	95%	96%	96%	97%	97%
		TL3	Percentage compliance with drinking water quality standards.	Technical	100%	97%	98%	98%	98%	98%
		TL4	Number of outstanding valid applications for water services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL5	Number of outstanding valid applications for sewerage services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL6	Number of outstanding valid applications for electricity services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL7	Number of outstanding valid applications for refuse collection services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL8	Decrease unaccounted water losses.	Technical	21%	20%	18%	16%	14%	14%
		TL9	Decrease unaccounted electricity losses.	Technical	9%	9%	8%	8%	8%	8%
		TL10	Kilometres of roads upgraded & rehabilitated	Technical	4,83	2	3	3	3	4
	Provide for the needs of Informal settlements through Improved services	TL11	Number of subsidised serviced sites developed.	Technical	470	0	0	150	150	150
		TL12	Provide basic services - number of informal areas with sufficient communal water services points (taps).	Technical	2	3	3	3	2	2
		TL13	Provide basic services - number of informal areas with sufficient communal sanitation services points (toilets).	Technical	2	3	3	3	2	2
		TL14	Improve basic services - number of informal settlements receiving a door-to-door refuse collection and area-cleaning service.	Technical	2	3	3	3	2	2
		TL15	Number of subsidised electricity connections installed.	Technical	43	200	225	200	200	200

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2014/15	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
Governance	Support Institutional Transformation & Development	TL16	Percentage budget spent on Implementation of Workplace Skills Plan	Corporate	100%	95%	96%	97%	98%	99%
		TL17	Percentage of people from employment equity target groups employed in the three highest levels of management	Corporate	71%	75%	75%	80%	80%	85%
	Ensure financial viability	TL18	Financial viability expressed as Debt-Coverage ratio	Finance	27	16	16	16	16	16
		TL19	Financial viability expressed as Cost-Coverage ratio	Finance	2,5	1,6	1,6	1,6	1,6	1,6
		TL20	Financial viability expressed outstanding service debtors	Finance	70%	44%	42%	42%	42%	40%
		TL21	Opinion of the Auditor-General on annual financial statements of the previous year	Finance	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
		TL22	Increased revenue collection	Finance	94%	95%	95%	96%	96%	97%
		TL23	Percentage of budget spent on maintenance	Finance	99%	98%	99%	99%	99%	99%
		TL24	Percentage spend of capital budget	Finance	95%	95%	96%	96%	97%	97%
	To maintain and strengthen relations with international- & inter-governmental partners as well as the local	TL25	Number of IDP community meetings held	Municipal Manager	14	14	14	14	14	14
		TL26	Number of meetings with inter-governmental partners	Community	10	12	12	12	12	12
Communal Services	Provide & maintain facilities that make citizens feel at home	TL27	Customer satisfaction survey (Score 1-5) - community facilities	Community	2,3	2,5	2,5	3	3	4
		TL28	% Expenditure on Maintenance Budget by Community Directorate	Community	99%	98%	99%	99%	99%	99%
		TL29	% Expenditure on Capital Budget by Community Directorate	Community	97%	95%	96%	96%	97%	97%
Socio-Economic Support Services	Support the poor & vulnerable through programmes & policy	TL30	Number of account holders subsidised through the municipality's indigent Policy	Community	2794	2750	2750	2700	2700	2500
		TL31	The number of jobs created through municipality's local economic development initiatives including capital projects	Community	421	390	390	400	400	400
		TL32	Number of social development programmes implemented	Community	17	20	20	20	20	20
		TL33	Number of housing opportunities provided per year	Community	42	200	225	200	200	200
		TL34	Number of Rental Stock transferred	Community	58	60	70	80	90	100
	Create an enabling environment to attract investment & support local economy.	TL35	Revisit Municipal Land Audit and draw up an implementation plan. Phase Implementation from 14/15 onwards.	Corporate	Phase 1 implement	Phase 3 implement	Phase 4 implement	Phase 5 implement	Phase 6 implement	Review of Plan
		TL36	Compile & Implementation of LED Strategy	Community	Approved Strategy	Phase 2 Implement	Review of Plan	Phase 1 implement	Phase 2 Implement	Review of Plan

2016/17 QUARTERLY PROJECTIONS

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2014/15 (15/16 N/A)	Target 2016/17	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Essential Services	Sustainable provision & maintenance of basic infrastructure	TL1	% Expenditure on Maintenance Budget by Technical Directorate	Technical	99%	98%	25%	50%	75%	98%
		TL2	% Expenditure on Capital Budget by Technical Directorate	Technical	96%	95%	10%	40%	60%	95%
		TL3	Percentage compliance with drinking water quality standards.	Technical	100%	97%	97%	97%	97%	97%
		TL4	Number of outstanding valid applications for water services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL5	Number of outstanding valid applications for sewerage services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL6	Number of outstanding valid applications for electricity services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL7	Number of outstanding valid applications for refuse collection services expressed as a % of total number of billings for the service.	Finance	0%	<1%	<1%	<1%	<1%	<1%
		TL8	Decrease unaccounted water losses.	Technical	21%	20%	20%	20%	20%	20%
		TL9	Decrease unaccounted electricity losses.	Technical	9%	9%	9%	9%	9%	9%
		TL10	Kilometres of roads upgraded & rehabilitated	Technical	4,83	2	0	0,5	1,5	2
	Provide for the needs of informal settlements through improved services	TL11	Number of subsidised serviced sites developed.	Technical	470	0	0	0	0	0
		TL12	Provide basic services - number of informal areas with sufficient communal water services points (taps).	Technical	2	3	3	3	3	3
		TL13	Provide basic services - number of informal areas with sufficient communal sanitation services points (toilets).	Technical	2	3	3	3	3	3
		TL14	Improve basic services - number of informal settlements receiving a door-to-door refuse collection and area-cleaning service.	Technical	2	3	3	3	3	3
		TL15	Number of subsidised electricity connections installed.	Technical	43	200	0	50	150	200

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2014/15 (15/16 N/A)	Target 2016/17	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Governance	Support Institutional Transformation & Development	TL16	Percentage budget spent on implementation of Workplace Skills Plan	Corporate	100%	95%	25%	50%	75%	95%
		TL17	Percentage of people from employment equity target groups employed in the three highest levels of management in	Corporate	71%	75%		75%		75%
	Ensure financial viability	TL18	Financial viability expressed as Debt-Coverage ratio	Finance	27	16	16	16	16	16
		TL19	Financial viability expressed as Cost-Coverage ratio	Finance	2,5	1,6	1,6	1,6	1,6	1,6
		TL20	Financial viability expressed outstanding service debtors	Finance	70%	44%	44%	44%	44%	44%
		TL21	Opinion of the Auditor-General on annual financial statements of the previous year	Finance	Unqualified	Unqualified			Unqualified	
		TL22	Increased revenue collection	Finance	94%	95%	95%	95%	95%	95%
		TL23	Percentage of budget spent on maintenance	Finance	99%	98%	25%	50%	75%	98%
		TL24	Percentage spend of capital budget	Municipal Manager	95%	95%	10%	40%	60%	95%
	To maintain and strengthen relations with international & inter-	TL25	Number of IDP community meetings held	Municipal Manager	14	14		7		14
		TL26	Number of meetings with inter-governmental partners	Community	10	12	3	6	9	12
Communal Services	Provide & maintain facilities that make citizens feel at home	TL27	Customer satisfaction survey (Score 1-5) - community facilities	Community	2,3	2,5				2,5
		TL28	% Expenditure on Maintenance Budget by Community Directorate	Community	99%	98%	25%	50%	75%	98%
		TL29	% Expenditure on Capital Budget by Community Directorate	Community	97%	95%	10%	40%	60%	95%
Socio-Economic Support Services	Support the poor & vulnerable through programmes & policy	TL30	Number of account holders subsidised through the municipality's indigent Policy	Community	2794	2750	2750	2750	2750	2750
		TL31	The number of jobs created through municipality's local economic development initiatives including capital projects	Community	421	390	100	200	300	390
		TL32	Number of social development programmes implemented	Community	17	20	5	10	15	20
		TL33	Number of housing opportunities provided per year	Community	42	200	0	50	150	200
		TL34	Number of Rental Stock transferred	Community	58	60	10	30	40	60
	Create an enabling environment to attract investment & support local economy.	TL35	Revisit Municipal Land Audit and draw up an Implementation plan Phase implementation from 14/15 onwards.	Corporate	Phase 1 implement	Phase 3 implement				Phase 3 implement
		TL36	Compile & Implementation of LED Strategy	Community	Approved Strategy	Phase 2 implement				Phase 2 implement

DEFINITIONS OF PERFORMANCE INDICATORS

Ref	Key Performance Indicator	Reporting Directorate	Definitions
TL1	% Expenditure on Maintenance Budget by Technical Directorate	Technical	Percentage reflecting year to date spend (including secondary cost) / total maintenance budget of the Technical Directorate. Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.
TL2	% Expenditure on Capital Budget by Technical Directorate	Technical	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the technical directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
TL3	Percentage compliance with drinking water quality standards.	Technical	Measure of potable water sample pass rate according to the SANS 241 standard. Average of sample results. Only microbiological results of Escherichia Coll are considered in the measurement. Result should be less than 1 count per 100ml.
TL4	Number of outstanding valid applications for water services expressed as a % of total number of billings for the service.	Finance	This indicator reflects the number of outstanding valid applications (where down payment has been received) for water services (where valid applications translate into an active account) for domestic customers as extracted from the Municipality's SAMRAS database. The accuracy of the billing records is reported within an error rate of 0, 5%. Proxy measure for National Key Performance Indicator.
TL5	Number of outstanding valid applications for sewerage services expressed as a % of total number of billings for the service.	Finance	This Indicator reflects the number of outstanding valid applications (where down payment has been received) for sanitation services (where valid applications translate into an active account) for domestic customers as extracted from the Municipality's SAMRAS database. The accuracy of the billing records is reported within an error rate of 0, 5%. Proxy measure for National Key Performance Indicator.
TL6	Number of outstanding valid applications for electricity services expressed as a % of total number of billings for the service.	Finance	This indicator reflects the number of outstanding valid applications (where down payment has been received) for electricity services (where valid applications translate into an active account) for domestic customers as extracted from the Municipality's SAMRAS database. The accuracy of the billing records is reported within an error rate of 0, 5%. Proxy measure for National Key Performance Indicator.
TL7	Number of outstanding valid applications for refuse collection services expressed as a % of total number of billings for the service.	Finance	This indicator reflects the number of outstanding valid applications (where down payment has been received) for waste removal services (where valid applications translate into an active account) for domestic customers as extracted from the Municipality's SAMRAS database. The accuracy of the billing records is reported within an error rate of 0, 5%. Proxy measure for National Key Performance Indicator.
TL8	Decrease unaccounted water losses.	Technical	Unaccounted-for water (UFW) is the difference between the quantity of water supplied to the municipality's network and the metered quantity of water used by the customers. UFW has two components: (a) physical losses due to leakage from pipes, and (b) administrative losses due to illegal connections and under registration of water meters. The reduction of UFW is a crucial step to improve the financial health and to save scarce water resources.
TL9	Decrease unaccounted electricity losses.	Technical	Unaccounted-for electricity (UFE) is the difference between the quantity of electricity supplied to the municipality's network and the metered quantity of electricity used by the customers. UFE has two components: (a) Technical losses due to ageing/inadequate networks, and (b) administrative or non-technical losses due to illegal connections and under registration of electricity meters. The reduction of UFE is a crucial step to improve the financial health.
TL10	Kilometres of roads upgraded & rehabilitated	Technical	This indicator measures the kilometres of new roads constructed, roads upgraded & rehabilitated and resurfaced.
TL11	Number of subsidised serviced sites developed.	Technical	A housing opportunity is incremental access to and or delivery of one of the following Housing products: Incremental Housing which provides a serviced site with or without tenure.
TL12	Provide basic services - number of informal areas with sufficient communal water services points (taps).	Technical	This indicator reflects the number of informal areas with sufficient communal water service points. Sufficient are being defined as all households with access to water points within 200 meters radius. Certain taps may however have been vandalised or removed after provision. Proxy for National KPI.
TL13	Provide basic services - number of informal areas with sufficient communal sanitation services points (toilets)	Technical	This indicator reflects the number of informal areas with sufficient communal sanitation service points. Sufficient are being defined as all households with access to toilets within 200 meters radius. Certain toilets may however have been vandalised or removed after provision. Proxy for National KPI.
TL14	Improve basic services - number of informal settlements receiving a door-to-door refuse collection and area-cleaning service.	Technical	This indicator reflects the number of informal settlements receiving a weekly door-to-door refuse removal collection service and on-going area cleaning (litter picking and illegal dumping removal). Proxy for National KPI.
TL15	Number of subsidised electricity connections installed.	Technical	This indicator reflects the number of subsidised connections installed per annum in informal settlements and low cost housing/serviced sites projects. Proxy for National KPI.

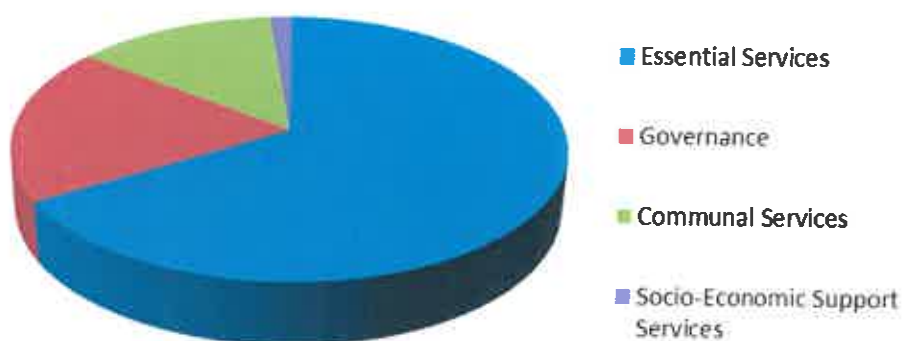
Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Definitions
Support Institutional Transformation & Development	TL16	Percentage budget spent on implementation of Workplace Skills Plan	Corporate	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate the budget for appropriate training interventions which will address the needs arising out of Local Governments' Skills Sector Plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDP's. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Kpi measures percentage expenditure of vote allocated towards training needs as arise from WSP
	TL17	Percentage of people from employment equity target groups employed in the three highest levels of management in	Corporate	This indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan. National Key Performance Indicator
Ensure financial viability	TL18	Financial viability expressed as Debt-Coverage ratio	Finance	This indicator measures debt coverage as (total operating revenue – operating grants received) / debt service payments due within the year. This means the municipality is able to cover its debt service payments from operating revenue excluding grants number of times
	TL19	Financial viability expressed as Cost-Coverage ratio	Finance	This indicator measures (available cash + investments) / monthly fixed operating expenditure. This indicates that with the available cash the municipality is able to pay its fixed operating expenditure for certain amount of months
	TL20	Financial viability expressed outstanding service debtors	Finance	These indicator measure service debtors to revenue (total outstanding service debtors / revenue received for services). This means that a % of revenue in the SFP is still outstanding as at 30 June 2013
	TL21	Opinion of the Auditor-General on annual financial statements of the previous year	Finance	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor having completed his audit has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practices. This is referred to as "clean opinion". Alternatively in relation to a qualified audit opinion the auditor would issue this opinion in whole, or in part, over the financial statements. If these are not prepared in accordance with General Recognised Accounting Practices or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives
	TL22	Increased revenue collection	Finance	This indicator reflects the percentage of revenue collected from service accounts delivered
	TL23	Percentage of budget spent on maintenance	Finance	Percentage reflecting year to date spend (including secondary cost) / total maintenance budget of the municipality in total. Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based
	TL24	Percentage spend of capital budget	Finance	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end
To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.	TL25	Number of IDP community meetings held	Municipal Manager	Bi-annual community meetings as per IDP Process Plan held in each of the 7 towns
	TL26	Number of meetings with inter-governmental partners	Community	Number of Inter-Governmental meetings attended
Provide & maintain facilities that make citizens feel at home	TL27	Customer satisfaction survey (Score 1-5) - community facilities.	Community	This indicator measures community perception and satisfaction in respect of the access to and maintenance of certain community facilities. The municipality's Community Satisfaction Survey measures public perception around the following number of issues: Access to libraries, access to community halls, access to parks (including maintained open spaces and children play parks), maintenance of parks (including maintained open spaces and children play parks) & access to sport facilities
	TL28	% Expenditure on Maintenance Budget by Community Directorate	Community	Percentage reflecting year to date spend (including secondary cost) / total maintenance budget of the Community Directorate. Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based
	TL29	% Expenditure on Capital Budget by Community Directorate	Community	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the community directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end
Support the poor & vulnerable through programmes & policy	TL30	Number of account holders subsidised through the municipality's indigent Policy	Community	Refers to the number of account holders subsidised through the municipality's Indigent Policy.
	TL31	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP) and contracts for temporary workers and temporary workers employed through contractors on projects. Proxy for National KPI.
	TL32	Number of social development programmes implemented	Community	The indicator refers to the number of social developmental programmes implemented. Seven programmes have been identified and each programme will consist of a number of projects and interventions.
	TL33	Number of housing opportunities provided per year.	Community	A housing opportunity is incremental access to and/or delivery of one of the following Housing products: Subsidy Housing which provides a minimum 40m² house.
	TL34	Number of Rental Stock transferred	Community	Number of rental stock transferred to approved beneficiaries, using established criteria. Rental stock is being defined as subsidised houses constructed before 1994 (scheme houses) and leased by the municipality to identified and approved beneficiaries.
Create an enabling environment to attract investment & support local economy.	TL35	Revisit Municipal Land Audit and draw up an Implementation plan. Phase Implementation from 14/15 onwards.	Corporate	This indicator measures the following over the 5 year IDP period: Capacitating of Property Office, develop and maintain property register & land Audit Implementation Plan that would include well defined phases for implementing annually.
	TL36	Compile & Implementation of LED Strategy	Community	Measures the implementation of a LED Strategy over the 5 year IDP period. The Implementation includes the development of the strategy with well-defined phases for implementing annually over the 5 year period

BUDGETARY ALIGNMENT WITH IDP

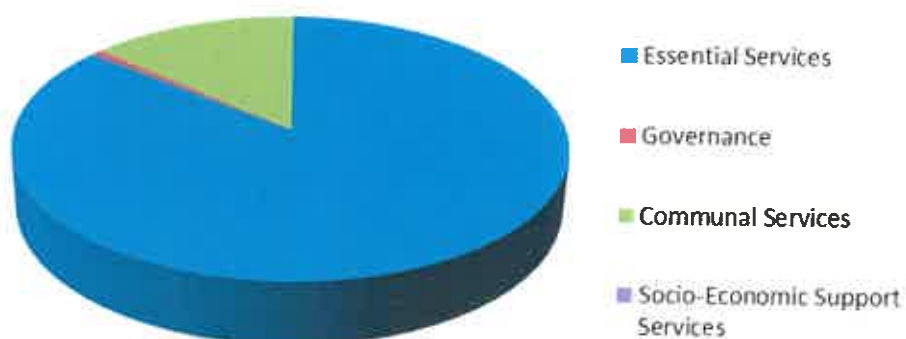
EXPENDITURE PER KEY PERFORMANCE AREA

2016/2017 Expenditure Linked to Performance Areas	Total Expenditure	Operational Expenditure	Capital Expenditure
Essential Services	416,750,680	362,557,672	54,193,008
Governance	105,049,510	104,619,180	430,330
Communal Services	82,090,446	73,355,285	8,735,161
Socio-Economic Support Services	8,039,408	8,039,408	-
Grand Total	611,930,044	548,571,545	63,358,499

Operational Expenditure



Capital Expenditure



OPERATIONAL EXPENDITURE PER STRATEGIC OBJECTIVE

Performance Area	Strategic Objective	Operational Expenditure	
Essential Services	1.1 Sustainable provision & maintenance of basic infrastructure	355,523,802	362,557,672
	1.2 Provide for the needs of informal settlements through improved services	7,033,870	
Governance	2.1 Support Institutional Transformation & Development	38,271,521	104,619,180
	2.2 Ensure financial viability.	38,079,977	
	2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.	28,267,682	
Communal Services	3.1 Provide & maintain facilities that make citizens feel at home.	73,355,285	73,355,285
Socio-Economic Support Services	4.1 Support the poor & vulnerable through programmes & policy	6,156,226	8,039,408
	4.2 Create an enabling environment to attract investment & support local economy.	1,883,182	

THREE YEAR PROJECTED CAPITAL EXPENDITURE PER WARD

Directorate	Department Name	Description	Municipal Ward	Vote number	Funding Source	Budget		
						2016/2017 Adjusted	2017/2018	2018/2019
Finance	Financial Administration	IT Equipment	All	510200081	CRR	80 000	260 000	300 000
		Computer Hardware	All		FMG	100 000		
		Insurance Replacements	All	510200071	CRR	50 000	50 000	50 000
	Income	Upgrading of cashier offices	All	510300081	CRR		250 000	250 000
Community	Sport & Recreation	Plant & Equipment	All	521901401	CRR	335 000	176 000	
	Recreational Land	Extension Of Sport Facility- Ceres Laya	3	522300031	CRR	500 000	-	-
	Libraries	New Furniture	All	520400191	LIBCG	22 000		
		Op-Die-Berg Mobile Unit	8	520400681	LIBCG	515 466		
	Fire Protection	Radio Communication Equipment	All	520500081	CRR	100 000		
		Vehicle Replacement Programme	All	520500061	ANN	2 300 000	-	-
	Pine Forest : Administration	Furniture & Equipment	All	520600041	CRR	-	100 000	-
		Plant & Equipment	All	520600051	CRR	-	-	220 000
		Fence Around Trampolines	All	520600061	CRR	-	35 000	-
		Wardrobes For 28 B Chalets + 2	3	520600071	CRR	-	-	192 000
		Fiberglass - Witzerville Swimm	7	520600081	CRR	-	450 000	-
		Equipment upgrading	3	520601371	CRR	1 355 647		
	Swimming Pools	Montana Swimming Pool - Re-fibreglass	7	522401571	CRR	500 000	-	-
	Community Halls and facilities	Replace Town Hall Floor Ceres	3	521100081	CRR	113 000	-	-
		Replace Town Hall Floor Tulbag	11	521100101	CRR	35 000	-	-
		Upgrading of Community Hall ODB	8	521100151	CRR	500 000	-	-
		Upgrading of Community Hall ODB	8	522200031	Belgium	189 048		
		Stadsaal Vloer Vervanging	3	521100141	CRR	-	1 600 000	-
	Housing: Administration	Fencing Maple Park	5	520300041	CRR	-	200 000	-
Corporate	Administration	Office Furniture - Witzenberg	All	530100011	CRR	200 330	-	-
	Traffic	Firearms	All	522000051	CRR	150 000		
		Traffic test centre	All	522000091	CRR	2 100 000	-	-
	Marketing	Signage & Billboards	All	531200061	CRR	-	70 000	70 000
Technical	Electricity: Client Services	Network- Housing Projects	All	540501841	INEP	5 000 000	6 000 000	7 000 000
		Prof Fees For Rural Dev Projects	All	540590001	CRR	100 000	-	-
	Electricity: Street lights	Streetslights - Housing Projects (contribu	All	540700121	CRR	500 000	-	-
		Streetslights - Housing Projects	All	540700111	MIG	1 068 783	1 000 000	2 000 000
	Electricity: Distribution	Electrical Network Refurbishment	7	540800021	CRR	900 000	1 000 000	1 500 000
		11 Kv Ring Supply Stanlet/rand	7	540800071	CRR	369 679	500 000	-
	Mechanical Workshop	Tools & Equipment	All	540820001	CRR	147 170	-	-
		Tools & Equipment	All	540920001	CRR	35 000	37 000	-

Directorate	Department Name	Description	Municipal Ward	Vote number	Funding Source	Budget		
						2016/2017 Adjusted	2017/2018	2018/2019
Technical	Sewerage	Bulk Sewer Bella Vista	6	541100061	MIG	1 377 954	-	-
		Bulk Sewer Bella Vista (contr)	6	541100201	CRR	683 128	-	-
		Sewer Network Replacement	All	541105061	CRR	1 022 500	1 500 000	1 500 000
		Sewer Pumps- Replacement P	All	541101321	CRR	300 000	-	-
		Vehicle Replacement Programme	All	541100191	CRR	1 200 000	-	-
		Tools & Equipment	All	541120001	CRR	100 000	-	-
		Vredebes Bulk Sanitation	5	541190001	MIG	2 018 198	-	-
		Vredebes New Bulk Sanitation	5	541100111	IHHSDG	5 622 930	-	-
		Vredebes Bulk Sanitation (contr)	5	541100211	CRR	928 070	-	-
	Storm water management	Network - Storm Water Upgradin	All	541300131	CRR	200 000	220 000	-
		Fencing Basson Canal	3		CRR	20 000		
		Vredebes ext storm water Ph1	5	541300101	MIG	329 000		
		Bella Vista Bulk Storm water	6	541300091	MIG	1 547 204	-	-
	Roads	Skoovlei Upgrading of Roads	5	541400191	CRR	109 000	-	-
		Equipment	All	541401501	CRR	200 000	-	-
		Bella Vista Internal Roads	6	541400131	IHHSDG	2 088 918		
		Vredebes Busroute Ph1	5	541400291	MIG	140 000		
		Vredebes access collector Ph1	5	541400301	MIG	525 000		
		Digger Loaders	All	541400281	CRR	-	400 000	500 000
		Traffic Calming	All	541400111	CRR	220 000	250 000	-
		Network-street	All	541401291	CRR	900 000	-	-
		Vredebes Bulk Roads	5	541400261	MIG	-	6 449 300	18 914 175
		Prof Fees For Rural Dev Projects	All	541403891	CRR	891 000	-	400 000
		Vehicle Replacement Programme	All	541700041	CRR	2 830 321	-	-
	Solid Waste (Removal)	Refuse Bins	All	541700051	CRR	300 000	-	-
		Infrastructure Management System	All	541900231	CRR	300 000	300 000	-
	Water Distribution	Vredebes Bulk Water Supply	5	541903801	MIG	7 058 505	7 000 000	-
		Vredebes Bulk Water Supply (Contr)	5	541900291	CRR	-	1 500 000	-
		Drought Relief	All	541900261	DPLG	1 650 000	-	-
		Drought Support	7, 11		MISG	1 754 386		
		Bella Vista Bulk Water	6	541900091	MIG	7 559 390	5 500 000	-
		Bella Vista Bulk Water (Contr)	6	541900281	CRR	-	1 500 000	-
		Network - Water Pipes & Va	All	541901371	CRR	1 616 872	800 000	1 500 000
		Prepaid Water Meters	All	541900201	ANN	2 500 000	1 000 000	-
		Tools & Equipment- New	All	541920001	CRR	100 000	-	-