



**SERVICE DELIVERY
BUDGET
IMPLEMENTATION
PLAN (SDBIP)**

2014-2015

OKHAHLAMBA
LOCAL
MUNICIPALITY

TABLE OF CONTENTS

1. INTRODUCTION	2
1.1 Legislative Framework in terms of the MFMA	2
1.2 Legal Framework	2
2. OVERVIEW	3
3. KEY COMPONENT OF THE SDBIP	3
3.1. Monthly projection of revenue to be collected for each source	3
3.2 Monthly Projections of expenditure (operating and capital) revenue for each vote	4
3.3 Quarterly Projections of Service Delivery Targets and Performance Indicators for each vote (Annexure A)	4
4. STRATEGIC DIRECTION AND PLANNING CYCLE	4
5. THE BUDGET PROCESS	5
5.1 Summary Analysis of Financial Performance Indicators:	5
6. MONTHLY CASH-FLOW PROJECTION	6
6.1 Revenue by Source	7
6.2 Expenditure by Type	8
6.3 Revenue by Vote	9
6.4 Expenditure by Vote to be appropriated	10
6.5 Monthly Cash Flow	11
7. SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH QUARTER	12

1. INTRODUCTION

1.1 Legislative Framework in terms of the MFMA

The Municipal Finance Management Act, 56 of 2003 requires Local Municipalities to develop and adopt the Service Delivery and Budget Implementation Plan to (SDBIP) give credence to the Budget. The Service Delivery Implementation Plan is a Strategic Management and Implementation tool, which sets in-year targets, such as quarterly service delivery monthly budgets targets.

Section 1 of the MFMA refers to the SDBIP as a “Service delivery and Budget Implementation Plan” means a detailed plan approved by the mayor of a municipal services and its annual budget, and which must indicate-

- a) Projections for each month of-
- b) Revenue to be collected by source
- c) Operational and Capital Expenditure, by vote
- d) Service Delivery Targets and Performance Indicators for each quarter
- e) Any other matter that may be prescribed

It is important to note that the SDBIP directly influences the development of the Municipal Organizational Performance Scorecard.

1.2 Legal Framework

In terms of the provisions of the MFMA the processes for the submission, approval, implementation and revision of the Service Delivery and Budget Implementation Plan (SDBIP) are as follows:

Section 69 (3) (a)	Municipal Manager submit draft SDBIP to the Mayor within 14 days after the approval of the Budget
Section 53 (1) (c) (ii)	Mayor to take all reasonable steps to ensure that the Mayor approves the SDBIP within 28 days after the approval of the budget
Section 53 (1) (c) (iii)	Mayor to take all reasonable steps to ensure that the annual performance agreements of the Municipal Manger and all Senior Managers are linked to the SDBIP and Performance Objectives of approved budget.
Section 53 (3) (a)	Mayor must ensure that the SDBIP be made public within 14 days after the approval of the SDBIP
Section 53 (3) (b)	Mayor must ensure that the Performance Agreements of the Municipal Manager and Senior Managers are made public within 14 days after the approval of the SDBIP and copies submitted to council and MEC for Local Government in the Province
Section 69 (1) (a)	Municipal Manager to implement the Budget and to adjust expenditure if revenue is not in accordance with the Budget of the SDBIP
Section 71 (1) (g) (ii)	The Municipal Manager to report within 10 working days of the end of each month to the Mayor an explanation of any material variance from the SDBIP
Section 72	The Municipal Manager, by 25 January, to assess the performance of the municipality for the first half of the year taking into account the service delivery targets and performance indicators set in the SDBIP and submit a report on it to the mayor, the National Treasury and the Provincial Treasury. The report must include recommendations as to whether an adjustment budget is necessary, and is necessary, recommendations of revised projections of income and expenditure.
Section 54	The Mayor must, upon receiving the reports listed in section 71 and 72, check whether the budget is implemented in accordance with the SDBIP and make revisions with council's approval for an adjustment budget and changes to the performance indicators in the budget and SDBIP, issue instructions to the Municipal Manager to ensure the Budget is implemented according to the SDBIP, submit the section 72 report to Council by 31 January of each year and make any revision to the SDBIP public promptly.

2. OVERVIEW

The main objective of the Okhahlamba Local Municipality Adjusted SDBIP for the 2013/2014 is to provide a critical link between the Mayor, Councillors and Administration, and facilitates the process for holding management accountable for its performance.

The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. It shall be circulated internally and externally for purposes of monitoring the execution of the budget performance of senior management and achievement of strategic objectives of council.

It enables the Municipal Manager to monitor the performance of senior managers and the Mayor to monitor the performance of the Municipal Manager, and for the council and community to monitor the performance of the Municipality.

The SDBIP will not ensure the appropriate monitoring of the Municipal Budget alone; rather it will serve as kernel of the development and adoption of the annual performance contracts for senior managers and the due phasing-in of performance systems in the lower level of management. It further provides a foundation for the overall annual and quarterly organization performance for the 2013/2014 financial Year.

The SDBIP is a layered plan. The top layer deals with consolidated service delivery targets and in-year deadlines, and links these targets to each top manager. Each senior manager is expected to develop the lower layer of details of the SDBIP. The responsible manager must provide more details on each output for which is responsible, break up these output into smaller outputs and then link these to each middle-level and junior manager. Much of this lower-layer detail will not be made public not tabled in council.

Only the highest layer of information of the SDBIP will be made public or tabled in the council. This information should also include per ward information, particularly for key expenditure items on capital programmes and projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their wards.

3. KEY COMPONENT OF THE SDBIP

3.1. Monthly projection of revenue to be collected for each source

One of the most and basic priorities for the Municipality is to collect all its revenue as budgeted for. The failure to collect the Municipal expected revenue will severely impact negatively on the Municipal ability to provide services to the community.

Credit Control meetings are responsible of the monitoring of the collection of revenue per week. Credit Control monitors achievements of targets and take measures to remedy such deviations from achieving set targets. **Executive Committee** shall receive monthly budget statements, which are firstly discussed at the Public Accounts Portfolio Committee, subsequently to EXCO.

Whilst it is important to understand cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels and standards, people's ability to pay, and collection efforts will ensure realistic revenue projections and ultimately balanced budget.

3.2 Monthly Projections of expenditure (operating and capital) revenue for each vote

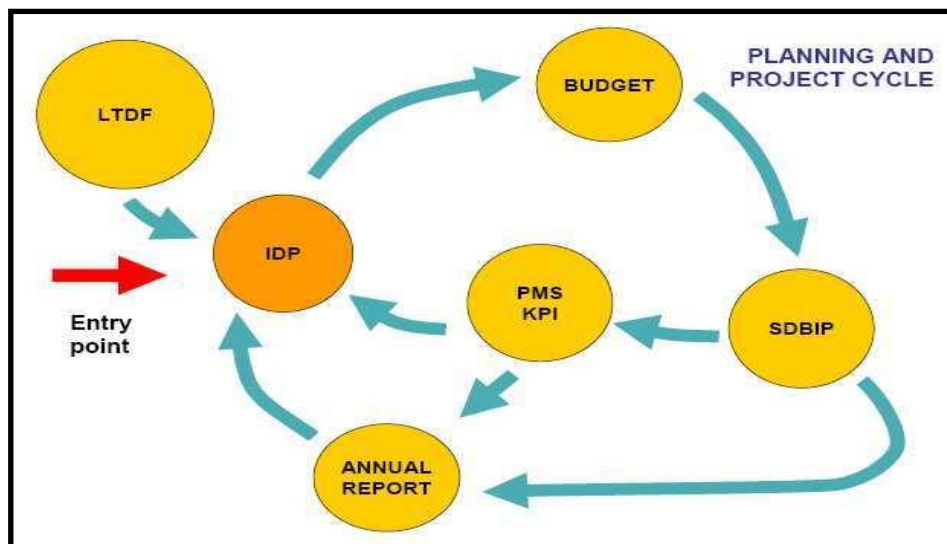
These projections relate to cash paid and should reconcile to the cash-flow statement adopted with the budget document. The focus is monthly projections per vote in addition to projections by source. When reviewing the budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against the actual.

3.3 Quarterly Projections of Service Delivery Targets and Performance Indicators for each vote (Annexure A)

Service delivery targets relate to the level and standard of service being provided to the community and include targets for reducing backlogs of basic services. This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance.

4. STRATEGIC DIRECTION AND PLANNING CYCLE

A seamless process between the Long Term Development Framework (African Sky Accord), IDP, SDBIP, Performance Management System (PMS) and Annual report would create an enabling environment for the Municipality to achieve its deliverables.



The MFMA clearly outlines the elements of the SDBIP to provide an order of logical sequence to ensure that the principal aim of the SDBIP of aligning the IDP to the Budget is achieved.

It is a requirement of the Municipal Systems Act that Municipalities should implement a Performance Management System linked to the SDBIP that is in line with its strategic priorities, objectives, indicators and targets as contained in its Integrated Development Plan. The core components of the performance management framework which inform the SDBIP are:

- ❖ Setting of key performance areas, objectives, key performance indicators, standards and targets;
- ❖ Setting of measurable performance targets;
- ❖ Performance monitoring;
- ❖ Reviewing and measuring performance at least twice a year;
- ❖ Steps to improve performance; and
- ❖ Implement a process of regular reporting.

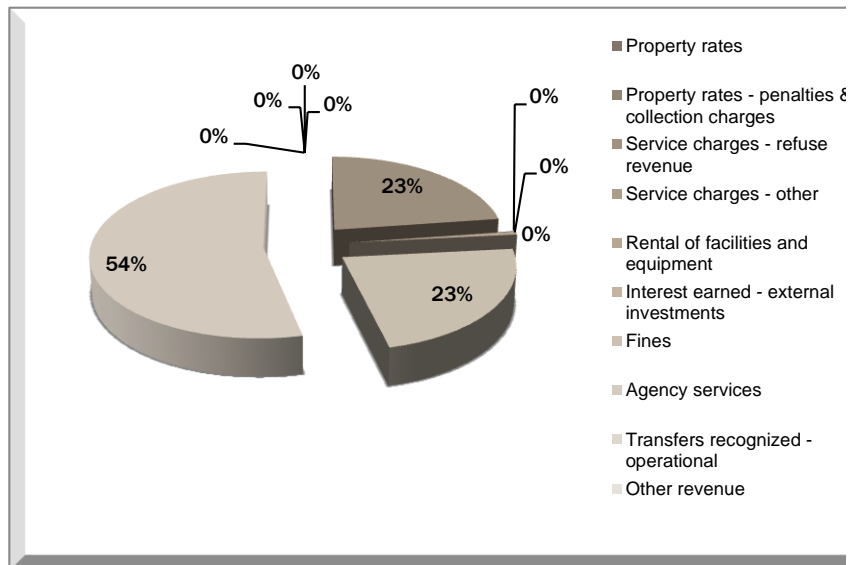
5. THE BUDGET PROCESS

Background to the Budget Preparation Process budget is the mechanism that translates plans into actions. Council plays a critical role in ensuring policy priorities are reflected in the budget. The MFMA requires that council submit a detailed plan of the budget process for the ensuing financial year for approval.

5.1 Summary Analysis of Financial Performance Indicators:

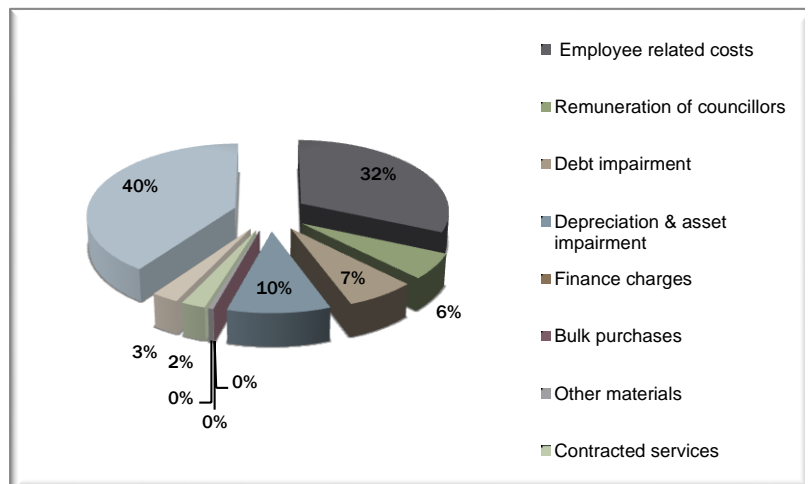
5.1.1 Summary of Operating Revenue for the Year

REVENUE BY SOURCE	
Property rates	27 565
Property rates - penalties & collection charges	1 822
Service charges - refuse revenue	365
Service charges - other	-
Rental of facilities and equipment	10
Interest earned - external investments	2 000
Fines	367
Agency services	860
Transfers recognized - operational	84 307
Other revenue	16 169



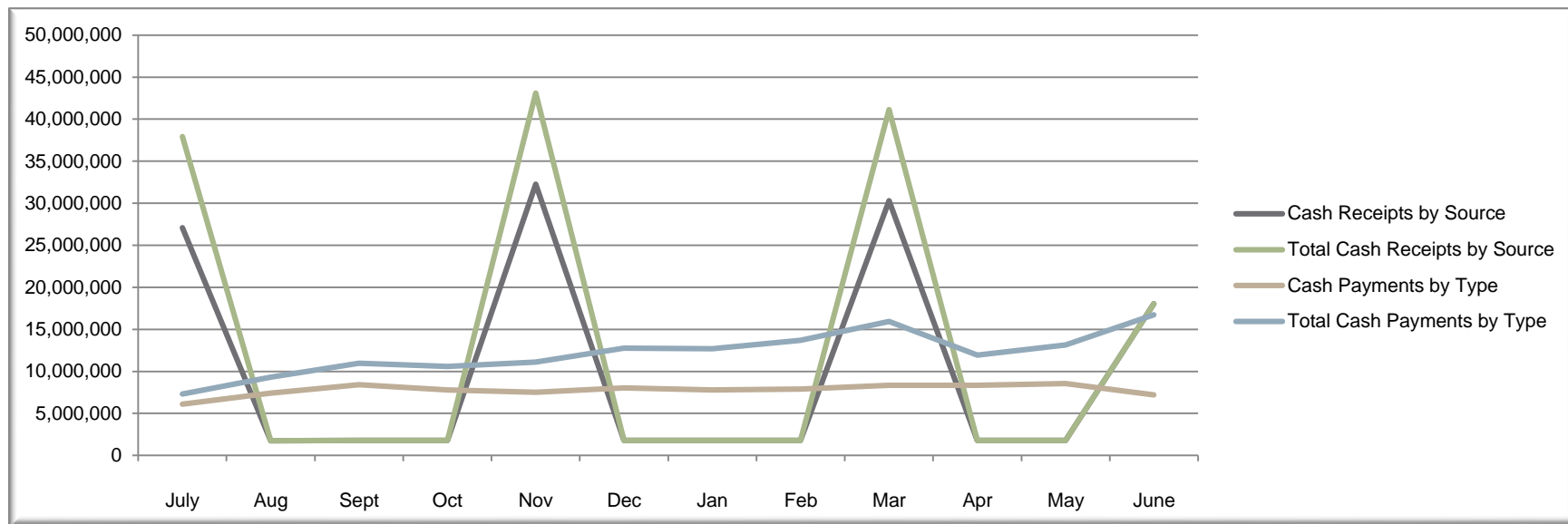
5.1.2 Summary of Expenditure for the Year

EXPENDITURE BY TYPE	
Employee related costs	38 379
Remuneration of councillors	7 154
Debt impairment	4 070
Depreciation & asset impairment	14 080
Finance charges	1 018
Bulk purchases	-
Other materials	589
Contracted services	-
Transfers and grants	-
Other expenditure	40 601



6. MONTHLY CASH-FLOW PROJECTION

R thousand	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Cash Receipts by Source	27,078,599	1,771,999	1,778,699	1,787,699	32,270,699	1,781,899	1,785,899	1,790,099	30,300,566	1,791,899	1,783,566	18,029,378
Total Cash Receipts by Source	37,924,266	1,771,999	1,778,699	1,787,699	43,116,366	1,781,899	1,785,899	1,790,099	41,146,232	1,791,899	1,783,566	18,029,378
Cash Payments by Type	6,099,410	7,407,410	8,432,077	7,795,410	7,520,410	8,053,412	7,812,415	7,894,774	8,349,368	8,331,034	8,555,410	7,196,099
Total Cash Payments by Type	7,309,710	9,297,410	10,975,077	10,584,410	11,100,410	12,753,412	12,702,415	13,684,774	15,938,808	11,920,256	13,144,410	16,748,489



6.1 Revenue by Source

Description	Budget Year 2014/15											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
R thousand												
Revenue By Source												
Property rates	2,297	2,297	2,297	2,297	2,297	2,297	2,297	2,297	2,297	2,297	2,297	2,297
Property rates - penalties & collection charges	152	152	152	152	152	152	152	152	152	152	152	152
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	30	30	30	30	30	30	30	30	30	30	30	30
Service charges - other	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	1	1	1	1	1	1	1	1	1	1	1	1
Interest earned - external investments	167	167	167	167	167	167	167	167	167	167	167	167
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-
Fines	29	29	29	29	29	29	29	29	29	29	29	29
Licences and permits	22	22	22	22	22	22	22	22	22	22	22	22
Agency services	72	72	72	72	72	72	72	72	72	72	72	72
Transfers recognised - operational	7,021	7,021	7,021	7,021	7,021	7,021	7,021	7,021	7,021	7,021	7,021	7,021
Other revenue	1,347	1,347	1,347	1,347	1,347	1,347	1,347	1,347	1,347	1,347	1,347	1,347
Gains on disposal of PPE	-											-
Total Revenue (excluding capital transfers and contributions)	11,138	11,138.00	11,138.00	11,138.00	11,138.00	11,138.00	11,138.00	11,138.00	11,138.00	11,138.00	11,138.00	11,138.00

6.2 Expenditure by Type

Description	Budget Year 2014/15											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
Expenditure By Type												
Employee related costs	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251	3,251
Remuneration of councillors	596	596	596	596	596	596	596	596	596	596	596	596
Debt impairment	360	360	360	360	360	360	360	360	360	360	360	360
Depreciation & asset impairment	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019	1,019
Finance charges	191	191	191	191	191	191	191	191	191	191	191	191
Bulk purchases	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	58	58	58	58	58	58	58	58	58	58	58	58
Contracted services	239	239	239	239	239	239	239	239	239	239	239	239
Transfers and grants	603	603	603	603	603	603	603	603	603	603	603	603
Other expenditure	3,275	3,275	3,275	3,275	3,275	3,275	3,275	3,275	3,275	3,275	3,275	3,275
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593
	-											
Surplus/(Deficit)	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185	19,185

6.3 Revenue by Vote

Description	Budget Year 2014/15												
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June
Revenue by Vote													
Vote1 - COUNCIL	7,958	7,958	7,958	7,958	7,958	7,958	7,958	7,958	7,958	7,958	7,958	7,958	7,958
Vote 2 - MUNICIPAL MANAGER	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - CORPORATE	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - FINANCE	2,873	2,873	2,873	2,873	2,873	2,873	2,873	2,873	2,873	2,873	2,873	2,873	2,873
Vote 5 - FMG	33	33	33	33	33	33	33	33	33	33	33	33	33
Vote 6 - TECHNICAL	73	73	73	73	73	73	73	73	73	73	73	73	73
Vote 7 - SOCIAL SERVICES	25	25	25	25	25	25	25	25	25	25	25	25	25
Vote 8 - TOURISM	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - MUSEUM	76	76	76	76	76	76	76	76	76	76	76	76	76
Vote 10 - TRAFFIC	2,817	2,817	2,817	2,817	2,817	2,817	2,817	2,817	2,817	2,817	2,817	2,817	2,817
Vote 11 - LIBRARY	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - MPCC	-												-
Vote 13 - REFUSE	-												-
Vote 14 - [NAME OF VOTE 14]	-												-
Vote 15 - PUBLIC HEALTH	-												-
Total Revenue by Vote	13,855	13,855	13,855	13,855	13,855	13,855	13,855	13,855	13,855	13,855	13,855	13,855	13,855

6.4 Expenditure by Vote to be appropriated

Description	Budget Year 2014/15											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
Expenditure by Vote to be appropriated												
Vote 1 - Council	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523
Vote 2 - Municipal Manager	421	421	421	421	421	421	421	421	421	421	421	421
Vote 3 - Corporate	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668	1,668
Vote 4 - Finance	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375	2,375
Vote 5 - Tourism	105	105	105	105	105	105	105	105	105	105	105	105
Vote 6 - Library	90	90	90	90	90	90	90	90	90	90	90	90
Vote 7 - Museum	38	38	38	38	38	38	38	38	38	38	38	38
Vote 8 - Social Services	396	396	396	396	396	396	396	396	396	396	396	396
Vote 9 - Traffic	333	333	333	333	333	333	333	333	333	333	333	333
Vote 10 - Technical	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645	2,645
Housing	-	-	-	-	-	-	-	-	-	-	-	-
Health Clinic	-	-	-	-	-	-	-	-	-	-	-	-
Solid Waste	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593	9,593
Surplus/(Deficit) for the year												

6.5 Monthly Cash Flow

MONTHLY CASH FLOWS	BUDGET YEAR 2014/ 2015											
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June
Cash Receipts by Source												
Property rates	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,389,830.00	R 1,684,267.00
Property rates - penalties & collection charges	R 91,160.00	R 91,160.00	R 91,160.00	R 91,160.00	R 91,160.00	R 91,160.00	R 91,160.00	R 91,160.00	R 91,160.00	R 91,160.00	R 91,160.00	R 90,758.00
Service charges - electricity revenue												
Service charges - water revenue												
Service charges - sanitation revenue												
Service charges - refuse revenue	R 18,250.00	R 18,250.00	R 18,250.00	R 18,250.00	R 18,250.00	R 18,250.00	R 18,250.00	R 18,250.00	R 18,250.00	R 18,250.00	R 18,250.00	R 18,433.60
Service charges - other												
Rental of facilities and equipment	R 833.00	R 833.00	R 833.00	R 833.00	R 833.00	R 833.00	R 833.00	R 833.00	R 833.00	R 833.00	R 833.00	R 837.00
Interest earned - external investments	R 150,000.00	R 165,000.00	R 165,000.00	R 165,000.00	R 165,000.00	R 165,000.00	R 165,000.00	R 165,000.00	R 165,000.00	R 165,000.00	R 165,000.00	R 200,000.00
Interest earned - outstanding debtors												
Dividends received												
Fines	R 6,000.00	R 7,500.00	R 14,500.00	R 13,500.00	R 13,500.00	R 15,000.00	R 23,000.00	R 18,900.00	R 16,667.00	R 25,000.00	R 16,667.00	R 57,266.00
Licences and permits	R 21,916.00	R 21,916.00	R 21,916.00	R 21,916.00	R 21,916.00	R 21,916.00	R 21,916.00	R 21,916.00	R 21,916.00	R 21,916.00	R 21,916.00	R 22,169.00
Agency services	R 57,410.00	R 57,410.00	R 57,410.00	R 57,410.00	R 57,410.00	R 57,410.00	R 57,410.00	R 57,410.00	R 57,410.00	R 57,410.00	R 57,410.00	R 57,105.20
Transfer receipts - operational	R 25,314,000.00				R 30,483,000.00				R 28,510,000.00			
Other revenue	R 29,200.00	R 20,100.00	R 19,800.00	R 29,800.00	R 29,800.00	R 22,500.00	R 18,500.00	R 26,800.00	R 29,500.00	R 22,500.00	R 22,500.00	R 15,898,542.00
Cash Receipts by Source	R 27,078,599.00	R 1,771,999.00	R 1,778,699.00	R 1,787,699.00	R 32,270,699.00	R 1,781,899.00	R 1,785,899.00	R 1,790,099.00	R 30,300,566.00	R 1,791,899.00	R 1,783,566.00	R 18,029,377.80
Other Cash Flows/Receipts by Source												
Transfer receipts - capital	R 10,845,667.00				R 10,845,667.00				R 10,845,666.00			
Contributions recognised - capital & Contributed assets												
Proceeds on disposal of PPE												
Short term loans												
Borrowing long term/refinancing												
Increase (decrease) in consumer deposits												
Decrease (Increase) in non-current debtors												
Decrease (increase) other non-current receivables												
Decrease (increase) in non-current investments												
Total Cash Receipts by Source	R 37,924,266.00	R 1,771,999.00	R 1,778,699.00	R 1,787,699.00	R 43,116,366.00	R 1,781,899.00	R 1,785,899.00	R 1,790,099.00	R 41,146,232.00	R 1,791,899.00	R 1,783,566.00	R 18,029,377.80

7. SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH QUARTER

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	PROJECT NAME	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WARD
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To transform and develop institutional capacity to create an efficient organisation	To improve institutional and organisational capacity	MTOD03	Implementation of the Workplace Skills Plan (WSP)	Rand amount spent on WSP	WSP IMPLEMENTATION	R617,000.00	None	None	R617,000.00	R123,400.00	R185,100.00	R123,400.00	R185,100.00	ALL
					% spent on WSP		100%	None	None	100%	20%	30%	20%	30%	
					Number of employees trained as per the WSP		173	77	None	173	43	43	43	44	
			MTOD06	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP	2015/2016 IDP ADOPTION	30-Jun-15	30-Jun-13	None	30-Jun-15				30-Jun-15	
Yes/ No- 10 critical services identified and included in the IDP (MTAS)	Yes				Yes										
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Advance access to basic services	SDID02	Improve access to Electricity	% of households with access to electricity	ESKOM AUTHORITY									
					Rand amount spent on Electrification Projects	ELECTRCITY PROVISION	R6,000,000.00	None	None	R6,000,000.00	R1,500,000.00	R1,500,000.00	R1,500,000.00	R1,500,000.00	
					Rand amount spent on free basic electricity	FREE BASIC ELECTRICITY PROVISION	R2,124,000.00	None	None	R2,124,000.00	R531,000.00	R531,000.00	R531,000.00	R531,000.00	
					Rand amount spent on Electrification Projects	BERGVILLE TAXI RANK LIGHTING LONG DISTANCE	R 200,000.00	None	None	R 200,000.00	R10,000.00	R50,000.00	R50,000.00	R90,000.00	12
			SDID05	Improve access to roads	Amount spent on gravel roads	MAHAMBEHLALA GRAVELL ROAD	R 2,464,780.00	None	None	R 2,464,780.00	R123, 239.00	R616,195.00	R1,232,390.00	R492, 956.00	
						EMAFUSINI GRAVEL ROAD	R 2,381,712.00	None	None	R 2,381,712.00	R595,482.00	R595,482.00	R595,482.00	R595,482.00	
						STHEBE GRAVEL ROAD	R 2,471,962.00	None	None	R 2,471,962.00	R617,990.50	R617,990.50	R617,990.50	R617,990.50	
						NTABENI PONTSHINI GRAVEL ROAD	R 1,454,840.00	None	None	R 1,454,840.00	R363,710.00	R363,710.00	R363,710.00	R363,710.00	
						RESERVE C GRAVEL ROAD	R 1,308,750.00	None	None	R 1,308,750.00	R327,187.50	R327,187.50	R327,187.50	R327,187.50	
					Amount spent on tarred roads	BERGVILLE TARRED ROAD	R 4,125,000.00	None	None	R 4,125,000.00	R1,031,250.00	R1,031,250.00	R1,031,250.00	R1,031,250.00	
					Amount spent on gravel roads rehabilitation	GRAVEL ROADS REHABILITATION IN ALL 14 WARDS	R3 000 000.00	None	None	R3 000 000.00	R150,000.00	R750,000.00	R1,500,000.00	R600,000.00	ALL
					Amount spent on vehicle bridges	KWASGUBHU VEHILE BRIDGE	R1 200 000.00	R1 200 000.00	None	R 1,200,000.00	R60,000.00	R300,000.00	R600,000.00	R240,000.00	
			SDID06	Provision and maintainance of community and public facilities	Amount spent on community halls	KHETHANI COMMUNITY HALL	R 6,000,000.00	None	None	R 6,000,000.00	R1,500,000.00	R1,500,000.00	R1,500,000.00	R1,500,000.00	
						MAGANGANGOZI COMMUNITY HALL & CRECHE	R 1,905,308.00	None	None	R 1,905,308.00	R476,327.00	R476,327.00	R476,327.00	R476,327.00	
Local Economic Development and Social Development	To respond to social development issues and create a climate conducive for local economic development	Promote economic growth and development	LESD01	Create jobs through LED initiatives	JOB CREATION	Number of jobs created through EPWP	200	92	None	270				270	
						Number of jobs created through CWP	1000	962	None	1000			1000		
						Number of jobs created through capital projects	None	None	None	110		110			
						Number of jobs created through LED projects	None	None	None	200	50	50	50	50	
						Rand amount spent on jobs created through LED projects	None	None	None	R1,180,100.18	R295,025.04	R295,025.04	R295,025.04	R295,025.04	
			LESD02	Provide support to Local Businesses	LOCAL ECONOMIC DEVELOPMENT	Number SMMES and Co-ops supported	28	28	None	48		24		24	
						Rand Amount spent on SMMES and Co-ops	R2,006,400.00	None	None	R2,006,400.00					
						Number of Business Forums Held	4	4	None	4	1	1	1	1	

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	PROJECT NAME	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	WARD							
Good Governance and Public Participation	To enhance and implement systems and procedures towards accountable local governance	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of functioning Ward Committees	WARD COMMITTEES	14	14	None	42	42	42	42	42								
					Rand Amount spent on Ward Committees					R 924,000.00	R231,000.00	R231,000.00	R231,000.00	R231,000.00								
					Rand Amount spent on Public Participation					R 265,500.00	None	None	R 265,500.00	R66,375.00	R66,375.00	R66,375.00	R66,375.00					
		Maintainance of Clean Audit Opinion	GGPP02	Audit committee meetings held	Number of Audit Committee reports submitted to council	AUDIT & PERFORMANCE AUDIT COMMITTEE	4	3	None	4	1	1	1	1								
Rand amount spent on Audit Committee	R 194,532.91				None		None	R 194,532.91	R48,633.23	R48,633.23	R48,633.23	R48,633.23										
Financial Viability and Financial Management	To effectively manage municipal financial resources in a sustainable and accountable manner.	To improve budget implementation in the municipality	FVFM01	Optimize the expenditure of capital budget	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	CAPEX	100%	80%	20%	100%					100%							
					FVFM02						Optimize revenue collection	% of cash collected from customers against billing	INCOME	100%	69.80%	30.20%	80%				80%	
					FVFM03						Optimize revenue of operational budget	Percentage spent of Operational Budget (OPEX) on repairs and maintainance of infrastructure	OPEX	100%	80%	20%	76%	19%	19%	19%	19%	
			FVFM04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	FINANCIAL VIABILITY	3:1	9:1	0	18:1			18:1									
					Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services		0	2:1	0	10:1			10:1									
					Costs coverage ratio: available cash plus investments divide by monthly fixed operating expenditure		3	15	0	5					5							
			Cross- cutting issues	To create functional systems and procedures to attain effective land use and sustainable environmental management	Efficient and credible strategic and spatial municipal planning	CRCI01	Review Spatial Development Framework (SDF)	Date of adoption of SDF	SPATIAL PLANNING	30-Jun-15	SCM Processes	None	30-Jun-15					30-Jun-15				
Rand amount spent on SDF	R400,000.00	None						R400,000.00						R100,000.00	R100,000.00	R100,000.00	R100,000.00					
CRCI02	Development of Okhahlamba Wall-Wall Scheme	Date of Adoption of Scheme				30-Jun-15	None	None		30-Jun-15												
		Rand amount spent on Okhahlamba Wall-Wall Scheme									R462,000.00	R115,000.00	R115,000.00	R115,000.00	R115,000.00	R115,000.00						
Preventing or reducing the risk of disasters; Mitigating the severity or consequences of disasters; Emergency preparedness; A rapid and effective	To mitigate the effect of disasters and ensure improved responses	CRCI06		Establishment of disaster management Structures and systems	Date of adoption of reviewed Disaster Management Plan	DISASTER MAANAGEMENT	30-Jun-15	None	None	30-Mar-15				30-Mar-15								
					Number of Established Disaster Management Forums						1	None	None	1		1						

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	PROJECT NAME	DEMAND	BASELINE	BACKLOG	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	WARD
	response to disasters and; Post-disaster recovery and rehabilitation.				Date disaster management centre established		30-Dec-14	None	None	30-Dec-14		30-Dec-14			
				Amount spent on Construction of Testing Ground/ Disaster Management Centre		R 4,000,000.00	None	None	R 4,000,000.00	R1,000,000.00	R1,000,000.00	R1,000,000.00	R1,000,000.00	R1,000,000.00	
				Functional Disaster Management Centre	Percentage response to reported disasters		100%	None	None	100%	100%	100%	100%	100%	
					Rand amount spent on response to reported disasters		R 159,300.00			R 159,300.00	R39,825.00	R39,825.00	R39,825.00	R39,825.00	R39,825.00