

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

**2018/19
FINANCIAL YEAR**

JUNE 2018

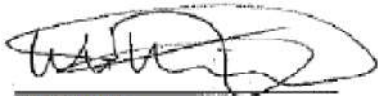
**JOE GQABI
DISTRICT
MUNICIPALITY**

TABLE OF CONTENTS

TABLE OF CONTENTS.....	I
MUNICIPAL MANAGER’S QUALITY CERTIFICATE	II
EXECUTIVE MAYOR’S APPROVAL	III
PART 1:.....	1
1.1 LEGISLATIVE IMPERATIVE	1
2. SDBIP, BUDGET AND IDP LINKAGE	1
3. MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE.....	3
3.1 BUDGETED MONTHLY REVENUE AND EXPENDITURE	4
3.2 MONTHLY CAPITAL EXPENDITURE (MUNICIPAL VOTE).....	5
3.3 MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)	6
4. QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE.....	7
KPA 1: Service Delivery and Infrastructure provision	7
KPA 2: Local Economic Development	9
KPA 3: Financial Viability and Management	11
KPA 4: Institutional Development and Transformation.....	13
KPA 5: Good Governance and Public Participation.....	14
5. THREE - YEAR CAPITAL WORKS PLAN (2017/18 TO 2019/2020 FINANCIAL YEARS).....	17
6. CONCLUSION	20

MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, Z.A. Williams, in my capacity as the Municipal Manager of the Joe Gqabi District Municipality submit this Service Delivery and Budget Implementation Plan (SDBIP) for the 2018/19 financial year for approval by the Executive Mayor. This SDBIP has been prepared in terms of the stipulated requirements of the Municipal Finance Management Act of 2003 and its Regulations.



ZA Williams
Municipal Manager

Date: 08 June 2018

EXECUTIVE MAYOR'S APPROVAL

I, Z.I. Dumzela, in my capacity as the Executive Mayor of the Joe Gqabi District Municipality, hereby approve the Service Delivery and Budget Implementation Plan (SDBIP) for the 2018/19 financial year as required in terms of Section 53 (1)(c)(ii) of the Local Government: Municipal Finance Management Act of 2003.



**Cllr. ZI Dumzela
Executive Mayor**

Date: 19 June 2018

1.1 Legislative Imperative

In terms of Section 1(i) of the Local Government: Municipal Finance Management Act of 2003 (MFMA), the Service Delivery and Budget Implementation Plan (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. The MFMA requires the following to be included in the SDBIP of a municipality:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

2. SDBIP, Budget and IDP linkage

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality. It details the plans for the implementation of IDP and budget by spelling out service delivery indicators and targets for attainment in the municipal financial year. The process for preparing and approving the SDBIP is depicted in diagram 1 below. The SDBIP serves as a contract between the administration, the Council and the community, expressing the objectives set by the Council as quantifiable outputs and outcomes that can be implemented by the administration over the a period of twelve months starting from July to June of the budget year. This SDBIP will provide the basis for measuring performance of the Joe Gqabi District Municipality (JGDM) in the delivery of services and expenditure of the budget. MFMA Circular 13 states that the SDBIP provides the vital link between an executive mayor, municipal Council and the administration, as shown in diagram 2 below. Thus, the SDBIP facilitates the process of holding management and accountable for their performance.

Process for preparing and approving the SDBIP

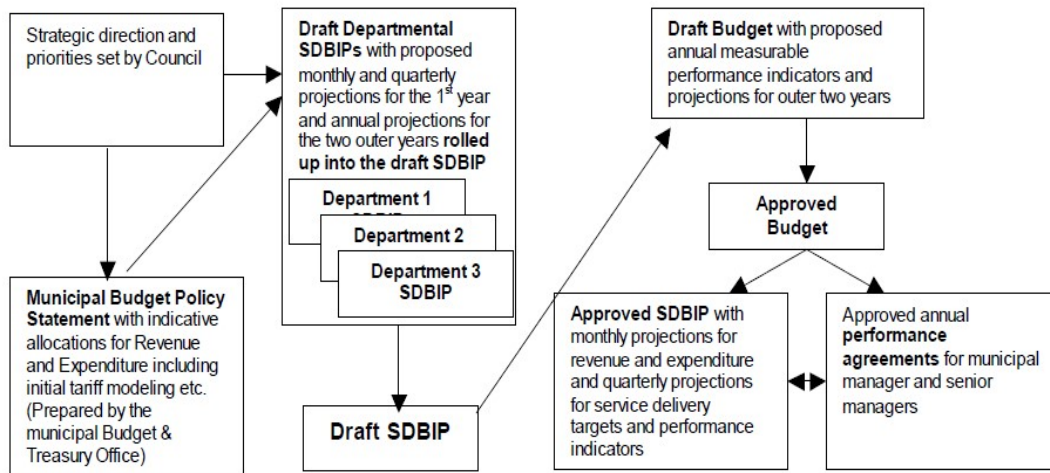


Diagram 1: SDBIP preparation and approval process

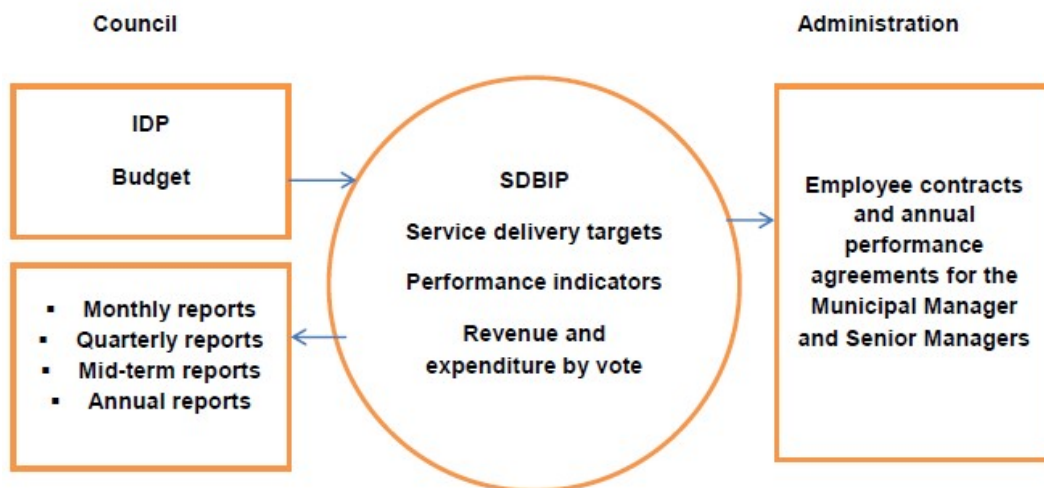


Diagram 2: IDP, budget, SDBIP and administration link

The IDP and budget set Council’s service delivery and budget targets focusing on both revenue and expenditure per vote. It is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets will be based on quarterly SDBIP targets. Thus, this SDBIP will therefore determine the performance agreements of the Municipal Manager and senior managers including the outputs, outcomes and deadlines for which they will be held responsible.

3. Monthly projections of revenue to be collected for each source

This section deals with monthly projections of revenue to be collected for each source and monthly projections of expenditure (operating and capital) and revenue for each vote. One of the most important and basic priorities for any municipality is to collect all revenue as budgeted for. The failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of section 71(1)(a) and (e). Monthly projections of expenditure (operating and capital) and revenue for each vote projections relate to cash paid and should reconcile to the cash flow statement adopted with the budget documentation. Each key GFS function is a “vote” and must have associated with it as appropriate: operating expenditure; revenue; capital expenditure; and measurable performance objectives. The SDBIP should show monthly projections of revenue by vote in addition to revenue by source. When reviewing budget projections against actual, it would be useful to consider revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only. The section 71(1) (c), (d) and (f) MFMA monthly report requires reporting against such monthly projections in the SDBIP.

3.1 Budgeted monthly revenue and expenditure

DC14 Joe Gqabi - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source																
Property rates													-	-	-	-
Service charges - electricity revenue													9 468	115 255	125 862	133 413
Service charges - water revenue		9 617	9 617	9 617	9 617	9 617	9 617	9 617	9 617	9 617	9 617	9 617	3 712	44 599	37 509	39 759
Service charges - sanitation revenue		3 717	3 717	3 717	3 717	3 717	3 717	3 717	3 717	3 717	3 717	3 717	-	-	-	-
Service charges - refuse revenue													-	-	-	-
Service charges - other													-	-	-	-
Rental of facilities and equipment		58	58	58	58	58	58	58	58	58	58	58	691	10	10	
Interest earned - external investments				2 015				1 411		605			-	4 030	4 272	4 528
Interest earned - outstanding debtors		1 765	1 800	1 836	1 873	1 910	1 949	1 988	2 027	2 068	2 109	2 152	2 540	24 018	25 459	26 987
Dividends received													-	-	-	-
Fines, penalties and forfeits													-	-	-	-
Licences and permits													-	-	-	-
Agency services		136	136	136	136	136	136	136	136	136	136	136	1 636	-	-	
Transfers and subsidies		149 866	7 538	3 888	3 538	4 538	114 312	3 618	3 538	66 837	3 538	3 538	3 538	368 286	315 692	358 149
Other revenue		42	42	42	42	42	42	42	42	42	42	42	41	500	530	562
Gains on disposal of PPE													-	-	-	-
Total Revenue (excluding capital transfers and contributions)		165 201	22 908	21 309	18 980	20 018	129 830	19 175	20 545	82 475	19 821	19 259	19 494	559 015	509 333	563 409
Expenditure By Type																
Employee related costs		17 030	17 030	17 030	17 030	17 030	17 030	17 030	17 030	17 030	17 030	17 030	17 028	204 358	214 946	227 843
Remuneration of councillors		525	525	525	525	525	525	525	525	525	525	525	529	6 305	6 683	7 084
Debt impairment		6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 252	6 248	75 020	79 521	84 292
Depreciation & asset impairment		4 121	4 121	4 121	4 121	4 121	4 121	4 121	4 121	4 121	4 121	4 121	4 125	49 457	52 409	55 553
Finance charges			912			872			822			772	-	3 378	3 581	3 796
Bulk purchases		5 000					5 000						-	10 000	10 314	10 933
Other materials													-	-	-	-
Contracted services		8 390	8 390	8 390	8 390	8 390	8 390	8 390	8 390	8 390	8 390	8 390	8 394	100 684	56 897	77 449
Transfers and subsidies		775	775	775	775	775	775	775	775	775	775	775	780	9 305	9 361	9 647
Other expenditure		9 193	9 193	9 193	9 193	9 193	9 193	9 193	9 193	9 193	9 193	9 193	9 195	110 319	84 905	89 081
Loss on disposal of PPE													-	-	-	-
Total Expenditure		51 287	47 198	46 286	46 286	47 158	51 286	46 286	47 108	46 286	46 286	47 058	46 299	568 824	518 618	565 678
Surplus/(Deficit)																
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		113 914	(24 290)	(24 977)	(27 306)	(27 140)	78 544	(27 111)	(26 563)	36 189	(26 465)	(27 799)	(26 805)	(9 810)	(9 284)	(2 270)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		94 275	-	-	-	-	73 325	-	-	41 900	-	-	-	209 500	243 025	238 552
Transfers and subsidies - capital (in-kind - all)													-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		208 189	(24 290)	(24 977)	(27 306)	(27 140)	151 869	(27 111)	(26 563)	78 089	(26 465)	(27 799)	(26 805)	199 690	233 740	236 283
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
Surplus/(Deficit)	1	208 189	(24 290)	(24 977)	(27 306)	(27 140)	151 869	(27 111)	(26 563)	78 089	(26 465)	(27 799)	(26 805)	199 690	233 740	236 283

3.2 Monthly capital expenditure (municipal vote)

DC14 Joe Gqabi - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Multi-year expenditure to be appropriated	1															
Vote 1 - MANAGEMENT SERVICES													-	-	-	-
Vote 2 - INSTITUTIONAL SUPPORT ADVANCEMENT													-	-	-	-
Vote 3 - CORPORATE SERVICES													-	-	-	-
Vote 4 - FINANCIAL SERVICES													-	-	-	-
Vote 5 - COMMUNITY SERVICES													-	-	-	-
Vote 6 - TECHNICAL SERVICES		4 304	5 775	25 151	6 969	10 560	23 580	5 065	22 869	11 235	11 319	10 356	13 317	150 500	159 025	149 932
Vote 7 - WATER SERVICE PROVISION													-	-	-	-
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]													-	-	-	-
Capital multi-year expenditure sub-total	2	4 304	5 775	25 151	6 969	10 560	23 580	5 065	22 869	11 235	11 319	10 356	13 317	150 500	159 025	149 932
Single-year expenditure to be appropriated																
Vote 1 - MANAGEMENT SERVICES			250			250							-	500	-	-
Vote 2 - INSTITUTIONAL SUPPORT ADVANCEMENT		980				550							-	1 530	32	34
Vote 3 - CORPORATE SERVICES						600					40		-	640	42	45
Vote 4 - FINANCIAL SERVICES													-	-	-	-
Vote 5 - COMMUNITY SERVICES		1 500	712			1 555							-	3 767	58	62
Vote 6 - TECHNICAL SERVICES		241				54							-	295	328	348
Vote 7 - WATER SERVICE PROVISION		7 930	7 930	7 930	7 473	7 473	7 473	4 130	4 130	4 130	4 130	4 130	1 431	68 290	84 000	88 620
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]													-	-	-	-
Capital single-year expenditure sub-total	2	10 651	8 892	7 930	7 473	10 482	7 473	4 130	4 130	4 130	4 170	4 130	1 431	75 022	84 461	89 108
Total Capital Expenditure	2	14 955	14 666	33 081	14 442	21 042	31 053	9 195	26 999	15 365	15 489	14 486	14 748	225 522	243 486	239 040

3.3 Monthly revenue and expenditure (municipal vote)

DC14 Joe Gqabi - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote																
Vote 1 - MANAGEMENT SERVICES		-	-	350	-	1 000	-	80	-	-	-	-	-	1 430	371	393
Vote 2 - INSTITUTIONAL SUPPORT ADVANCEMENT														-	-	-
Vote 3 - CORPORATE SERVICES		401	1	1	1	1	1	1	1	1	1	1	409	381	403	
Vote 4 - FINANCIAL SERVICES		117 589	42	2 057	42	42	90 441	42	1 452	51 698	646	42	42	264 133	279 595	301 703
Vote 5 - COMMUNITY SERVICES		6 948	126	126	126	126	5 432	126	3 158	126	126	126	126	16 673	-	-
Vote 6 - TECHNICAL SERVICES		92 889	7 605	3 605	3 605	3 605	71 349	3 605	3 605	42 316	3 605	3 605	242 997	199 182	210 682	
Vote 7 - WATER SERVICE PROVISION		41 649	15 134	15 170	15 207	15 244	35 933	15 322	15 361	27 202	15 443	15 486	242 873	272 830	288 779	
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]													-	-	-	
Total Revenue by Vote		259 476	22 908	21 309	18 980	20 018	203 155	19 175	20 545	124 375	19 821	19 259	19 494	768 515	752 358	801 961
Expenditure by Vote to be appropriated																
Vote 1 - MANAGEMENT SERVICES		2 852	2 852	2 852	2 852	2 852	2 852	2 852	2 852	2 852	2 852	2 852	2 853	34 225	28 935	30 370
Vote 2 - INSTITUTIONAL SUPPORT ADVANCEMENT		2 357	2 357	2 357	2 357	2 357	2 357	2 357	2 357	2 357	2 357	2 357	2 358	28 285	28 774	30 110
Vote 3 - CORPORATE SERVICES		4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 506	4 502	54 068	54 916	57 031
Vote 4 - FINANCIAL SERVICES		6 939	7 851	6 939	6 939	7 811	6 939	6 939	7 761	6 939	6 939	7 711	6 934	86 641	92 223	97 374
Vote 5 - COMMUNITY SERVICES		9 976	4 976	4 976	4 976	4 976	9 976	4 976	4 976	4 976	4 976	4 976	4 979	69 715	57 586	61 041
Vote 6 - TECHNICAL SERVICES		7 893	7 893	7 893	7 893	7 893	7 893	7 893	7 893	7 893	7 893	7 893	7 892	94 715	58 045	79 725
Vote 7 - WATER SERVICE PROVISION		16 765	16 763	16 763	16 763	16 763	16 763	16 763	16 763	16 763	16 763	16 763	16 780	201 175	198 138	210 027
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]													-	-	-	
Total Expenditure by Vote		51 287	47 198	46 286	46 286	47 158	51 286	46 286	47 108	46 286	46 286	47 058	46 299	568 824	518 618	565 678
Surplus/(Deficit) before assoc.		208 189	(24 290)	(24 977)	(27 306)	(27 140)	151 869	(27 111)	(26 563)	78 089	(26 465)	(27 799)	(26 805)	199 690	233 740	236 283
Taxation														-	-	-
Attributable to minorities														-	-	-
Share of surplus/ (deficit) of associate														-	-	-
Surplus/(Deficit)	1	208 189	(24 290)	(24 977)	(27 306)	(27 140)	151 869	(27 111)	(26 563)	78 089	(26 465)	(27 799)	(26 805)	199 690	233 740	236 283

4. Quarterly projections of service delivery targets and performance indicators for each vote

KPA 1: Service Delivery and Infrastructure provision

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	QUARTERLY TARGETS (2018/19 FY)				EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY (Target)	2018/19 FY Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
Provide access to basic services	SD01: Develop and maintain water and sanitation infrastructure	SD01-01	% compliance with SANS 241 for drinking water quality	95.18%	97%	97%	N/A	N/A	N/A	97%	IRIS report	WSP
		SD01-02	Develop Water Services infrastructure Operations and Maintenance plan	New Indicator	New Indicator	Water Service Infrastructure Operations and Maintenance plan approved by Council	N/A	N/A	N/A	Water Services Infrastructure Operations and Maintenance plan approved by Council	1. Council resolution. 2. Infrastructure Operations and Maintenance plan	WSP
	SD02-01	SD02: Provide SD02: Provide effective and efficient disaster risk management, fire and rescue services	Ratio of fire incidents timely responded to as a proportion of entries in the Occurrence Book.	01:01	01:01	01:01	01:01	01:01	01:01	01:01	Report to MayCo	Community Services
	SD03-01	SD03: Expand and fast-track provision of universal access to basic services	% of households earning less than R1100 per month with access to free basic services (water and sanitation)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	1. Billing report

		SD03-02	% of households with access to basic level of water	82%	88%	74%	N/A	N/A	N/A	74%	Report to Mayco	Community Services
		SD03-03	% of households with access to a basic level of sanitation	94%	100%	94%*	N/A	N/A	N/A	94%*	Report to Mayco	Community Services
	SD04: Render effective municipal health services	SD04-01	Number of inspections on health establishment premises	N/A	New Indicator	4 inspections of 87 premises	1 inspection of 87 premises	1 inspection of 87 premises	1 inspection of 87 premises	1 inspection of 87 premises	Inspection reports	Community Services
	SD05: Support maintenance of road networks in the District	SD05-01	Number of kilometres of gravel roads graded per SLA	2429km	2800km	2800km	700 km	700km	700km	700km	1. Report to Mayco	Technical Services

* This is under consideration for confirmation

KPA 2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	QUARTERLY TARGETS (2018/19 FY)				EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY (Target)	2018/19 FY Target	Qrt. 1	Qrt. 2	Qrt.3	Qrt. 4		
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement and expand implementation of EPWP and other job creation initiatives	LED01-01	Number of jobs created through local economic development initiatives including capital projects.	888	2050	2050	200	600	600	650	1.Report to Mayco 2. Employment report to the funder	Technical Services & WSP
	LED02: Support and facilitate rural development and poverty alleviation programmes	LED02-01	Number of reports on the implementation of RAFI project	New Indicator	4	1	1	1	1	1	1.Report to Mayco	OMM
	LED03: Facilitate and actively participate in youth, women and people with disability development programmes	LED03-01	Number of capacity building workshops for youth, women and people with disabilities	New Indicator	1	3	N/A	1	1	1	1. Report to Mayco	OMM

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	QUARTERLY TARGETS (2018/19 FY)				EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY (Target)		2018/19 FY Target	Qrt. 1	Qrt. 2	Qrt.3		
Facilitate and support regional economic development initiatives	LED04: Facilitate and support local economic development initiatives	LED04-01	Number of SMMEs trained	N/A	New	50	N/A	N/A	N/A	50	1. Certificates 2. Attendance Registers	JoGEDA

KPA 3: Financial Viability and Management

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE BASELINE		CURRENT PERIOD	QUARTERLY TARGETS (2018/19 FY)				EVIDENCE	DIRECTORATE
				2016/17 FY (Audited)	2017/18FY (Target)		2018/19 FY	Qtr. 1	Qtr. 2	Qtr.3		
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	FM01-01	% of capital budget actually spent on capital projects identified in the IDP	84%	100%	100%	15%	40%	70%	100%	Income and expenditure report	Technical Services
		FM01-02	Cost coverage ratio	1.5	2.02	2.02	2.02	2.02	2.02	2.02	S71 Report to Council	Finance
		FM01-03	% of budget actually spent on implementing workplace skills plan	94%	100%	100%	N/A	50%	75%	100%	Income and Expenditure report	Corporate Services
		FM01-04	% of operational budget allocated for repairs and maintenance	New Indicator	8%	8%	N/A	N/A	N/A	8%	1. Approved budgeted	Finance & WSP
		FM01-05	Debt coverage ratio	1.4	2.03	2.03	2.03	2.03	2.03	2.03	S71 Report to Council.	Finance
		FM01-06	Outstanding service debtors to revenue ratio	3.85	1.8	1.8	1.8	1.8	1.8	1.8	Debtors Report	Finance
		FM01-07	% of operational budget actually spent	86.5%	100%	100%	25%	50%	75%	100%	1. Income and Expenditure report 2. Audited AFS	Finance,

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE BASELINE		CURRENT PERIOD	QUARTERLY TARGETS (2018/19 FY)				EVIDENCE	DIRECTORATE
				2016/17 FY (Audited)	2017/18FY (Target)	2018/19 FY	Qtr. 1	Qtr. 2	Qtr.3	Qtr.4		
		FM01-08	% of grants budget spent	100%	100%	100%	10%	50%	75%	100%	Income and expenditure report	Finance
	FM02: Implement revenue collection and enhancement strategy initiatives	FM02-01	% of billed revenue collected	New Indicator	40%	40%	N/A	N/A	N/A	40%	1. Billing report 2. Report to Mayco	Finance
	FM03: Implement anti-fraud and anti-corruption measures	FM03-01	Number of anti-fraud and anti-corruption workshops conducted	1	1	1	N/A	1	N/A	N/A	1. Attendance Register 2. Report to Mayco	OMM

KPA 4: Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD	QUARTERLY TARGETS (2018/19 FY)				EVIDENCE	RESPONSIBLE DIRECTORATE
				2016/17 FY (Audited)	2017/18 FY (Target)	2018/19 FY Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr.4		
Improve human resource capacity and potential	ID01: Effectively empower and develop skills base within the District	ID01-01	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP	10	23	26	N/A	N/A	N/A	26	Report to Mayco	Corporate Services
		ID01-02	Number of internships & learnership opportunities created	70	53	48	N/A	N/A	N/A	48	1. Report to Mayco	Corporate Services
		ID01-03	Fill all budgeted and funded vacant posts	N/A	New Indicator	All vacant budgeted posts filled	N/A	N/A	N/A	All vacant budgeted posts filled	1. Report to management	Corporate Services
	ID02: Maintain conducive working conditions for staff	ID02-01	Number of LLF meetings held	4	4	4	1	1	1	1	1. Minutes 2. Attendance Registers	Corporate Services

KPA 5: Good Governance and Public Participation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD 2018/19 FY Target	QUARTERLY TARGETS (2018/19 FY)				EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY Target		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
Facilitate intergovernmental cooperation and coordination	GG01: Support and facilitate in intergovernmental cooperation initiatives	GG01-01	Number of DIMAFO meetings held	2	2	4	1	1	1	1	1. Minutes 2. Attendance Register	Institutional Support & Advancement
	GG02: Establish and maintain stakeholder engagement initiatives	GG02-01	Number of Council meetings held	11	9	10	3	2	2	3	1. Minutes 2. Attendance Register	Corporate Services
		GG02-02	Number of Mayoral outreach programs held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	N/A	1	N/A	1	1. Attendance Registers 2. Outreach report	Institutional Support & Advancement

	GG03: Provide support to local municipalities	GG03-01	Number of IDP/PMS, IT and Internal Audit support initiatives for local municipalities	New Indicator	3	3	N/A	1	1	1	1. Report to Mayco 2. Attendance Registers	Institutional Support and Advancement & OMM
	GG04: Facilitate environmental management and conservation	GG04-01	Climate Change TOR & Action Plan developed	New indicator	New indicator	Climate Change TOR & Action Plan developed	Climate Change TOR & Action Plan developed	N/A	N/A	N/A	1. TOR & Action Plan	Community Services
Establish and support municipal oversight systems, mechanisms and processes	GG05: Ensure and maintain corporate governance	GG05-01	Compile 2017/18 annual report	2016/17 FY Annual Report approved by Council	Annual Report approved by Council	Annual Report approved by Council	N/A	N/A	Draft Annual Report tabled before Council	Final Annual Report approved by Council	1. Approved Annual Report. 2. Council Resolution	OMM
		GG05-02	Compile 2019/20 FY MTEF Budget	2017/18 FY MTEF Budget approved by Council	2018/19 FY MTEF Budget approved by Council	2019/20 FY MTEF Budget approved by Council	N/A	N/A	Draft 2019/20 MTEF Budget tabled before Council	Final 2019/20 MTEF Budget approved by Council	1. Approved Budget 2. Council Resolution adopting the budget	Finance
		GG05-03	Compile 2019/20 FY IDP	2017/18 FY final reviewed IDP approved by Council	2018/19 reviewed IDP approved by Council	2019/20 FY IDP compiled and approved by Council	N/A	N/A	Draft 2019/2020 FY IDP tabled before by Council	19/20 FY IDP approved by Council	1. 2019/2020 IDP 2. Council resolution	OMM

		GG05-04	Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager including the Municipal Manager	7	8	8	8	N/A	N/A	N/A	8 signed performance agreements	OMM
		GG05-05	Clean audit outcomes achieved	2015/16 FY Clean audit maintained	2016/17 FY Unqualified Audit opinion	2017/18 FY Clean audit outcomes achieved	N/A	N/A	Clean audit achieved	N/A	Audit report	All Directors
		GG05-06	Number of MPAC meetings held	4	4	4	1	1	1	1	1. Minutes 2. Attendance Register	OMM
		GG05-07	Number of Audit and Performance Committee meetings held	5	5	5	1	2	1	1	1. Minutes 2. Attendance Register	OMM
Facilitate the development of a healthy and inclusive society	GG06: Facilitate Implementation of programmes supporting special groups	GG06-01	District Mayoral Cup held	N/A	New Indicator	District Mayoral Cup held	District Mayoral Cup held	N/A	N/A	N/A	1. Report to Mayco	OMM
		GG06-02	Hold District Sondela Youth Festival	N/A	New Indicator	District Sondela Youth Festival held	N/A	N/A	District Sondela Youth Festival held	N/A	1. Report to Mayco	OMM

Three - year capital works plan (2017/18 to 2019/2020 financial years)

No.	PROJECT NUMBER	PROJECT NAME	LM	PROJECT TYPE:	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2011/2012	Projected Expenditure for 2017/2018	Projected Expenditure for 2018/2019	Projected Expenditure for 2019/2020
				WATER SANITATION ROADS SOLID WASTE STREET LIGHTING. PUBLIC MUNICIPAL SERVICES	for example Not yet registered Design and Tender Construction indicate for any status					(Incl. VAT)	(Incl. VAT)	(Incl. VAT)
		MIG										
	MIG/EC2015106	Ugie Bulk Water Infrastructure Phase 2	Elundini	Water	Design	R 100 243 070	MIG	CAPITAL		R 10 000 000	R 13 000 000	R 15 000 000
	MIG/EC1211	Mt Fletcher Villages - Bulk Water Supply Scheme	Elundini	Water	Construction	R 152 000 000	MIG	CAPITAL	0.00	R 2 000 000	R 0	R 0
	MIG/EC1126	Sterkspruit: Upgrading of WTW and Bulk Lines	Senqu	Water	Construction	R 110 000 000	MIG	CAPITAL	2 500 000.00	R 17 500 000	R 10 000 000	R 0
	MIG/EC20110052	Senqu Rural Sanitation Programme	Senqu	Sanitation	Construction	R 102 761 477	MIG	OPERATIONAL	45 000 000.00	R 25 000 000	R 20 000 000	R 25 000 000
	EC2012012	Senqu Rural Water Programme	Senqu	Water	Construction	R 85 000 000	MIG	CAPITAL	R 40 000 000	R 20 000 000	R 25 000 000	R 10 000 000
	MIG/EC20100001	Elundini Rural Sanitation Programme	Elundini	Sanitation	Construction	R 182 117 245	MIG	OPERATIONAL	R 45 000 000	R 25 000 000	R 20 000 000	R 25 000 000
	EC20110081	Elundini Rural Water Programme	Elundini	Water	Tender	R 143 813 803	MIG	CAPITAL	R 40 000 000	R 10 000 000	R 30 000 000	R 30 000 000
	EC20100004	Jamestown sanitation Phase 2	WSLM	Sanitation	Construction	R 38 550 081	MIG	CAPITAL	2 000 000.00	R 15 000 000	R 15 000 000	R 15 000 000
	EC2012142	Maclear Upgrading of Bulk Water Services	Elundini	Water	Construction	R 95 995 638	MIG	CAPITAL		R 12 655 000	R 14 061 000	R 25 000 000
	EC2012141	Maclear Upgrading of Bulk Sanitation	Elundini	Sanitation	Construction	R 49 006 769	MIG	CAPITAL		R 13 100 000	R 14 000 000	R 26 625 000
	MIG/EC0652/W/06/09	Lady Grey Bulk Water	Senqu	Water	Construction	R 5 000 000	MIG	CAPITAL		R 3 000 000	R 755 000	R 0
		PMU Top Slice					MIG	OPERATIONAL	R 3 000 000.00	R 6 070 000	R 7 000 000	R 7 313 000
	EC20100001	Ukhahlamba Planning Studies	District wide	Water/ Sanitation	implementation	R 2 500 000.00	MIG	CAPITAL	0.00	R 400 000	R 500 000	R 500 000
		TOTAL								R 159 725 000	R 169 316 000	R 179 438 000
		RBIG (DWS)										
	ECR046	Sterkspruit Regional Bulk Sanitation	Senqu	Sanitation	Design	120 000 000.00	RBIG	CAPITAL		R 3 000 000	R 13 000 000	R 20 000 000
	TBA	Lady Grey Bulk Water Supply	Senqu	Water	Design	37 000 000.00	RBIG	CAPITAL		R 3 000 000	R 10 000 000	R 20 000 000
		TOTAL								R 6 000 000	R 23 000 000	R 40 000 000

PROJECT NUMBER	PROJECT NAME	LM	PROJECT TYPE:	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2011/2012	Projected Expenditure for 2017/2018	Projected Expenditure for 2018/2019	Projected Expenditure for 2019/2020
			WATER SANITATION ROADS SOLID WASTE STREET LIGHTING. PUBLIC MUNICIPAL SERVICES	for example Not yet registered Design and Tender Construction indicate for any status						(Incl. VAT)	(Incl. VAT)
SUSTAINABLE SERVICE DELIVERY INFRASTRUCTURE PROJECTS (PROVINCIAL TREASURY)											
	Lady Grey - Borehole Pumpstations and Storage Reservoirs	Senqu	Water	Construction	R 20 000 000	Prov Treasury	CAPITAL		R 10 000 000	R 0	R 0
	Lady Grey - Sub project 4 Additional Storage and Boreholes	Senqu	Water	Construction	R 40 000 000	Prov Treasury	CAPITAL		R 40 000 000	R 0	R 0
	Aliwal North - Outfall Sewer from Spa to Nursery PS	WSLM	Sanitation	Construction	R 5 000 000	Prov Treasury	CAPITAL		R 5 000 000	R 0	R 0
	Aliwal North - Reconstruction of Nursery PS (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL		R 800 000	R 0	R 0
	Aliwal North - Rehab gravity main NPS to Phola Park PS (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL		R 700 000	R 0	R 0
	Aliwal North - Reconstruction pump main PPPS to WWTW (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL		R 500 000	R 0	R 0
	Aliwal North - Rehab of WWTW and Phola Park PS	WSLM	Sanitation	Construction	R 500 000	Prov Treasury	CAPITAL		R 500 000	R 0	R 0
	Burgersdorp - replace water mains La Rochelle Street (retention)	WSLM	Water	Complete	R 500 000	Prov Treasury	CAPITAL		R 500 000	R 0	R 0
	Burgersdorp - replace water mains Queenstown Road	WSLM	Water	Construction	R 1 000 000	Prov Treasury	CAPITAL		R 1 000 000	R 0	R 0
	Burgersdorp - Chiapinnis Klip Dam rehabilitation (retention)	WSLM	Water	Complete	R 500 000	Prov Treasury	CAPITAL		R 500 000	R 0	R 0
	Steynburg - Koppie water supply	WSLM	Water	Planning	R 7 000 000	Prov Treasury	CAPITAL		R 4 000 000	R 0	R 0
	Burgersdorp - replace water mains Rose Road	WSLM	Water	Construction	R 5 000 000	Prov Treasury	CAPITAL		R 5 000 000	R 0	R 0
	Burgersdorp - Plantation sump	WSLM	Water	Construction	R 10 000 000	Prov Treasury	CAPITAL		R 11 500 000	R 0	R 0
	Burgersdorp: Top Up WTW 6MI Storage Reservoir	WSLM	Water	Tender	R 18 853 986	Prov Treasury	CAPITAL		R 18 853 986		
	TOTAL								R 98 853 986	R 0	R 0

PROJECT NUMBER	PROJECT NAME	LM	PROJECT TYPE:	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2011/2012	Projected Expenditure for 2017/2018	Projected Expenditure for 2018/2019	Projected Expenditure for 2019/2020
			WATER SANITATION ROADS SOLID WASTE STREET LIGHTING. PUBLIC MUNICIPAL SERVICES	for example Not yet registered Design and Tender Construction indicate for any status						(Incl. VAT)	(Incl. VAT)
WATER SERVICES INFRASTRUCTURE GRANT (WSIG)											
	Rural Household VIP toilets maintenance	District wide	Sanitation	Planning	7 000 000.00	WSIG	CAPITAL		R 7 000 000	R 0	R 0
	Rural Water Supply (Sterkspruit & Rossouw)	Senqu	Water	Planning	5 000 000.00	WSIG	CAPITAL		R 5 000 000	R 0	R 0
	Refurbishment of WTW's (Ugie & Maclear)	Elundini	Water	Planning	5 000 000.00	WSIG	CAPITAL		R 5 000 000	R 0	R 0
	ZE059 MWIG District Wide WCDM Strategy (Telemetry)	District wide	Water	Planning	R 47 500 000	WSIG	CAPITAL		R 39 600 000	R 7 900 000	0
	Top Up Burgerdorp WTW 6MI Storage Reservoir	WSLM	Water	Tender	R 7 900 000	WSIG	CAPITAL		R 7 900 000	R 0	R 0
	TOTAL								R 64 500 000	R 7 900 000	
HUMAN SETTLEMENTS											
	Barkly East Water Infrastructure	Senqu	Water	Construction	19 000 000.00	DHS	CAPITAL		R 14 000 000	R 0	R 0
	TOTAL								R 14 000 000	R 0	R 0

5. Conclusion

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.