



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

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**2014 – 2015  
FINANCIAL YEAR**

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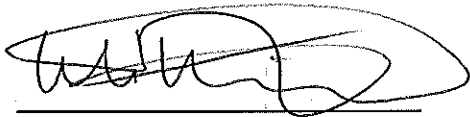
**JOE GQABI  
DISTRICT  
MUNICIPALITY**

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**MUNICIPAL MANAGER'S QUALITY CERTIFICATE**

I, Z A WILLIAMS, in my capacity as the Municipal Manager of the Joe Gqabi District Municipality submit this Final Service Delivery and Budget Implementation Plan (SDBIP) for the 2014/15 financial year for approval by the Executive Mayor. This Final SDBIP has been prepared in terms of the stipulated requirements as documented in the Local Government: Municipal Finance Management Act of 2003.



**Z.A. Williams**  
**Municipal Manager**

13 JUNE 2014

**Date**

EXECUTIVE MAYOR'S APPROVAL

I, Zibonke Dumzela, in my capacity as the Executive Mayor of the Joe Gqabi District Municipality, hereby approve the Final Service Delivery and Budget Implementation Plan (SDBIP) for the 2014/15 financial year as required in terms of Section 54 (1)(c) of the Local Government: Municipal Finance Management Act of 2003.



**Clir Z.I. Dumzela**  
**Executive Mayor**

27/06/2014  
Date

## **1.1. Introduction**

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The strategic direction the Joe Gqabi District Municipality will undertake is well documented in the municipality's five year Integrated Development Plan (IDP). The Service Delivery Budget Implementation plan (SDBIP) is an implementation plan that serves as a contract between the administration, Council, and community thereby expressing the goals and objectives set by the Council as quantifiable outputs and outcomes to be implemented by the administration.

Once cascaded down to departments the SDBIP will be used to facilitate oversight over financial and non-financial performance of the municipality, and allows the Municipal Manager, as the accounting officer, to monitor the performance of the various departmental directors, the Executive Mayor and Council to monitor the performance of the Municipal Manager, and the Community to monitor the performance of the municipality against end-of-year targets.

## **1.2 Legislative Imperative**

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In terms of Section 1(i) of the Local Government: Municipal Finance Management Act of 2003 (MFMA), the SDBIP is defined as: *"a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:*

- (a) projections for each month of-*
  - (i) revenue to be collected by source; and*
  - (ii) operational and capital expenditure, by vote;*
- (b) service delivery targets and performance indicators for each quarter; and*
- (c) any other matters that may be prescribed."*

In addition to the requirements as per the MFMA, Circular 13 as published by National Treasury requires the submission of a capital works plan. Therefore, the SDBIP must contain the following information:

- Monthly projections of revenue to be collected by source;
- Monthly projections of expenditure (operating and capital) and revenue by vote;
- Quarterly projections of service delivery targets and performance indicators by vote;
- Ward information for expenditure and delivery; and
- Detailed capital works plan broken down by ward.

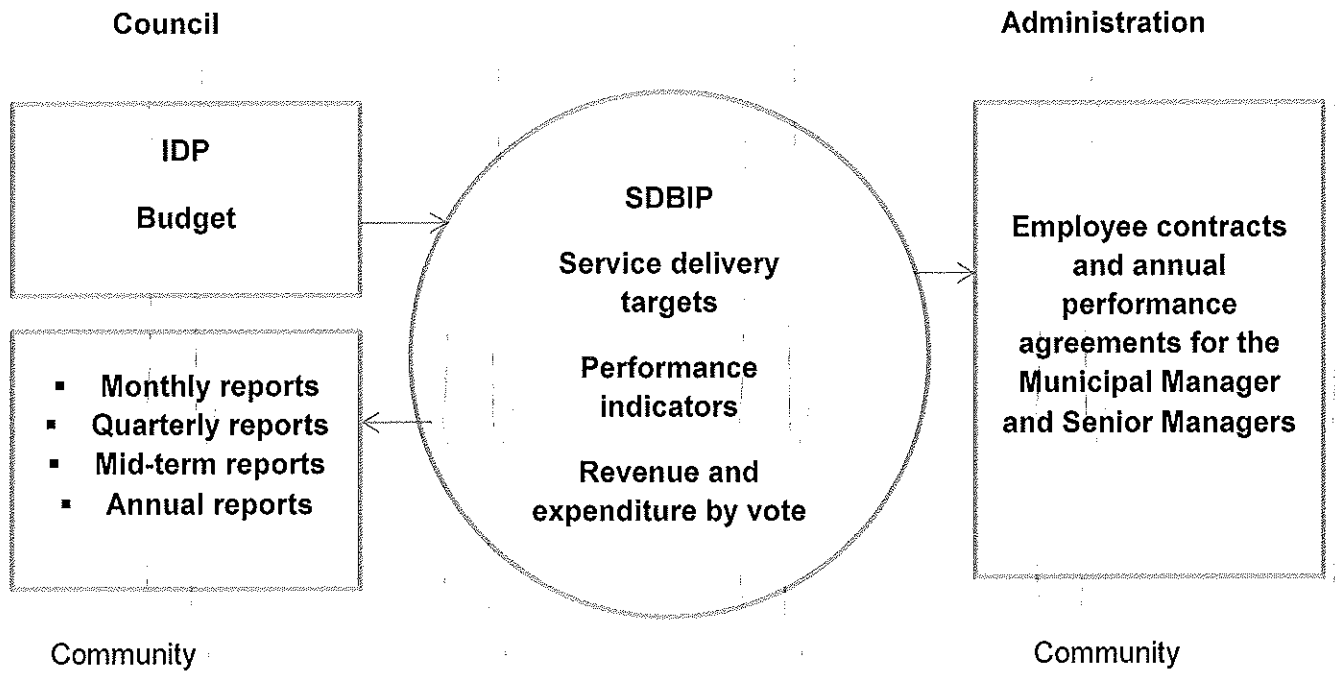
In terms of the MFMA, the process for the finalisation of the SDBIP is as follows:

- The Executive Mayor is expected to approve the SDBIP within 28 days of the approval of the Budget;

- The Accounting Officer (Municipal Manager) is required to submit a draft SDBIP to the Executive Mayor within 14 days of the approval of the Budget; and
- The Executive Mayor is required to make public the SDBIP no later than 14 days after its approval.

### 1.3 SDBIP Cycle

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PART 2

Component 1 – Budget Information

Sub-component 1 – Monthly Projections of Revenue by Source

Description	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework				
		July	August	Sept	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17		
<b>Revenue By Source</b>																		
Property rates - penalties & collection charges		1,125	1,125	3,375	3,375	3,375	3,500	2,000	3,375	3,375	3,375	3,375	3,375	3,375	8,688	40,495	48,994	58,313
Service charges - electricity revenue		429	429	1,288	1,288	1,288	5,000	4,000	1,288	1,288	1,288	1,288	1,288	1,288	(7,133)	15,450	18,541	22,249
Service charges - water revenue																		
Service charges - sanitation revenue																		
Service charges - refuse revenue																		
Service charges - other																		
Part of facilities and equipment		199	199	199	199	199	199	199	199	199	199	199	199	199	2,384	2,339	2,680	
Interest earned - external investments		351	351	351	351	351	351	351	351	351	351	351	351	351	4,214	4,579	4,918	
Interest earned - outstanding debtors																		
Dividends received																		
Fines																		
Loans and grants																		
Agency services																		
Transfers recognised - operational																		
Transfers recognised - capital																		
Grants on disposal of PPE																		
<b>Total Revenue (excluding capital transfers and contributions)</b>		84,735	84,735	84,735	84,735	84,735	84,735	84,735	84,735	84,735	84,735	84,735	84,735	84,735	254,204	2,685	273,085	288,177
<b>Expenditure By Type</b>																		
Employment related costs		12,487	12,487	12,487	12,487	12,487	12,487	12,487	12,487	12,487	12,487	12,487	12,487	12,487	148,844	159,434	169,000	
Renovation of councilors		474	474	474	474	474	474	474	474	474	474	474	474	474	5,690	6,054	6,417	
Debt impairment		2,174	2,174	2,174	2,174	2,174	2,174	2,174	2,174	2,174	2,174	2,174	2,174	2,174	26,051	30,654	36,267	
Depreciation & asset impairment		3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	46,367	48,889	51,380	
Finance charges		343	343	343	343	343	343	343	343	343	343	343	343	343	4,121	4,373	4,578	
Bulk purchases		422	422	422	422	422	422	422	422	422	422	422	422	422	5,039	5,273	5,665	
Other materials																		
Contracted services		3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	3,225	38,688	40,705	43,133	
Transfers and grants		7,478	7,478	7,478	7,478	7,478	7,478	7,478	7,478	7,478	7,478	7,478	7,478	7,478	89,730	87,818	82,830	
Other expenditure		9,415	9,415	9,415	9,415	9,415	9,415	9,415	9,415	9,415	9,415	9,415	9,415	9,415	112,990	118,124	124,679	
Loss on disposal of PPE		Z/	Z/	Z/	Z/	Z/	Z/	Z/	Z/	Z/	Z/	Z/	Z/	Z/	328	345	354	
<b>Total Expenditure</b>		39,909	39,909	39,909	39,909	39,909	39,909	39,909	39,909	39,909	39,909	39,909	39,909	39,909	478,906	501,710	494,544	
<b>Surplus/(Deficit)</b>		46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	(189,259)	(151,286)	(114,894)	
Transfers recognised - capital															209,478	201,703	200,337	
Contributors recognised - capital																		
Contributed assets																		
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	50,223	50,417	50,443	
Taxation																		
Attributable to minorities																		
Share of surplus/ (deficit) of associate																		
<b>Surplus/(Deficit)</b>		46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	46,930	50,223	50,417	50,443	

Sub-component 2 – Monthly Projections of Expenditure (Operating and Capital) and revenue for each vote

Description	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework				
		July	August	Sept	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17		
<b>Revenue by Vote</b>																		
Vote 1 - MANAGEMENT SERVICES		452	452	452	452	452	452	452	452	452	452	452	452	452	452	5,428	5,643	5,866
Vote 2 - FINANCIAL SERVICES		85,349	101	101	101	101	101	101	101	101	101	101	101	101	101	285,046	285,661	316,662
Vote 3 - CORPORATE SERVICES		23,520	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	251,827	242,915	239,830	
Vote 4 - TECHNICAL SERVICES		1,218	1,218	1,218	1,218	1,218	1,218	1,218	1,218	1,218	1,218	1,218	1,218	1,218	14,621	15,499	16,428	
Vote 5 - COMMUNITY SERVICES																		
Vote 6 - [NAME OF VOTE 6]																		
Vote 7 - [NAME OF VOTE 7]																		
Vote 8 - [NAME OF VOTE 8]																		
Vote 9 - [NAME OF VOTE 9]																		
Vote 10 - [NAME OF VOTE 10]																		
Vote 11 - [NAME OF VOTE 11]																		
Vote 12 - [NAME OF VOTE 12]																		
Vote 13 - [NAME OF VOTE 13]																		
Vote 14 - [NAME OF VOTE 14]																		
Vote 15 - [NAME OF VOTE 15]																		
<b>Total Revenue by Vote</b>		110,640	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	23,454	529,131	592,127	579,988
<b>Expenditure by Vote to be appropriated</b>																		
Vote 1 - MANAGEMENT SERVICES		2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	2,630	32,162	34,062	36,049
Vote 2 - FINANCIAL SERVICES		5,609	5,609	5,609	5,609	5,609	5,609	5,609	5,609	5,609	5,609	5,609	5,609	5,609	5,609	67,311	74,248	81,913
Vote 3 - CORPORATE SERVICES		3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310	3,310	39,724	41,193	43,304
Vote 4 - TECHNICAL SERVICES		24,461	24,461	24,461	24,461	24,461	24,461	24,461	24,461	24,461	24,461	24,461	24,461	24,461	24,461	253,532	303,053	281,287
Vote 5 - COMMUNITY SERVICES		3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	46,179	48,155	51,930
Vote 6 - [NAME OF VOTE 6]																		
Vote 7 - [NAME OF VOTE 7]																		
Vote 8 - [NAME OF VOTE 8]																		
Vote 9 - [NAME OF VOTE 9]																		
Vote 10 - [NAME OF VOTE 10]																		
Vote 11 - [NAME OF VOTE 11]																		
Vote 12 - [NAME OF VOTE 12]																		
Vote 13 - [NAME OF VOTE 13]																		
Vote 14 - [NAME OF VOTE 14]																		
Vote 15 - [NAME OF VOTE 15]																		
<b>Total Expenditure by Vote</b>		38,909	38,909	38,909	38,909	38,909	38,909	38,909	38,909	38,909	38,909	38,909	38,909	38,909	478,908	501,710	494,544	
<b>Surplus/(Deficit) before assoc.</b>		70,731	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(16,455)	50,223	50,417	85,443
Taxation																		
Attributable to minorities																		
Share of surplus/ (deficit) of associate																		
<b>Surplus/(Deficit)</b>	1	70,731	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(33,471)	(16,455)	50,223	50,417	85,443

Capital Expenditure (Standard Classification)





**Sub-component 3- Budget Statement Summary**

Description	2013/14 Financial Year			2014/15 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousands</b>						
<b>Financial Performance</b>						
Property rates	-	-	-	-	-	-
Service charges	23 680	67 258	67 258	55 946	67 135	80 562
Investment revenue	2 666	3 311	3 311	2 394	2 538	2 690
Transfers recognised - operational	234 382	291 812	291 812	254 204	273 085	288 177
Other own revenue	5 073	14 449	14 449	7 109	7 666	8 221
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>265 802</b>	<b>376 830</b>	<b>376 830</b>	<b>319 653</b>	<b>350 424</b>	<b>379 651</b>
Employee costs	124 102	135 812	135 812	149 844	159 434	169 000
Remuneration of councillors	5 352	5 226	5 226	5 690	6 054	6 417
Depreciation & asset impairment	44 812	45 982	45 982	46 357	48 899	51 580
Finance charges	3 272	4 052	4 052	4 121	4 343	4 578
Materials and bulk purchases	-	4 800	4 800	5 069	5 373	5 695
Transfers and grants	61 743	83 058	83 058	89 730	87 818	52 830
Other expenditure	186 208	240 708	240 708	178 097	189 788	204 443
<b>Total Expenditure</b>	<b>425 489</b>	<b>519 638</b>	<b>519 638</b>	<b>478 908</b>	<b>501 710</b>	<b>494 544</b>
<b>Surplus/(Deficit)</b>	<b>(159 688)</b>	<b>(142 808)</b>	<b>(142 808)</b>	<b>(159 255)</b>	<b>(151 286)</b>	<b>(114 894)</b>
Transfers recognised - capital	195 294	192 052	192 052	209 478	201 703	200 337
Contributions recognised - capital & contributed assets	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>35 606</b>	<b>49 244</b>	<b>49 244</b>	<b>50 223</b>	<b>50 417</b>	<b>85 443</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>35 606</b>	<b>49 244</b>	<b>49 244</b>	<b>50 223</b>	<b>50 417</b>	<b>85 443</b>
<b>Capital expenditure &amp; funds sources</b>						
Capital expenditure	106 519	150 885	150 885	120 336	109 212	140 207
Transfers recognised - capital	106 519	150 894	150 894	114 602	108 502	139 482
Public contributions & donations	-	-	-	5 735	710	725
Borrowing	-	15 000	15 000	-	-	-
Internally generated funds	-	(15 000)	(15 000)	-	-	-

Description	2013/14 Financial Year				2014/15 Medium Term Revenue & Expenditure Framework			
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
<b>R thousands</b>								
Total sources of capital funds	106 519	150 894	150 894	150 894	120 336	109 212	140 207	
<b>Financial position</b>								
Total current assets	24 943	28 035	28 035	28 035	65 922	83 776	105 258	
Total non-current assets	1 292 940	1 293 470	1 293 248	1 293 039	1 413 008	1 472 919	1 561 168	
Total current liabilities	80 378	85 332	85 332	85 332	76 031	80 593	82 268	
Total non-current liabilities	21 527	29 883	29 883	29 883	20 106	21 313	22 591	
Community wealth/Equity	1 215 978	1 206 290	1 206 067	1 205 858	1 382 793	1 454 790	1 561 566	
<b>Cash flows</b>								
Net cash from (used) operating	80 419	95 226	105 226	105 226	105 242	115 371	136 729	
Net cash from (used) investing	(109 162)	(150 885)	(150 885)	(150 885)	(120 105)	(108 995)	(140 002)	
Net cash from (used) financing	(396)	14 964	14 964	14 964	(1 001)	(1 001)	(1 001)	
Cash/cash equivalents at the year end	(2 420)	(43 116)	(33 116)	(33 116)	(48 980)	(43 605)	(47 879)	
<b>Cash backing/surplus reconciliation</b>								
Cash and investments available	27 310	7 817	7 817	7 817	27 348	28 107	29 145	
Application of cash and investments	68 599	35 448	32 684	32 684	13 338	792	(10 635)	
Balance - surplus (shortfall)	(41 289)	(27 630)	(24 866)	(24 866)	14 011	27 315	39 780	
<b>Asset management</b>								
Asset register summary (WDV)	1 289 090	1 289 620	1 289 398	1 409 389	1 409 389	1 469 517	1 557 970	
Depreciation & asset impairment	44 812	45 982	45 982	46 357	46 357	48 899	51 580	
Renewal of Existing Assets	-	-	-	-	-	-	-	
Repairs and Maintenance	18 687	194 755	194 755	177 412	177 412	188 961	201 167	
<b>Free services</b>								
Cost of Free Basic Services provided	-	-	-	-	-	-	-	
Revenue cost of free services provided	-	-	-	-	-	-	-	
<b>Households below minimum service level</b>								
Water:	39	39	39	39	39	34	29	
Sanitation/sewerage:	39	39	39	39	39	33	28	
Energy:	103	103	103	103	103	103	103	
Refuse:	70	70	70	70	70	70	70	

**Sub-component 4 - Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote)**

Vote Description	Ref	2013/14 Financial Year			2014/15 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>R thousand</b>							
<b>Revenue by Vote</b>	<b>1</b>						
Vote 1 - MANAGEMENT SERVICES		4 546	4 546	4 546	5 428	5 643	5 866
Vote 2 - FINANCIAL SERVICES		186 718	187 464	187 464	256 046	286 861	316 652
Vote 3 - CORPORATE SERVICES		920	1 208	1 208	1 209	1 210	1 211
Vote 4 - TECHNICAL SERVICES		251 086	353 839	353 839	251 827	242 915	239 830
Vote 5 - COMMUNITY SERVICES		17 826	21 825	21 825	14 621	15 499	16 428
<b>Total Revenue by Vote</b>	<b>2</b>	<b>461 096</b>	<b>568 882</b>	<b>568 882</b>	<b>529 131</b>	<b>552 127</b>	<b>579 988</b>
<b>Expenditure by Vote to be appropriated</b>	<b>1</b>						
Vote 1 - MANAGEMENT SERVICES		31 135	28 736	28 736	32 162	34 062	36 049
Vote 2 - FINANCIAL SERVICES		24 055	24 516	24 516	67 311	74 248	81 913
Vote 3 - CORPORATE SERVICES		32 751	33 749	33 749	39 724	41 193	43 304
Vote 4 - TECHNICAL SERVICES		297 017	356 528	356 528	293 532	303 053	281 287
Vote 5 - COMMUNITY SERVICES		40 532	76 109	76 109	46 179	49 155	51 990
<b>Total Expenditure by Vote</b>	<b>2</b>	<b>425 489</b>	<b>519 638</b>	<b>519 638</b>	<b>478 908</b>	<b>501 710</b>	<b>494 544</b>
<b>Surplus/(Deficit) for the year</b>	<b>2</b>	<b>35 606</b>	<b>49 244</b>	<b>49 244</b>	<b>50 223</b>	<b>50 417</b>	<b>85 443</b>

**Sub-component 5- Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding)**

Vote Description	Ref	2013/14 Financial Year				2014/15 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>Capital expenditure – Vote</b>								
<b>Multi-year expenditure to be appropriated</b>	2							
Vote 1 - MANAGEMENT SERVICES		-	-	-	-	-	-	-
Vote 2 - FINANCIAL SERVICES		-	-	-	-	-	-	-
Vote 3 - CORPORATE SERVICES		-	-	-	-	700	-	-
Vote 4 - TECHNICAL SERVICES		-	-	-	-	79 825	78 947	113 166
Vote 5 - COMMUNITY SERVICES		-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	-	-	-	-	80 525	78 947	113 166
<b>Single-year expenditure to be appropriated</b>	2							
Vote 1 - MANAGEMENT SERVICES		378	618	618	618	-	-	-
Vote 2 - FINANCIAL SERVICES		250	250	250	250	700	710	725
Vote 3 - CORPORATE SERVICES		145	450	450	450	435	-	-
Vote 4 - TECHNICAL SERVICES		105 746	149 212	149 212	149 212	37 977	29 554	26 316
Vote 5 - COMMUNITY SERVICES		-	365	365	365	700	-	-
<b>Capital single-year expenditure sub-total</b>		106 519	150 894	150 894	150 894	39 812	30 264	27 041
<b>Total Capital Expenditure - Vote</b>		106 519	150 894	150 894	150 894	120 336	109 212	140 207
<b>Capital Expenditure – Standard</b>								
<b>Governance and administration</b>		3 773	16 748	16 748	16 748	1 835	710	725
Executive and council		-	110	110	110	-	-	-
Budget and treasury office		3 498	15 928	15 928	15 928	250	260	275
Corporate services		275	710	710	710	1 585	450	450
<b>Community and public safety</b>		100	526	526	526	700	-	-
Community and social services		-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-
Public safety		100	170	170	170	700	-	-
Housing		-	-	-	-	-	-	-
Health		-	356	356	356	-	-	-
<b>Economic and environmental services</b>		-	-	-	-	-	-	-
Planning and development		-	-	-	-	-	-	-
Road transport		-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-

Vote Description	Ref	2013/14 Financial Year				2014/15 Medium Term Revenue & Expenditure Framework			
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
R thousand	1								
<b>Trading services</b>		102 646	133 612	133 612	133 612	117 802	108 502	139 482	
Electricity		-	-	-	-	-	-	-	
Water		83 769	105 105	105 105	105 105	74 819	65 519	80 702	
Waste water management		18 876	28 507	28 507	28 507	42 982	42 982	58 780	
Waste management		-	-	-	-	-	-	-	
Other		-	-	-	-	-	-	-	
<b>Total Capital Expenditure - Standard</b>	3	106 519	150 885	150 885	150 885	120 336	109 212	140 207	
<b>Funded by:</b>									
National Government		102 791	134 062	134 062	134 062	114 602	108 502	139 482	
Provincial Government		-	-	-	-	-	-	-	
District Municipality		-	-	-	-	-	-	-	
Other transfers and grants		3 728	16 833	16 833	16 833	-	-	-	
Transfers recognised - capital	4	106 519	150 894	150 894	150 894	114 602	108 502	139 482	
Public contributions & donations	5	-	-	-	-	5 735	710	725	
Borrowing	6	-	15 000	15 000	15 000	-	-	-	
Internally generated funds		-	(15 000)	(15 000)	(15 000)	-	-	-	
<b>Total Capital Funding</b>	7	106 519	150 894	150 894	150 894	120 336	109 212	140 207	

Sub-component 6- Monthly Budget Statement - Financial Position

Description	Ref	2013/14 Financial Year				2014/15 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<b>ASSETS</b>								
Current assets								
Cash		3 967	3 967	3 967	3 967	3 729	3 505	3 295
Call investment deposits	1	19 493	-	-	-	20 000	21 200	22 652
Consumer debtors	1	-	22 585	22 585	22 585	30 621	47 405	67 545
Other debtors		-	-	-	-			
Current portion of long-term receivables								
Inventory	2	1 483	1 483	1 483	1 483	10 000	10 000	10 000
<b>Total current assets</b>		<b>24 943</b>	<b>28 035</b>	<b>28 035</b>	<b>28 035</b>	<b>65 922</b>	<b>83 776</b>	<b>105 258</b>
<b>Non-current assets</b>								
Long-term receivables								
Investments		3 850	3 850	3 850	3 850	3 619	3 402	3 198
Investment property		3 943	3 706	3 484	3 275	3 078	2 894	2 720
Investment in Associate								
Property, plant and equipment	3	1 281 601	1 282 367	1 282 367	1 282 367	1 403 452	1 463 765	1 552 391
Agricultural								
Biological								
Intangible								
Other non-current assets		3 547	3 547	3 547	3 547	2 858	2 858	2 858
<b>Total non-current assets</b>		<b>1 292 940</b>	<b>1 293 470</b>	<b>1 293 248</b>	<b>1 293 039</b>	<b>1 413 008</b>	<b>1 472 919</b>	<b>1 561 168</b>
<b>TOTAL ASSETS</b>		<b>1 317 883</b>	<b>1 321 505</b>	<b>1 321 283</b>	<b>1 321 074</b>	<b>1 478 930</b>	<b>1 556 695</b>	<b>1 666 426</b>
<b>LIABILITIES</b>								
Current liabilities								
Bank overdraft	1	-	-	-	-	-	-	-
Borrowing	4	364	585	585	585	398	422	450
Consumer deposits								
Trade and other payables	4	68 599	58 033	58 033	58 033	47 315	50 154	50 000
Provisions		11 415	26 715	26 715	26 715	28 318	30 017	31 818
<b>Total current liabilities</b>		<b>80 378</b>	<b>85 332</b>	<b>85 332</b>	<b>85 332</b>	<b>76 031</b>	<b>80 593</b>	<b>82 268</b>
<b>Noncurrent liabilities</b>								
Borrowing		6 475	5 913	5 913	5 913	6 054	6 418	6 803

Description	Ref	2013/14 Financial Year					2014/15 Medium Term Revenue & Expenditure Framework			
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17		
R thousand										
Provisions		15 051	23 970	23 970	23 970	14 052	14 895	15 789		
Total noncurrent liabilities		21 527	29 883	29 883	29 883	20 106	21 313	22 591		
<b>TOTAL LIABILITIES</b>		<b>101 905</b>	<b>115 215</b>	<b>115 215</b>	<b>115 215</b>	<b>96 137</b>	<b>101 905</b>	<b>104 860</b>		
<b>NET ASSETS</b>	5	<b>1 215 978</b>	<b>1 206 290</b>	<b>1 206 067</b>	<b>1 205 858</b>	<b>1 382 793</b>	<b>1 454 790</b>	<b>1 561 566</b>		
<b>COMMUNITY WEALTH/EQUITY</b>										
Accumulated Surplus/(Deficit)		1 215 978	1 206 290	1 206 067	1 205 858	1 382 793	1 454 790	1 561 566		
Reserves	4	-	-	-	-	-	-	-		
Minorities' interests										
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	5	<b>1 215 978</b>	<b>1 206 290</b>	<b>1 206 067</b>	<b>1 205 858</b>	<b>1 382 793</b>	<b>1 454 790</b>	<b>1 561 566</b>		



Sub-component 7 - Monthly Budget Statement - Cash Flow

Description	Ref	2013/14 Financial Year					2014/15 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>									
Receipts									
Ratepayers and other		28 753	81 707	91 707	91 707	82 434	88 017	88 643	
Government – operating	1	234 382	291 812	291 812	291 812	254 204	273 085	288 177	
Government – capital	1	195 294	192 052	192 052	192 052	209 478	201 703	200 337	
Interest		2 666	3 311	3 311	3 311	2 394	2 538	2 690	
Dividends									
Payments									
Suppliers and employees		(315 662)	(386 546)	(386 546)	(386 546)	(349 417)	(357 810)	(385 710)	
Finance charges		(3 272)	(4 052)	(4 052)	(4 052)	(4 121)	(4 343)	(4 578)	
Transfers and Grants	1	(61 743)	(83 058)	(83 058)	(83 058)	(89 730)	(87 818)	(52 830)	
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		<b>80 419</b>	<b>95 226</b>	<b>105 226</b>	<b>105 226</b>	<b>105 242</b>	<b>115 371</b>	<b>136 729</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>									
Receipts									
Proceeds on disposal of PPE		-	-	-	-	-	-	-	
Decrease (increase) in non-current debtors		-	-	-	-	-	-	-	
Decrease (increase) other non-current receivables		-	-	-	-	-	-	-	
Decrease (increase) in non-current investments		(2 643)	-	-	-	231	217	204	
Payments									
Capital assets		(106 519)	(150 885)	(150 885)	(150 885)	(120 336)	(109 212)	(140 207)	
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		<b>(109 162)</b>	<b>(150 885)</b>	<b>(150 885)</b>	<b>(150 885)</b>	<b>(120 105)</b>	<b>(108 995)</b>	<b>(140 002)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>									
Receipts									
Short term loans		-	-	-	-	-	-	-	
Borrowing long term/refinancing		-	15 000	15 000	15 000	-	-	-	
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	
Payments									
Repayment of borrowing		(396)	(36)	(36)	(36)	(1 001)	(1 001)	(1 001)	
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		<b>(396)</b>	<b>14 964</b>	<b>14 964</b>	<b>14 964</b>	<b>(1 001)</b>	<b>(1 001)</b>	<b>(1 001)</b>	
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		<b>(29 139)</b>	<b>(40 696)</b>	<b>(30 696)</b>	<b>(30 696)</b>	<b>(15 864)</b>	<b>5 375</b>	<b>(4 274)</b>	
Cash/cash equivalents at the year begin:	2	26 718	(2 420)	(2 420)	(2 420)	(33 116)	(48 980)	(43 605)	
Cash/cash equivalents at the year end:	2	(2 420)	(43 116)	(33 116)	(33 116)	(48 980)	(43 605)	(47 879)	

**Sub-component 8- Financial Ratios**

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				
				QTR 1	QTR 2	QTR 3	QTR 4	
Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) x 100	20%	20%	5%	5%	5%	5%	
Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) x 100	100%	70%	15%	15%	20%	20%	
Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	5%	13%	3%	3%	3%	4%	
Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	41%	70%	15%	15%	20%	20%	
Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	New indicator	100%	N/A	N/A	N/A	100%	
Net Debtors Days	(Gross Debtors - Bad debt Provision)/ Actual Billed Revenue) x 365	487 days	50 days	50 days	50 days	50 days	50 days	
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	-1 Month	2 months	10 days	10 days	20 days	20 days	
Current Ratio	Current Assets / Current Liabilities	1.6	1.8	0.4	0.4	0.5	0.5	

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				
				QTR 1	QTR 2	QTR 3	QTR 4	
Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 100	1%	6%	1%	1%	2%	2%	
Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non-current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	68%	50%	10%	10%	15%	15%	
Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	25%	-47%	-11%	-11%	-11%	-14%	
Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	-12%	5%	1%	1%	1%	2%	
Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue x 100	-281%	-56%	14%	-14%	-14%	14.9%	
Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue x 100	-1%	-76%	19%	19%	19%	19%	
Water Distribution Losses (Percentage)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100							
Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	51%	60%	15%	15%	15%	15%	
Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue) / previous period's Total Revenue ) x 100	3%	10%	2%	2%	3%	4%	
Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total	6%	12%	3%	3%	3%	3%	

RATIO	FORMULA	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS				
				QTR 1	QTR 2	QTR 3	QTR 4	
	Revenue excluding capital grants ) x 100							
Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) x 365	110 days	90 days	90 days	90 days	90 days	90 days	
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councilors' Remuneration) / Total Operating Expenditure x 100	34%	32%	8%	8%	8%	8%	
Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x 100	4%	5%	1%	1%	1%	2%	
Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	10%	2%	N/A	N/A	N/A	2%	
Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	New Indicator	2%	N/A	N/A	N/A	2%	
Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	77%	86%	20%	20%	23%	23%	
Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	53%	90%	20%	20%	25%	25%	
Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	73%	95%	20%	25%	25%	25%	
Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	81%	95%	20%	25%	25%	25%	
Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	83%	95%	20%	25%	25%	25%	

**Sub-component 9- Reconciliation of IDP Strategic Objectives and 2014-2015 Final Budget**

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Provide universal access to basic services	<b>SD01</b> Maintain and rehabilitate all water and sanitation infrastructure	-274 594 104	301 387 998	117 801 756	419 189 754	Director: Technical Services- Director: Community Services
	<b>SD02</b> Support municipalities in the provision of municipal services	-105 125 104	210 342 646	117 801 756	328 144 402	Director: Technical Services, Director: Community Services
	<b>SD03</b> Provide fire, emergency and rescue services	-	14 009 204	700 000	14 709 204	Director: Community Services, Fire & Disaster
	<b>SD04</b> Create and maintain stakeholder engagement initiatives to deal with service delivery challenges	-	7 060 720	-	7 060 720	Director: Community Services
	<b>SD05</b> Expand and fast-track the provision of universal access to water and sanitation	-274 594 104	301 387 998	117 801 756	419 189 754	Director: Technical Services, Director: Community Services
	<b>SD06</b> Provide and improve the quality of municipal health services	-	12 057 646	-	12 057 646	Director: Community Services
	<b>SD07</b> Support rehabilitation of all road networks throughout the District	-37 393 000	39 694 952	-	39 694 952	Director: Technical Services
	<b>SD08</b> Facilitate improvement of network and communications towers throughout the District	-934 000	8 968 089	250 000	9 218 089	Chief Operations Officer

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name							
Facilitate environmental management and conservation	<u>SD09</u> Implement working for water and working for wetlands	-14 621 227	19 473 492	-	19 473 492	Director: Community Services							
							<b>KPA 2: Local Economic Development (LED)</b>						
							<u>LED01</u> Implement projects and programmes through labour intensive methods	-184 090 227	112 820 797	-	112 820 797	Director: Community Services, Director Technical Services	
							<u>LED2</u> Encourage improvement of access to government services in farming areas	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer	
							<u>LED03</u> Encourage and support initiatives geared towards mass job creation and sustainable livelihoods	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer	
							<u>LED04</u> Support and facilitate rural development and poverty alleviation programmes.	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer	
Facilitate and implement job creation and poverty alleviation initiatives	<u>LED05</u> Facilitate and actively participate in youth development programmes.	-358 000	2 538 460	-	2 538 460	Chief Operations Officer							
	<u>LED06</u> Identify, support and implement economic development flagship and anchor projects.	-1 292 000	2 538 460	-	2 538 460	Chief Operations Officer, JOGEDA CEO							
Facilitate and support regional													

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
	<u>LED07</u> Facilitate and support local supplier development initiatives	-1 292 000	18 258 022	-	18 258 022	Chief Operations Officer,
	<u>LED08</u> Create and maintain stakeholder engagement initiatives.	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer
	<u>LED09</u> Participate and support initiatives geared towards revitalization of towns and settlements	-1 292 000	8 623 796	-	8 623 796	Chief Operations Officer
<b>KPA 3: Financial Viability and Management (FM)</b>						
Ensure effective financial management and reporting	<u>FM01</u> Comply with all statutory financial reporting and management	-195 885 905	29 108 448	250 000	29 358 448	Director: Financial Services
	<u>FM02</u> Improve financial administrative capacity of the District.	-195 885 905	29 108 448	250 000	29 358 448	Director: Financial Services
	<u>FM03</u> Implement anti-fraud and anti-corruption measures	-934 000	8 983 328	-	8 983 328	Chief Operations Officer
	<u>FM04</u> Implement revenue enhancement strategy	-124 669 104	211 449 293	117 801 756	329 251 049	Director: Financial Services
<b>KPA 4: Institutional Development and Transformation (ID)</b>						

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Improve human resource capacity	<b>ID01</b> Effectively empower and develop the Council's workforce.	-1 200 000	17 055 013	-	17 055 013	Director: Corporate Services
	<b>ID02</b> Encourage and support capacity and skills building initiatives for communities.	-1 200 000	6 006 080	-	6 006 080	Director: Corporate Services
	<b>ID03</b> Attract, retain and encourage skills transfer initiatives.	-	13 481 523	-	13 481 523	Director: Corporate Services
	<b>ID04</b> Maintain good working conditions for staff	-	13 481 523	-	13 481 523	Director: Corporate Services
	<b>ID05</b> Implement shared services on governance issues within the District	-	6 987 208	884 580	7 871 788	Director: Corporate Services
	<b>ID06</b> Ensure that funded vacant posts are filled.	-	13 481 523	-	13 481 523	Director: Corporate Services
	<b>ID07</b> Ensure legislative compliance and improved legal capacity of the District	-	16 005 530	-	16 005 530	Director: Corporate Services
Ensure enhanced service delivery through efficient institutional arrangements						
Continuously develop and strategically utilise						



IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
	<u>ID08</u> Strategically utilise ICT to improve government efficiency.	-	6 987 208	884 580	7 871 788	Director: Corporate Services
	<u>ID09</u> Ensure availability of office space and manage council buildings in an effective and efficient manner.	-8 764.00	18 022 790	700 000	18 722 790	Director: Corporate Services
	<b>KPA 5: Good Governance and Public Participation (GG)</b>					
Facilitate intergovernmental cooperation	<u>GG01</u> Promote intergovernmental cooperation initiatives.	-934 000	6 085 336	-	6 085 336	Chief Operations Officer
Communicate effectively with communities	<u>GG02</u> Regular and effective communications with communities.	-934 000	8 968 089	-	8 968 089	Chief Operations Officer
	<u>GG03</u> Work closely with traditional leadership structures in the implementation of rural development programmes.	-5 070 000	18 942 986	-	18 942 986	Chief Operations Officer
	<u>GG04</u> Strengthen internal communications.	-934 000	8 968 089	-	8 968 089	Chief Operations Officer

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
Ensure integrated planning and performance management	<u>GG05</u> Promote performance management amongst councillors and officials.	-934 000	6 085 336	-	6 085 336	Chief Operations Officer
	<u>GG06</u> Implement effective planning and reporting mechanisms.	-934 000	17 968 665	-	17 968 665	Chief Operations Officer
	<u>GG07</u> Establish and support municipal oversight systems, mechanisms and processes.	-934 000	31 011 349	-	31 011 349	Director Financial Services, Director Corporate Services, Director Community Services, Chief Operations Officer, Director Technical Services
	<u>GG08</u> Ensure and maintain clean governance.	-934 000	23 066 478	-	23 066 478	Director Financial Services, Director Corporate Services, Director Community Services, Chief Operations Officer, Director Technical Services
Facilitate the development of a healthy and	<u>GG09</u> Facilitate Implementation of HIV and AIDS programmes.	-934 000	8 198 604	-	8 198 604	Chief Operations Officer

IDP Objectives	Programme	Revenue	Operating Expenditure	Capital Expenditure	Total Expenditure	Service Name
	<b>GG10</b> Facilitate Implementation of programmes targeting the special groups (SPU).		8 198 604	-	8 198 604	Chief Operations Officer
<b>To capture additional objectives expand groups</b>						
<b>Total budgeted/actual expenditure/revenue</b>						
		-1 433 079 444	1 621 308 915	475 126 184	2 096 435 099	0

**Component 2 – Quarterly Projections of Service Delivery Targets and Performance Indicators**

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The Final SDBIP for the 2014/15 financial year is based on the Final IDP and Final Budget as approved by the Council of the Joe Gqabi District Municipality on the 30<sup>th</sup> May 2014.

This Final SDBIP shall inform the manner in which the departmental scorecards for the 2014/15 financial year will be structured. The SDBIP interprets the five-year Integrated Development Plan into a twelve-month contract between the Administration, Council, and Community thereby expressing the goals and objectives set by the Council as quantifiable outcomes to be implemented by the administration.

## 2.1 Quarterly Projections of Service Delivery Targets and Performance Indicators

### 2.1.1 KPA 1: Service Delivery and Infrastructure provision

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Provide universal access to basic services	SD01: Maintain and rehabilitate all water and sanitation infrastructure	SD01-01	Improvement in municipal green drop score (output)	33	50	N/A	N/A	N/A	50	Community Services & Technical services
		SD01-02	Improvement in municipal blue drop score (Output)	87	87	N/A	N/A	87	N/A	Community Services & Technical services
		SD01-04	% compliance with SANS 241 for drinking water quality as per BDS (Outcome)	97%	97%	97%	97%	97%	97%	Technical Services
		SD01-05	Review of WSDP and approved by Council (LGTAAS) (Input)	Approved WSDP	Review of WSDP and approved by Council	N/A	N/A	Draft to the council	Final Draft approved by Council	Community Services



STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
SD05: Expand and fast-track the provision of universal access to water and sanitation	SD04: Create and maintain stakeholder engagement initiatives to deal with service delivery challenges	SD05-04	SD05-01					SD04-01	SD03-02	Qtr. 1	Qtr. 2	
					Conduct S78 to determine best mechanism for delivering fire services (Input)	S78 (1) Assessment	S78 Assessment	N/A	N/A	Approval of S78 by council	N/A	Community Services
					Number of District Water forum meetings (Outcome)	2 meeting	2 meetings per Forum	1	N/A	1	N/A	Community Services
					% of households with access to basic level of water (NKP)	69.3% (67703)	74.5% (72703)	N/A	N/A	N/A	74.5%	Technical Services/Community Services
					% of households with access to basic level of sanitation (NKP)	55.2% (53897)	60.3% (58897)	N/A	N/A	N/A	60.3%	Technical Services/Community Services

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
SD06: Provide and improve the quality of municipal health services		SD05-05		SD06-01					SD06-02		SD06-03		
						% of households earning less than R1100 per month with access to free basic services (NKPI)	New indicator	100% of registered households (indigents)	N/A	N/A	N/A	100% of registered households (indigents)	Finance
						Number of illegal waste dumping points where compliance was enforced (Output)	100% of all illegal waste dumping sites (411)	100%	100%	100%	100%	100%	Community Services
						Number of inspections (visits) per quarter on each of the 13 urban waste sites (Outcome)	14 inspection sites	12 inspection per site	3	3	3	3	Community Services
						% of sewage spills where compliance was enforced (Output)	100% of all sewage spills (114)	100%	100%	100%	100%	100%	Community Services



STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
SD07: Support rehabilitation of all road networks throughout the District		SD06-05		SD06-04		Number of Informal food vendors (hawkers, caterers, spaza shop owners) receiving Health and Hygiene education and or training (Output)		81 out of 400		80		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Community Services
SD07-01		Number of Formal Food Premises inspections undertaken (input)		204 including some that are reevaluation		204		51		51	51	51	51	51	Community Services	
SD07-01		Number of km's per quarter graded as per the SLA (Outcome)		3314km		4000km		1000km	1000km	1000km	1000km	1000km	1000km	1000km	Technical Services	

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
SD9: Implement working for water and working for wetlands		SD8: Facilitate improvement of network and communications towers throughout the District		SD9-01		SD8-01										
Facilitate environmental management and conservation				SD9-02												
						Number of engagement sessions held leading to installation/upgrading of communications towers (Outcome)		1		1		N/A				COO
				% budget expenditure in the National FY on implementation of working for Wetland rehabilitation programme (Output)				100%		100% expenditure		N/A				Community Services
				% budget expenditure in the National FY of alien plants eradication programme (Working for Water) (Outcome)				100%		100% expenditure		N/A				Community Services

2.1.2: Local Economic Development

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
												Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Facilitate and implement job creation and poverty alleviation initiatives		LED01: Implement projects and programmes through labour intensive methods		LED01-01		Number of jobs created through municipality's local economic-development initiatives including capital projects		2723		2000		500	500	500	500	Technical Services
LED2: Encourage improvement of access to government services in farming areas		LED01-02		Number of job opportunities created through VAW and wetlands (Output)		1986		497 in each quarter		497	497	497	497	Community Services		
LED02-01		Number of information sessions held with farming communities (Outcome)		1		1		N/A	N/A	1	N/A	COO				

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
												Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
LED04: Support and facilitate rural development and poverty alleviation programmes		LED03: Encourage and support initiatives geared towards mass job creation and sustainable livelihoods		LED03-01		Number of reports on job opportunities created through CWP (Input)		3 reports		2 reports		1 report	N/A	1 report	N/A	COO
LED04-02		LED04-01				Number of Reports on the implementation of Rural development programme and anti-poverty strategy (Input)		2		2 reports		1 report	N/A	1 report	N/A	COO
						Number of funding applications submitted for cooperatives and SMMEs to potential funders (Outcome)		13		2		N/A	N/A	N/A	2	COO

STRATEGIC OBJECTIVE		PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
							Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Facilitate and support regional economic development initiatives		LED05: Facilitate and actively participate in youth development programmes	LED05-01	Number of business support meetings/ engagement facilitated for social groups (Outcome)	12	10	2	2	3	3	COO
LED06: Identify, support and implement economic development flagship and anchor projects											
	LED06-01	JOGEDA: Number of Status Quo reports on Gariep middle income housing, Elundini middle income housing, Senqu Plastic, and Senqu Commercial Property Development presented to mayoral committee. (Output)		Feasibility study, Business Plan 2007, 2013	4	1	1	1	1	COO	
LED06-02		JOGEDA: Maize Meat Hub Number of business plans approved. (Output)		Business Plan 2011	1	N/A	N/A	1	N/A	COO	

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
LED08: Create and maintain stakeholder engagement initiatives	LED07: Facilitate and support local supplier development initiatives	LED06-04	LED06-03	Qtr. 1	Qtr. 2				Qtr. 3	Qtr. 4			
LED08-01	LED07-01					Number of District Support Team forum Meetings held (Outcome)	3	2	N/A	1 meeting	N/A	1 meeting	COO
						Number of Suppliers Day held (Outcome)	3	4	1	1	1	1	COO
						LED strategy reviewed and adopted by Council (Input)		LED Strategy reviewed and adopted by Council	Draft approved by council	Final Draft approval by council	N/A	N/A	COO
						JoGEDA: Investment Strategy Number of investment strategy developed and approved (Input)	0	1	N/A	N/A	1	N/A	COO

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
LED09: Participate and support initiatives geared towards revitalization of towns and settlements		LED09-01		Number of reports on the implementation of District Branding and marketing strategy		District Branding and marketing strategy		2 reports		N/A	1	N/A	1	COO		

2.1.3 Financial Viability and Management

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
Ensure effective financial management and reporting		FM01: Comply with all statutory financial reporting and management		FM01-01		% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan		100%		100%		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	All Directors
				FM01-02		% of MIG Funding expenditure (Output)		100%		100%		25%	25%	25%	25%	Technical Services
				FM01-03		Total actual trade creditors as a percentage of total actual revenue (Output)		5%		5%		5%	5%	5%	5%	Finance
				FM01-04		% of tenders concluded in accordance with (tender validity timeframe) (Output)		New indicator		100%		100%	100%	100%	100%	Finance
				FM01-05		Irregular, Fruitless and Wasteful and Unauthorised Expenditure as a % of Total Operating Expenditure		0%		0%		0%	0%	0%	0%	Finance
				FM01-06		All creditors paid within 30 days of receipt of valid invoice (Output)		30 days		30 days		30 days	30 days	30 days	30 days	Finance



STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
FM02-03	FM02-02	FM02-01	FM01-09	FM01-08	FM01-07				Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
						Cost coverage ratio (Output)	0.13	02.02	02.02	02.02	02.02	02.02	Finance
						% of budget actually spent on implementing workplace skills plan (LGSETA and Internal training budget)	100%	100%	N/A	N/A	N/A	100%	Corporate Services
						% expenditure on repairs and maintenance against the budget (Input)	79%	100%	25%	25%	25%	25%	Finance (All Directors)
						Debt coverage ratio (Output)	01:01	02.03	02.03	02.03	02.03	02.03	Finance
						% reduction in municipal debtors related to service charges (Output)	50%	40%	10%	10%	10%	10%	Finance
						Total outstanding service debtors (NKPI)	TBD	TBD					Finance

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
FM04: Implement revenue enhancement strategy	FM03: Implement anti-fraud and anti-corruption measures	FM02-04	FM03-01					Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
FM04-02	FM04-01			% of operational budget actually spent (Input)	100%	100%	25%	25%	25%	25%	Finance (All Directors)	
				Number of reports on the implementation of Anti-Fraud and anti-corruption strategy (Input)	Anti-Fraud and anti-corruption strategy	4 reports	1 report	1 report	1 report	1 report	COO	
				% reduction in water losses (Output)	TBD	5%	N/A	N/A	N/A	5%	Technical Services	
				MTRF Budget prepared and approved by council (Input)	MTRF Budget	Budget approved by council	Process plan developed and approved by council	1 <sup>st</sup> draft developed	Draft approved by council	Final Draft approval by council	Finance	

2.1.4 Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Improve human resource capacity	ID01: Effectively empower and develop the Council's workforce	ID01-01	% of staff actually trained as per the WSP (Output)	100%	100%	100%	100%	100%	100%	Corporate Services
		ID01-02	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP (Outcome)	5	5	N/A	N/A	N/A	5	Corporate Services
		ID01-04	Cumulative % of councillors actually trained as per the training programme	100%	100%	100%	100%	100%	100%	Corporate Services
		ID01-05	Number of staff who meet Minimum Competency levels (MFMA) (Outcome)	9	5 new trained staff	N/A	N/A	N/A	5	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
ID02: Encourage and support capacity and skills building initiatives for communities		ID02-01	Number of training initiatives undertaken as per WSP (Outcome)	14	15	N/A	N/A	N/A	15	Corporate Services
ID03: Attract, retain and encourage skills transfer initiatives		ID03-01	Review of staff attraction and retention strategy (Input)	Staff attraction and retention strategy reviewed and adopted by council	Strategy implemented	N/A	Revised Strategy	Submission of the Draft to LLF for comments	Strategy adopted by Council	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
ID04: Maintain good working conditions for staff		ID04-01	Number of LIF meetings (Outcome)	4 annually	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Ensure enhanced service delivery through efficient institutional	ID05: Implement shared services on governance issues within the District	ID05-01	Conduct Study on the possible implementation of a Shared Services on IT within the District (Input)	Draft Study completed	1 report compiled	1 report compiled	N/A	N/A	N/A	Corporate Services
ID06: Ensure that funded vacant posts are filled		ID06-01	The average length of time it takes to fill a post (Output)	3 months	3 months	3 months	3 months	3 months	3 months	Corporate Services

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (JUNE 2014)		ANNUAL TARGET		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
												Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government		ID07: Ensure legislative compliance and improved legal capacity of the District		ID07-01		Ratio of disciplinary hearings concluded within 3 months of initiation		New indicator		01:01		01:01	01:01	01:01	01:01	Corporate Services
ID08: Strategically utilise ICT to improve government efficiency		ID08-01		Review District IT governance Framework (Input)		IT governance Framework		IT Governance framework reviewed and adopted by council		N/A	Reviewed document	Draft to council	Final draft Adopted by Council	Corporate Services		
ID09: Ensure availability of office space and manage council buildings in an		ID09-01		Number of council resolutions despatched and implemented (input)		15		Every mayoral committee and council		1 council and 3 mayoral	1 council and 3 mayoral	1 council and 2 mayoral	1 council and 3 mayoral	Corporate Services		

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2014)	ANNUAL TARGET	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
		ID09-02	Number of ordinary Council meetings held (Outcome)	7	7 meetings	1 meeting	1 meeting	2 meetings	3 meetings	Corporate Services



2.1.5 KPA 5: Good governance and public participation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
						Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
Facilitate intergovernmental cooperation	GG01: Promote intergovernmental cooperation initiative	GG01-02	IDP reviewed and adopted by council (Input)	IDP	IDP reviewed and adopted by council	Process plan developed and approved by council	1 <sup>st</sup> draft IDP developed	Draft IDP approved by council	Final IDP approved by council	COO
		GG01-01	Number of DIMAFO meetings sitting (Outcome)	1 meeting	4 meetings	1	1	1	1	COO
Communicate effectively with communities	GG02: Regular and effective communications with communities	GG02-01	Number of newsletters publications released (Output)	4	4	1	1	1	1	COO
		GG02-02	Number of Community Outreach meetings held and reports on issues raised (Outcome)	2 meetings and a report on each meeting prepared	2 meetings and 1 report for each LM	N/A	1 meeting and 1 report per LM	N/A	1 meeting and 1 report per LM	COO
Communicate effectively with communities	GG03: Work closely with traditional leadership structures in the	GG03-01	Number of Traditional leaders forum meetings (Outcome)	2	2	N/A	1 meeting	N/A	1 meeting	COO

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR		BASELINE (2014)		Annual Target		QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE		
												Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4			
Ensure integrated planning and performance management		GG04: Strengthen internal communications		GG05: Promote performance management amongst councillors and officials		GG06: Implement effective planning and reporting mechanisms												
		GG04-01		GG05-01		GG06-01		Review Communication Plan (Input)		Communication plan		Communication reviewed and Plan implemented		N/A		N/A		COO
				Performance Management System Policy reviewed and adopted (Input)		Number of signed performance agreements by Section 56 Managers (Outcome)		Number of signed performance obligations of middle management (Outcome)		Prior year review and adoption		Performance Management System reviewed and adopted		N/A		N/A		COO
						Number of reports on performance of service providers monitored (Input)		16 annually		16		16		16		16		COO
								4 reports		4 reports		1		1		1		Finance

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE
GG08-02	GG08-01	GG07-02	GG07-01	GG06-05	GG06-04				Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
GG08: Ensure and maintain clean governance		GG07: Establish and support municipal oversight systems, mechanisms and processes				Number of Quarterly performance reports and mid-year budget and annual performance report prepared (Input)	4 Quarterly SDBIP Reports and 1 Annual Performance report	4 Quarterly SDBIP Reports and 1 Annual Performance report	1 SDBIP report and 1 annual performance report	1 SDBIP report	1 SDBIP report	1 SDBIP report	COO
GG08-02	GG08-01	GG07-02	GG07-01	GG06-05	GG06-04								
				Annual Report prepared (Input)	Annual Report prepared	Annual Report prepared 2012/2013	Annual Report prepared	Annual Report prepared	N/A	N/A	Draft Annual Report prepared	Final Annual Report prepared	COO
		Number of Audit and Performance Committee meetings (Outcome)	Number of Joe Gqabi Municipal Public Accounts Committee meetings (Outcome)	4 meetings	4 meetings	4	4	1	1	1	1	1	COO
	Attain clean audit outcomes (audit of performance information) (Input)	Unqualified audit	Clean Audit	N/A	Clean Audit	N/A	Clean Audit	N/A	N/A	N/A	N/A	N/A	Finance coordinators, All Directors
	Attain clean audit outcomes (audit of performance information) (Input)	Unqualified audit	Clean Audit	N/A	Clean Audit	N/A	Clean Audit	N/A	N/A	N/A	N/A	N/A	COO coordinators (all directors)

STRATEGIC OBJECTIVE		PROGRAMME		KPI NUMBER		KEY PERFORMANCE INDICATOR	BASELINE (2014)	Annual Target	QUARTERLY TARGETS				RESPONSIBLE DIRECTORATE	
				Qtr. 1	Qtr. 2				Qtr. 3	Qtr. 4				
Facilitate the development of a healthy and inclusive society	GG10: facilitate Implementation of programmes supporting the special groups (SPU)	GG09: facilitate Implementation of HIV and AIDS programmes	GG09-02	GG08-04	GG08-03	Number of risk reports submitted (Report on the implementation of Strategic Risk Register) (Input)	4 reports	100%	100%	1 consolidated risk register report	1 consolidated risk register report	1 consolidated risk register report	1 consolidated risk register report	COO
						Number of District AIDS Council meetings held (Outcome)	3 meetings		4 meetings	1 consolidated risk register report	1 consolidated risk register report	1 consolidated risk register report	1 consolidated risk register report	COO
			GG10-01	GG10-02	GG10-03	Number of reports on the implementation of the SPU Mainstreaming Strategy (Input)	4 Reports		4 Reports	1	1	1	1	COO
						Hosting of District Mayoral Cup (Outcome)	1		1	N/A	N/A	N/A	1	COO
						Report on the facilitation of the hosting of the District Sondela Youth Festival (Input)	1		1	N/A	N/A	N/A	N/A	COO

**PART 4**

**4.1 Three Year Capital Works Plan**

<b>ASSET DESCRIPTION</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>SOURCE OF FUNDING- MIG</b>			
Lady Grey Bulk Water Project	R 7 146 000	R 10 000 000	R 5 000 000
Ugie Bulk Water Infrastructure Phase 2	R 2 000 000	R 5 000 000	R 10 000 000
Ugie Sanitation Infrastructure	R 7 000 000	R 5 000 000	R 10 000 000
Mt Fletcher Villages - Bulk Water Supply Scheme	R 7 500 000	R 4 692 000	R 5 000 000
Sterkspruit: Upgrading of WTW and Bulk Lines	R 9 000 000	R 10 000 000	R 10 000 000
Senqu Rural Sanitation Programme	R 27 823 000	R 25 000 000	R 10 000 000
Senqu Rural Water Programme	R 28 000 000	R 10 000 000	R 25 000 000
Elundini Rural Sanitation Programme	R 27 000 000	R 24 000 000	R 20 000 000
Elundini Rural Water Programme	R 13 000 000	R 15 000 000	R 15 000 000
Steynsburg Waterborne Sanitation Phase 3	R 9 000 000	R 4 000 000	R 0
Jamestown sanitation Phase 2	R 10 000 000	R 10 000 000	R 15 000 000
Maclear Upgrading of Bulk Water Services	R 5 000 000	R 15 000 000	R 17 000 000
Maclear Upgrading of Bulk Sanitation	R 13 000 000	R 15 000 000	R 18 009 000
<b>PMU</b>	R 3 000 000	R 3 000 000	R 3 000 000
UKhahlamba Planning Studies	R 1 000 000	R 1 000 000	R 1 000 000
<b>MWIG</b>			
District WCDM Project	R 20 009 000	R 25 011 000	R 7 328 000
Venterstad Galaxy Reservoir	R 0	R 0	R 0
Augmentation Burgersdorp Water Supply	R 0	R 0	R 0
Aliwal North Raw Water Storage Ponds	R 0	R 0	R 0
<b>RBIG</b>			
Sterkspruit Regional Bulk Sanitation	R 10 000 000	R 15 000 000	R 24 000 000
<b>DWA Refurbishment Grant (Water Services Operating Grant)</b>			
Sterkspruit WTW Refurbishment	R 10 000 000	R 5 000 000	5000000
<b>DHS RHIP</b>			
Elundini rural sanitation	R 4 500 000	R 4 000 000	0

## PART 5

### 5.1 Conclusion

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The Service Delivery and Budget Implementation Plan (SDBIP) is a key management, implementation and monitoring tool which provides operational content to the end-of-year service delivery targets as set out in the budget and IDP. It determines the performance agreements for the Municipal Manager and all Top Managers whose performance is monitored through Section 71 monthly reports and evaluated through the annual process.

The Final SDBIP for the 2014/15 financial year is based on the Final IDP and Final Budget. This Final SDBIP shall inform the manner in which the departmental scorecards for the 2014/15 financial year will be structured.