



2017 -
2018

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN



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

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INTRODUCTION AND OVERVIEW

1.1 PURPOSE OF THE REPORT

The purpose of this report is to provide an executive summary of the legislative framework that prescribes an SDBIP.

The 2017/18 Top Layer SDBIP attached to this report is hereby submitted for approval. It indicates the planned performance targets of Witzenberg Municipality for the period 1 July 2017 to 30 June 2018.

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.

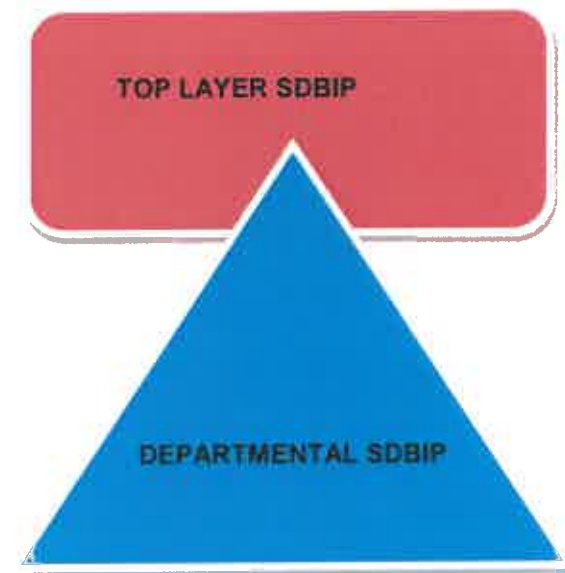
The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration in the applicable financial year. It provides the link between the mayor, the council (executive) 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 is 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 session's with his directors to finalise the Top Layer SDBIP. One on one session's 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 2015/16
- 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

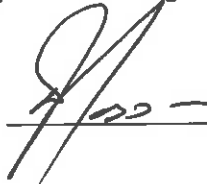
SECTION 53(1)(C)(II) – SUBMISSION TO THE MAYOR

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 2017/06/01

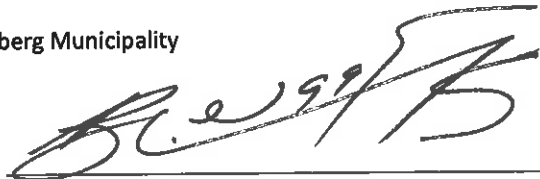
SECTION 53(1)(C)(II) – APPROVAL BY THE MAYOR

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 2017/06/07

STRATEGIC MAP

WITZENBERG MUNICIPALITY: STRATEGIC MAP 2017/18

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 & maintaing 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

Monthly Revenue By Source	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	March 2018	April 2018	May 2018	Jun 2018
Property rates	5,528	5,528	5,528	5,528	5,528	5,528	5,528	5,528	5,528	5,528	5,528	5,528
Service charges - electricity revenue	18,251	18,251	18,251	18,251	18,251	18,251	18,251	18,251	18,251	18,251	18,251	18,251
Service charges - water revenue	3,424	3,424	3,424	3,424	3,424	3,424	3,424	3,424	3,424	3,424	3,424	3,424
Service charges - sanitation revenue	1,744	1,744	1,744	1,744	1,744	1,744	1,744	1,744	1,744	1,744	1,744	1,744
Service charges - refuse revenue	1,807	1,807	1,807	1,807	1,807	1,807	1,807	1,807	1,807	1,807	1,807	1,807
Fines, Dividends and Pen:	1,933	1,933	1,933	1,933	1,933	1,933	1,933	1,933	1,933	1,933	1,933	1,933
Fines, penalties and forfei	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222
Licensees and permits	13	13	13	13	13	13	13	13	13	13	13	13
Agency services	385	385	385	385	385	385	385	385	385	385	385	385
Transfers and subsidies	13,423	13,423	13,423	13,423	13,423	13,423	13,423	13,423	13,423	13,423	13,423	13,423
Other revenue	303	303	303	303	303	303	303	303	303	303	303	303
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000

COMPONENT 2 – MONTHLY OPERATING EXPENDITURE BY VOTE R'000

Monthly Expenditure By Type	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	March 2018	April 2018	May 2018	Jun 2018
Employee related costs	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636
Remuneration of councillors	840	840	840	840	840	840	840	840	840	840	840	840
Contracted services	2,258	2,258	2,258	2,258	2,258	2,258	2,258	2,258	2,258	2,258	2,258	2,258
Depreciation & asset impairment	3,837	3,837	3,837	3,837	3,837	3,837	3,837	3,837	3,837	3,837	3,837	3,837
Finance charges	309	309	309	309	309	309	309	309	309	309	309	309
Bulk purchases	15,268	15,268	15,268	15,268	15,268	15,268	15,268	15,268	15,268	15,268	15,268	15,268
Other materials	1,543	1,543	1,543	1,543	1,543	1,543	1,543	1,543	1,543	1,543	1,543	1,543
Contracted services	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217	3,217
Transfers and subsidies	1,314	1,314	1,314	1,314	1,314	1,314	1,314	1,314	1,314	1,314	1,314	1,314
Other expenditure	3,447	3,447	3,447	3,447	3,447	3,447	3,447	3,447	3,447	3,447	3,447	3,447
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	45,669	45,669	45,669	45,669	45,669	45,669	45,669	45,669	45,669	45,669	45,669	45,669

NON-FINANCIAL COMPONENT

5 YEAR SCORECARD

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2015/16	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Essential Services	Sustainable provision & maintenance of basic infrastructure	TL1	% Expenditure on Maintenance Budget by Technical Directorate	Technical	99%	99%	99%	99%	99%	99%
		TL2	% Expenditure on Capital Budget by Technical Directorate	Technical	98%	96%	96%	96%	97%	97%
		TL3	Percentage compliance with drinking water quality standards	Technical	100%	98%	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	0,04%	<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	16%	18%	16%	14%	14%	14%
		TL9	Decrease unaccounted electricity losses.	Technical	8,19%	8%	8%	8%	8%	8%
		TL10	Kilometres of roads upgraded & rehabilitated	Technical	10,15	3	3	3	4	4
	Provide for the needs of informal settlements through improved services	TL11	Number of subsidised serviced sites developed.	Technical	605	500	200	0	0	200
		TL12	Provide basic services - number of informal areas with sufficient communal water services points (taps).	Technical	3	3	3	3	2	2
		TL13	Provide basic services - number of informal areas with sufficient communal sanitation services points (toilets).	Technical	3	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	3	3	3	3	2	2
		TL15	Number of subsidised electricity connections installed.	Technical	140	309	100	400	200	200

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2015/16	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22
Governance	Support Institutional Transformation & Development	TL16	Percentage budget spent on implementation of Workplace Skills Plan	Corporate	100%	96%	96%	97%	98%	99%
		TL17	Percentage of people from employment equity target groups employed in the three highest levels of management in	Corporate	74%	75%	75%	80%	80%	85%
	Ensure financial viability	TL18	Financial viability expressed as Debt-Coverage ratio	Finance	35,9	30	30	30	30	30
		TL19	Financial viability expressed as Cost-Coverage ratio	Finance	3,6	2,8	2,8	2,8	2,8	2,8
		TL20	Financial viability expressed outstanding service debtors	Finance	55%	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%	99%	99%	99%	99%	99%
		TL24	Percentage spend of capital budget	Finance	97%	96%	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	100%	99%	99%	99%	99%	99%
		TL29	% Expenditure on Capital Budget by Community Directorate	Community	84%	96%	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	2673	2750	2700	2700	2500	2500
		TL31	The number of jobs created through municipality's local economic development initiatives including capital projects	Community	427	390	400	400	400	420
		TL32	Number of social development programmes implemented	Community	23	20	20	20	20	20
		TL33	Number of housing opportunities provided per year	Community	0	309	100	400	200	200
		TL34	Number of Rental Stock transferred	Community	45	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 2 implement	Phase 4 implement	Phase 5 implement	Phase 6 implement	Review of Plan	Phase 1 Implemented
TL36		Compile & Implementation of LED Strategy	Community	Phase 2 implement	Review of Plan	Phase 1 implement	Phase 2 implement	Review of Plan	Phase 1 Implemented	

2017/18 QUARTERLY PROJECTIONS

Municipal IPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2015/16 (16/17 N/A)	Target 2017/18	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%	99%	25%	50%	75%	99%
		TL2	% Expenditure on Capital Budget by Technical Directorate	Technical	98%	96%	10%	40%	60%	96%
		TL3	Percentage compliance with drinking water quality standards.	Technical	100%	98%	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	0,04%	<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	16%	18%	18%	18%	18%	18%
		TL9	Decrease unaccounted electricity losses.	Technical	8,19%	8%	8%	8%	8%	8%
		TL10	Kilometres of roads upgraded & rehabilitated	Technical	10,15	3	0	0,5	1,5	3
	Provide for the needs of informal settlements through improved services	TL11	Number of subsidised serviced sites developed.	Technical	605	500	0	150	350	500
		TL12	Provide basic services - number of informal areas with sufficient communal water services points (taps).	Technical	3	3	3	3	3	3
		TL13	Provide basic services - number of informal areas with sufficient communal sanitation services points (toilets).	Technical	3	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	3	3	3	3	3	3
		TL15	Number of subsidised electricity connections installed.	Technical	140	309	0	50	150	309

Municipal KPA	Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Baseline 2015/16 (16/17 N/A)	Target 2017/18	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%	96%	25%	50%	75%	96%
		TL17	Percentage of people from employment equity target groups employed in the three highest levels of management in	Corporate	74%	75%		75%		75%
	Ensure financial viability	TL18	Financial viability expressed as Debt-Coverage ratio	Finance	35,9	30	30	30	30	30
		TL19	Financial viability expressed as Cost Coverage ratio	Finance	3,6	2,8	2,8	2,8	2,8	2,8
		TL20	Financial viability expressed outstanding service debtors	Finance	55%	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%	99%	25%	50%	75%	99%
		TL24	Percentage spend of capital budget.	Municipal Manager	97%	96%	10%	40%	60%	96%
	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	100%	99%	25%	50%	75%	99%
		TL29	% Expenditure on Capital Budget by Community Directorate	Community	84%	96%	10%	40%	60%	96%
Socio-Economic Support Services	Support the poor & vulnerable through programmes & policy	TL30	Number of account holders subsidised through the municipality's indigent Policy	Community	2673	2750	2750	2750	2750	2750
		TL31	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	427	390	100	200	300	390
		TL32	Number of social development programmes implemented	Community	23	20	5	10	15	20
		TL33	Number of housing opportunities provided per year.	Community	0	309	0	50	150	309
	TL34	Number of Rental Stock transferred	Community	45	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 2 implement	Phase 4 implement			Mid Year Progress Report	
TL36		Compile & Implementation of LED Strategy	Community	Phase 2 implement	Review of Plan			Mid Year Progress Report		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 Coli 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.

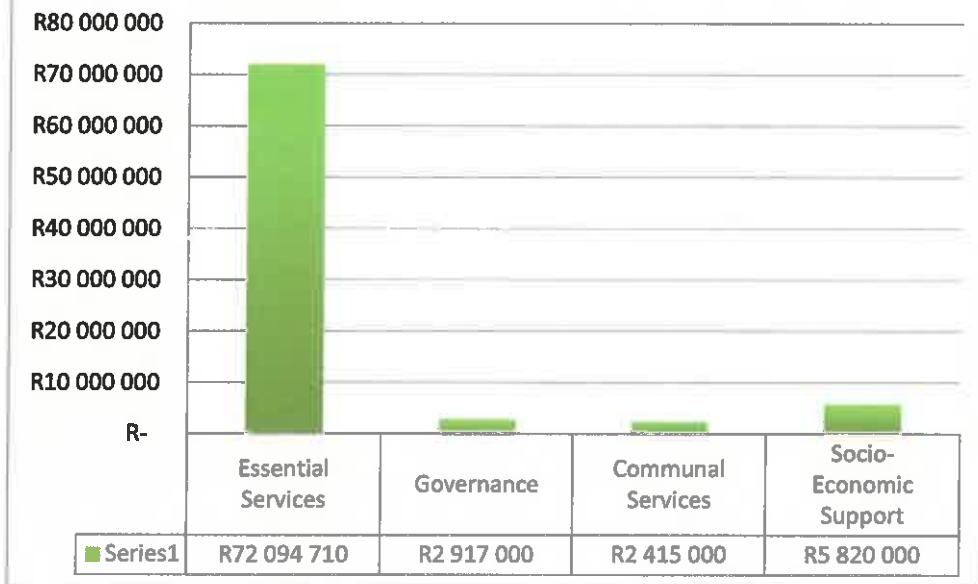
Pre-determined Objectives	Ref	Key Performance Indicator	Reporting Directorate	Definitions
Support Institutional Transformation & Development	TL16	Percentage budget spent on implementation of Workplace Skills Plan	Corporate	A Workplace Skills Plan is a document that outlines the planned education, training 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

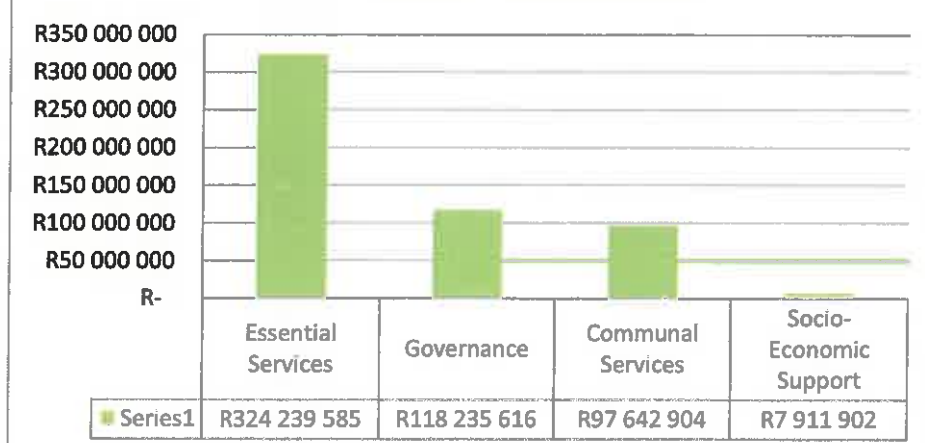
EXPENDITURE PER KEY PERFORMANCE AREA

<i>2017/2018 Expenditure linked to Key Performance Areas</i>	<i>Total Expenditure</i>	<i>Operating Expenditure</i>	<i>Capital Expenditure</i>
Essential Services	R 396 334 295	R 324 239 585	R 72 094 710
Governance	R 121 152 616	R 118 235 616	R 2 917 000
Communal Services	R 100 057 904	R 97 642 904	R 2 415 000
Socio-Economic Support	R 13 731 902	R 7 911 902	R 5 820 000
Grand Total	R 631 276 717	R 548 030 007	R 83 246 710

2017/18 Capital Budget per Key Performance Area



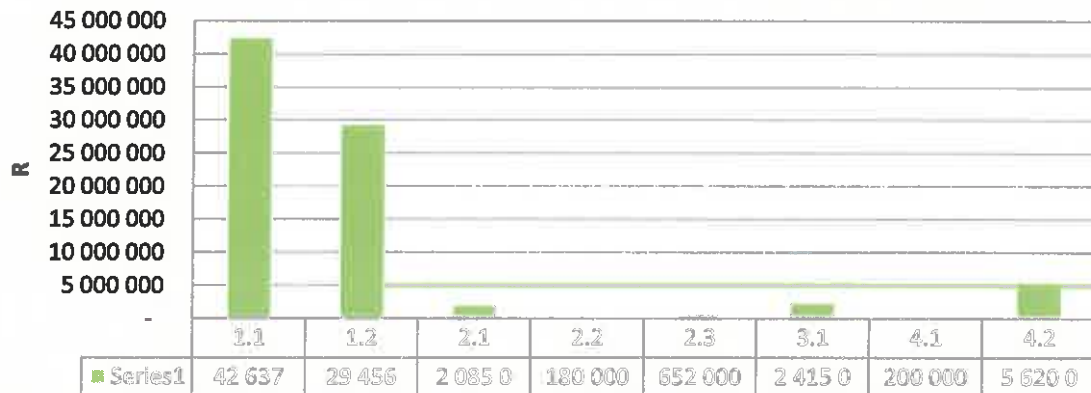
2017/18 Operational Budget per Key Performance Area



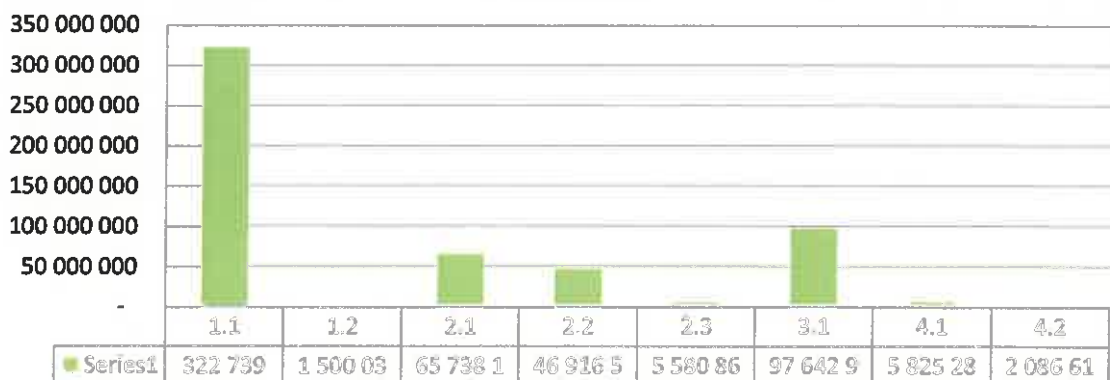
BUDGET PER STRATEGIC OBJECTIVE

STRATEGIC OBJECTIVES	2017/18	
	Capital Budget	Operational Budget
1.1 Sustainable provision & maintenance of basic infrastructure	42 637 923	322 739 547
1.2 Provide for the needs of informal settlements through improved services	29 456 787	1 500 038
2.1 Support Institutional Transformation & Development	2 085 000	65 738 150
2.2 Ensure financial viability.	180 000	46 916 599
2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.	652 000	5 580 867
3.1 Provide & maintain facilities that make citizens feel at home.	2 415 000	97 642 904
4.1 Support the poor & vulnerable through programmes & policy	200 000	5 825 288
4.2 Create an enabling environment to attract investment & support local economy.	5 620 000	2 086 614
	83 246 710	548 030 007

2017/18 Capital Budget per Strategic Objective



2017/18 Operational Budget per Strategic Objective



THREE YEAR PROJECTED CAPITAL EXPENDITURE PER WARD

KEY PERFORMANCE AREA: ESSENTIAL SERVICES

Strategic Objective: 1.1 Sustainable provision & maintenance of basic infrastructure

Programme	Department	Management	Program/Project description	Wards	Funding	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
1.1a Upgrading of bulk resources & infrastructure	413	S/Water	Vredebes External Stormwater	5	MIG		4 511 505	
	411	Sanitation	Vredebes Bulk Sanitation Rising Main	5	MIG	6 252 753	1 972 893	-
			Refurbishment WWTW	All	CRR		600 000	600 000
			Aerator replacement programme	All	CRR	850 000	750 000	500 000
	419	Water	Ceres: Bella Vista New Bulk Water (reservoir & pipe)	4,6	CRR	500 000	-	-
			Tulbagh Dam	7,11	RBIG	11 729 824	8 771 929	17 543 859
			Vredebes Bulk Water Supply (Ndull reservoir)	1,12,5	MIG	6 769 475	-	-
					IHSDG	1 655 551		
					CRR	1 000 000		
	416	Waste	Op-Die-Berg Reservoir	8	MIG			5 500 000
			Transfer stations and related infrastructure and studies	All	CRR	438 596		
					MIG			5 409 523
						Belgium	266 220	621 180
1.1b Upgrade & maintenance of network infrastructure	408	Elec	Electrical Network Refurbishment	All	CRR			1 200 000
			11 Kv Ring Supply	All	CRR	500 000	-	-
			Tools & Equipment	All	CRR	500 000	120 000	160 000
			Power Factor Correction	All	CRR	-	1 500 000	1 500 000
			Relief RMU to Station road - cable upgrade 35mm to 70mm	7,11	CRR	-	1 400 000	-
			Montana to Eerste Laan to Arend - Replace XLPE cable	2,7	CRR	-	1 400 000	-
	409	Worksh	Tools & Equipment	All	CRR	37 000	-	-
	411	Sanitation	Sewer Pumps-replacement	All	CRR	200 000	200 000	200 000
			Sewer Network Replacement	All	CRR	1 000 000	1 000 000	1 000 000
			Tools & Equipment	All	CRR	100 000	100 000	100 000
			Security upgrades	All	CRR	550 000	450 000	250 000
	416	Waste	Vehicle Replacement Programme	All	ANN	2 600 000		
	419	Water	Infrastructure Management Syst	All	CRR	250 000	300 000	200 000
			Telemetric Systems	All	CRR	150 000	-	-
			Network- Water Pipes & Valve	All	CRR	1 000 000	1 000 000	1 000 000
Tools & Equipment- New			All	CRR	100 000	100 000	100 000	
Security upgrades			All	CRR		450 000	350 000	
1.1c Transport management & road maintenance	413	S/Water	Network - Storm Water Upgrading	All	CRR	220 000	300 000	-
	414	Roads	Traffic Calming	All	CRR	150 000	150 000	150 000
			Vehicle Replacement Programme	All	ANN	400 000		-
			Network Street	All	CRR	2 000 000	2 000 000	2 000 000
			New taxi facility at the corner of Vos and Orange Street (excluding purchase price of property)	3,5	MIG	-	6 842 105	-
			Upgrading Van Breda Bridge Ceres contribution	3,5	CRR	-	4 000 000	

Strategic Objective: 1.2 Provide for the needs of informal settlements through improved services

Programme	Department	Management	Program/Project description	Wards	Funding	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
1.2a Implementation of human settlement plan (serviced sites)	405	Elec	Electrical Network Housing Project	5	INEP		5 263 158	6 140 351
	405		Electrical Network Housing Project (Own contribution)	5	CRR	100 000		
	407		Housing Projects Streetlights	5	CRR	350 000	350 000	350 000
	407		Housing Projects Streetlights	5	MIG	877 193		
	411	Sanitation	Vredebes Housing Sanitation (Internal network Phase 2)	5	IHSDG	6 000 000	-	-
	413	S/Water	Vredebes Housing Stormwater	5	IHSDG	6 000 000	-	-
	414	Roads	Vredebes Housing Roads	5	IHSDG	7 000 000	-	-
			Vredebes/Nduli Intersection	5	MIG		2 114 023	10 529 424
			Vredebes Acces Collector	5	MIG	3 129 594	5 000 000	-
	419	Water	Vredebes Housing Water	5	IHSDG	6 000 000	-	-

KEY PERFORMANCE AREA: GOVERNANCE

Strategic Objective: 2.1 Support Institutional Transformation & Development
 2.2 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.

Programme	Department	Management	Program/Project description	Wards	Funding	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
2.1b Law enforcement & traffic	220	Traffic	Fire Arms	All	CRR	150 000	-	-
2.1d Administration	312	Admin	Upgrade Council chambers	All	CRR	1 000 000		
	311	Admin	Office Equipment	All	CRR	150 000	30 000	30 000
	312	ng & Commur	Access Control - Furniture and	All	CRR	200 000	30 000	40 000
	422	Tech Director	Office Equipment	All	CRR	30 000	30 000	30 000
	501	Municipal	Office Equipment	All	CRR	30 000	30 000	30 000
504	Manager	Office Equipment	All	MIG	25 000			
2.1g Disaster Management & Firefighting	205	Fire Protection	Vehicle Replacement Programme	All	ANN	500 000		
2.2a Income & debt management	102	Finance	Insurance Replacements	All	CRR	50 000	50 000	50 000
			Office Equipment	All	CRR	30 000	30 000	30 000
			It Equipment	All	CRR	100 000	100 000	-
2.3a Communication & marketing	312	Communication	Signage & Billboards	All	CRR	300 000	70 000	70 000
	312		Camera and photographic equipment	All	CRR	22 000	90 000	22 000
	230	Thusong	Office Equipment	All	CRR	30 000	30 000	30 000
2.3b Integrated communication technology	304	IT	It Equipment	All	CRR	300 000	350 000	400 000

KEY PERFORMANCE AREA: COMMUNAL SERVICES

Strategic Objective: 3.1 Provide & maintain facilities that make citizens feel at home.

Programme	Department	Management	Program/Project description	Wards	Funding	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
3.1a Upgrading & maintenance of facilities	206	Swimming	Eiland swimming pool (Refibreglass)	3	CRR	620 000		
	211	Town Halls	Ceres Town Hall floor replacement	3,5	CRR		-	1 600 000
			Container 3m x 3m	All	CRR	20 000	-	-
			Equipment: Vacuum cleaners, buff	All	CRR	50 000	-	-
			Buffmachine for Witzenville Hall	2,7	CRR	30 000	-	-
			Bella Vista Hall: Stage curtains	4,6	CRR	100 000	-	-
			Upgrade Montana Hall, Wolseley	2,7	CRR	200 000	-	-
			Ceres Townhall replace 605 chairs	3,5	CRR		-	500 000
			Tulbagh Townhall Stage curtains	7,11	CRR		100 000	-
			Ceres Town Hall Gasheaters	3,5	CRR	30 000	-	-
			Ceres Town Hall Aircon	3,5	CRR		500 000	-
			Tulbagh Town Hall upgrade	7,11	CRR	25 000	-	-
			Hamlet Town Hall upgrade	10,4	CRR	80 000	-	-
			218	Pound	Procurement of land for animal	All	CRR	
	219	Parks	Plant & Equipment	All	CRR	50 000	-	-
			Irrigation - kruipspuite	All	CRR	85 000	-	87 000
			Waterpump	All	CRR	50 000	-	-
			Brushcutters	All	CRR	100 000	100 000	100 000
			Chainsaws	All	CRR	50 000	60 000	70 000
			Blower mower	All	CRR	55 000	-	-
		Sport	Soccernets	All	CRR	30 000	-	-
		Graveyards	Fencing garveyards	All	CRR	60 000	-	-
		Sport	Equipment for Vredebes sportfields	5	CRR		350 000	350 000
			Irrigation equipment draglines & equipment	All	CRR	30 000	-	-
		Parks	Play equipment for playparks	All	CRR	20 000	20 000	-
			Slasher x 2	All	CRR	80 000	-	-
		Sport	Mobile toilets	All	CRR	50 000	240 000	-
		Parks	Containers x 2	All	CRR		-	40 000
			1.3 ton Truck	All	CRR		-	350 000
		Sport	Floodlights at Pine Valley sport field	2,7	CRR	130 000	-	-
		Parks	Cherry picker for tree pruning	All	CRR		500 000	-
		Sport	Electricity at Op-Die-Berg sport	8	CRR	100 000	-	-
		Parks	Pavement of walkways at Akkerbos	3,5	CRR		120 000	120 000
Sport	Resurface netball courts at Ceres, Bella Vista & Wolseley	3,5,4,6,2,7	CRR	300 000	300 000	300 000		
410	Public Toilets	Op-Die-Berg Public Toilets	8	CRR	20 000			

KEY PERFORMANCE AREA: SOCIO-ECONOMIC SUPPORT

**Strategic Objective: 4.1 Support the poor & vulnerable through programmes & policy
4.2 Create an enabling environment to attract investment & support local economy.**

Programme	Department	Management	Program/Project description	Wards	Funding	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
4.1a Social development programmes	203	Facilities	Fencing Maple Park	3,5	CRR	200 000	-	-
4.2a Local economic development	227	LED	Skoonvlei Economic Hub	6	CRR	20 000		
	408	Elec	Replacement outdated switchgear	All	CRR	1 000 000	1 000 000	1 000 000
	206	Resorts	Furniture & Equipment	3	CRR	380 000	192 000	-
			Plant & Equipment	3	CRR		220 000	-
414	Roads	Fencing Pine Forest	3	CRR	20 000			
		Rehabilitation - streets, Tulbagh	7,11	CRR	4 200 000	2 000 000	3 000 000	