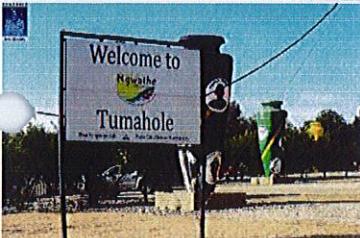
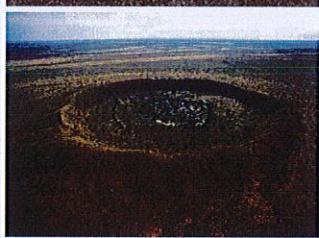
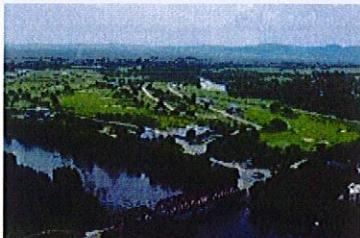


PARYS TUMAHOLE VREDEFORT MOKWALLO HEILBRON PHIRITONA KOPPIES KWAKWATSI EDENVILLE NGWATHE



## NGWATHE LOCAL MUNICIPALITY

"To Provide Excellent and Sustainable Municipal Services"

21 JUNE 2019

### TOP LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

PREPARED BY AND FOR NGWATHE LOCAL MUNICIPALITY

LIEBENBERGSTREK CRESCENT

PARYS

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BW KANNEMEYER  
MUNICIPAL MANAGER

DATE: 14/06/2019

MJ MOCHELA  
EXECUTIVE MAYOR

DATE: 14/06/2019

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## Executive Summary

The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections.

Every quarter the Mayor must report to Council on the progress of the budget.

### Revenue Projections 2019/20

Following is the municipality's expected operating revenue to be accrued over the financial year.

FS203 Ngwathe - Table A1 Budget Summary

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Financial Performance</b>										
Property rates	64 481	76 797	76 080	87 335	87 335	87 335	87 335	94 045	99 123	104 476
Service charges	241 164	261 919	263 978	358 426	360 135	360 135	360 135	398 700	420 230	442 922
Investment revenue	1 998	1 522	1 629	1 473	1 473	1 473	1 473	1 684	1 775	1 871
Transfers recognised - operational	190 055	173 559	175 721	194 555	194 555	194 555	194 555	222 145	228 228	247 560
Other own revenue	37 335	48 309	50 981	61 285	59 576	59 576	59 576	74 648	78 801	83 056
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>535 033</b>	<b>562 107</b>	<b>568 390</b>	<b>703 073</b>	<b>703 073</b>	<b>703 073</b>	<b>703 073</b>	<b>791 221</b>	<b>828 156</b>	<b>879 884</b>

## **Operating Expenditure**

Following is the municipality's operating budget expected to be spent over the financial year.

Employee costs	181 460	186 764	231 429	218 950	217 217	217 217	217 217	229 937	245 228	261 535
Remuneration of councillors	11 479	11 443	14 428	15 239	15 392	15 392	15 392	16 331	17 417	18 575
Depreciation & asset impairment	62 790	66 235	82 844	68 959	68 959	68 959	68 959	73 441	77 407	81 587
Finance charges	79 518	106 580	35 675	210	100	100	100	—	—	—
Materials and bulk purchases	191 568	237 780	246 999	275 445	308 220	308 220	308 220	326 460	342 397	360 744
Transfers and grants	—	—	—	—	—	—	—	—	—	—
Other expenditure	222 362	218 257	227 762	256 903	207 566	207 566	207 566	188 437	186 954	198 593
<b>Total Expenditure</b>	<b>749 177</b>	<b>827 059</b>	<b>839 137</b>	<b>835 706</b>	<b>817 454</b>	<b>817 454</b>	<b>817 454</b>	<b>834 605</b>	<b>869 402</b>	<b>921 034</b>
<b>Surplus/(Deficit)</b>	<b>(214 144)</b>	<b>(264 952)</b>	<b>(270 747)</b>	<b>(132 633)</b>	<b>(114 380)</b>	<b>(114 380)</b>	<b>(114 380)</b>	<b>(43 384)</b>	<b>(41 246)</b>	<b>(41 150)</b>

## **Service Delivery Targets and Performance Indicators**

Each Directorate must provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes.

### **Introduction**

As a low capacity municipality in terms of implementation of the Municipal Finance Management Act, Ngwathe municipality produced its first Service Delivery and Budget Implementation Plan for 2009/10.

A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget.

Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

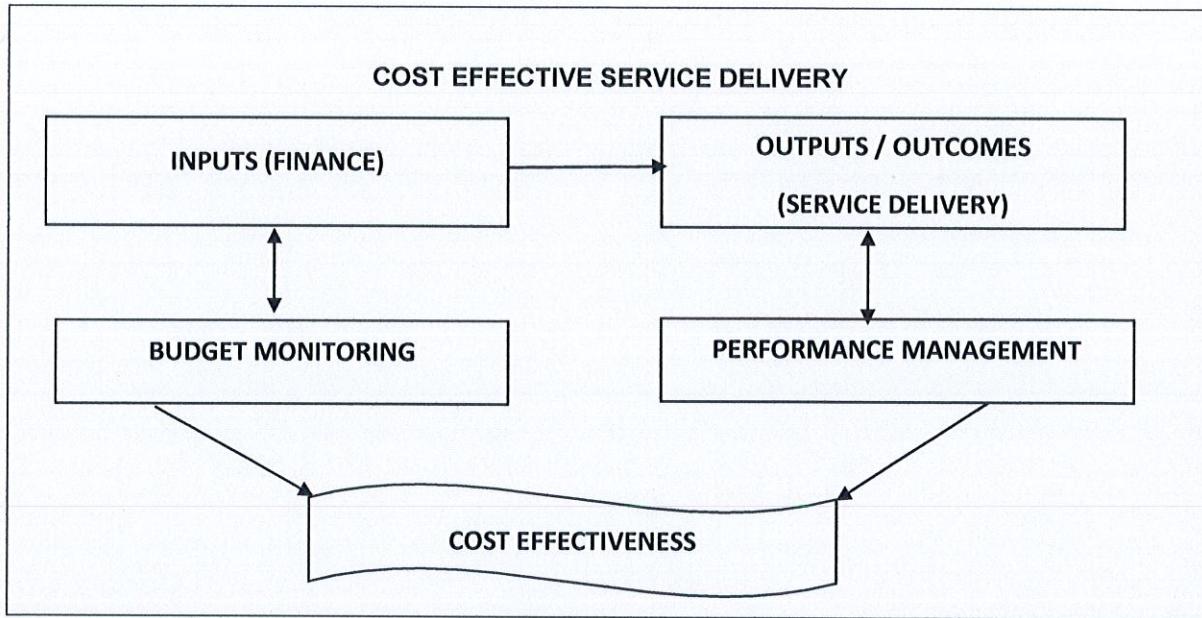
### **The Components of a SDBIP**

The five necessary components of a SDBIP are:

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. *Capital works plans.*

The SDBIP is the formal link between organisational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes.

Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery.



## The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager, Senior Managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.

## MFMA requirement - Approval of the SDBIP

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials.

Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Executive Mayor to “take all reasonable steps” to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

## **MFMA requirement – Implementation & monitoring**

Section 54 sets out the responsibilities of the Executive Mayor regarding budgetary control and the early identification of financial problems.

When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive Mayor must check whether the budget is being implemented in accordance with the SDBIP. If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

The revised SDBIP must be promptly made available to the public.

## **Operating Expenditure**

The annual operating budget has been broken down into monthly projections by applying the trends of previous years' spending to each line item in the budget.

The projections in the estimates annexure are shown by Service Delivery Unit and by expenditure type.

The following should be considered in the Final SDBIP;

There is a risk of building into the plan undesirable trends. For example, the graph above shows a high-level of spending anticipated in the final month of the financial year. This is a regular and common occurrence in municipal finance but not necessarily desirable.

There may have been extraordinary events in past years that have skewed the trends and these trends will be avoided from being repeated in 2019/20 although they are included in the SDBIP.

The estimates are based on percentage spending per month and do not consider any over or under spending on particular items.

The projections for the draft SDBIP indicates expenditure will be spent and revenue will be received evenly throughout the twelve months.

The operating expenditure budget, excluding recharges, for 2019/20 is **R 835 Million**.

## **Operating Income**

Again, previous year trends have been used to provide the estimates for 2019/20 and the previous comments on the shortcomings in this methodology apply to revenue as well. The information is shown by department and by the national standard for showing revenue source. The estimates are based on budgeted income rather than cash collected.

The operating income budget for 2019/20 is **R 703 Million**.

## **Capital Expenditure**

As far as the cash flow forecasts of the Capital Expenditure for 2019/20 are concerned, the projections contained in this document are very speculative. The cash flow forecasts will be revised and refined in the finalization of the final SDBIP for 2019/20.

The Capital budget for 2019/20 is **R 102 Million**.

## **Service Delivery Targets and Performance Indicators**

Several meetings were held with directorates and the performance indicators and targets developed. These targets have been included in the 2019/20 SDBIP.

The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis.

It is likely that new performance indicators will be developed as the Municipality is currently putting in place a new performance management system. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

## **Definition of a Vote**

The MFMA requires that operational and capital expenditure by vote is shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget.

A circular from National Treasury clarifies this further by providing details of the Government Finance Statistics classifications which aims to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by Ngwathe Service Delivery Units as these are the most relevant for monitoring purposes and is in line with the municipality's new virement policy. However, the SDBIP estimates annexure also includes a table for each directorate showing where each Service Delivery Unit sits in relation to the GFS service classification.

## **Monitoring and the adjustments budget process**

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections.

As detailed earlier, the Executive Mayor must consider these reports under s54 of the MFMA and then decide as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances.

In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

## **Appendix 1–Protocol for revision of SDBIP**

The Executive Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received.

This protocol sets out the various steps that should be followed to allow the Executive Mayor's obligations under section 54 of the MFMA to be fulfilled.

### **Protocol**

Financial Services (Budget Office) will provide the Municipal Manager with information as required under section 71 and 72 of the MFMA and this information will be submitted to the Executive Mayor by the 10th working day of each month.

The information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.

For capital projects, each variance of ±10% or R10, 000 whichever is the greater will be highlighted. The Executive Mayor will then ask the Director responsible for that project for a written report covering;

- The reason for the variance
- If necessary, what corrective measures have been put in place.
- Whether the start and finish dates of the capital project need amending.
- Whether the project specification will need to be amended.
- Revised monthly estimates of expenditure for the project.

The Director must supply this information within one week of the request from the Executive Mayor.

Following the receipt of these reports the Executive Mayor will make one of the following decisions;

- Note the report of the Director.
- Note the report of the Director and keep the project under review.
- Request the Director to attend a Performance Review meeting with the Executive Mayor, Municipal Manager and Director Financial Services to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery.

Following this meeting, the Executive Mayor will then decide whether the SDBIP should be amended.

If it is decided to amend the capital programme and SDBIP, to maintain overall service delivery, Directors will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital programme that can be implemented sooner.

The financial implications of these suggestions will be assessed by the Chief Financial Officer / Director of Financial Services and a recommendation made to the Executive Mayor as to which ones would be possible to proceed with and an adjustments budget prepared.

For operating expenditure and revenue, the Executive Mayor will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from Directors an explanation of all

variances ±10% of the monthly budget forecast. Directors will be asked to explain whether the service delivery targets included in the SDBIP can still be achieved.

The Executive Mayor will then decide whether the SDBIP should be amended in the light of these explanations. At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Executive Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Financial Services (Budget Office).

If the actual performance on any indicator varies from the planned performance the Executive Mayor can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future.

The Executive Mayor will then review these reports and decide whether the SDBIP should be amended.

## **REQUIREMENTS OF THE MUNICIPAL FINANCE MANAGEMENT ACT**

### **Chapter 1 – Definitions**

SDBIP means 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 municipal services and its annual budget, and which must indicate-

- (a) projections for each month of Revenue to be collected, by source; and 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.
- and includes any revisions of such plan by the mayor in terms of section 54 (1) (c)

### **Chapter 8 – Responsibilities of Municipal Officials**

#### **Section 69 Budget Implementation**

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the mayor

- (a) A draft service delivery and budget implementation plan for the budget year; and
- (b) Drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the municipal manager and all senior managers

### **Chapter 7 – Responsibilities of Mayors**

#### **Section 53 – Budget Processes and related matters**

Section 53 (1) (c) The mayor of a municipality must take all reasonable steps to ensure-

- (ii) That the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
- (iii) That the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all senior managers-

- (bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.
- Section 53 (3)
- (a) The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan.

#### **Section 54 Budgetary control and early identification of financial problems**

On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72 the mayor must-

- (1) (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
- (c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that all revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of council following the approval of an adjustments budget
- (d) issue any appropriate instructions to the accounting officer to ensure-

  - (i) that the budget is implemented in accordance with the service delivery and budget implementation plan
  - (3) The mayor must ensure that any revisions of the service delivery and budget implementation plan are made public promptly.

F9203 Ngwathé - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description		Ref	2015/16		2016/17		2017/18		Current Year		2018/19		2019/20		Medium Term Revenue & Expenditure Framework	
R thousand	Revenue By Source		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Budget Year +3 2022/23	Budget Year +4 2023/24	Budget Year +5 2024/25	Budget Year +6 2025/26	
Property rates	2	64 481	76 797	76 080	87 335	87 335	87 335	87 335	94 045	99 123	104 476	104 476	104 476	104 476	104 476	
Service charges - electricity revenue	2	134 407	146 092	137 222	204 732	205 936	205 936	205 936	233 402	246 005	259 289	259 289	259 289	259 289	259 289	
Service charges - water revenue	2	51 685	56 811	61 853	69 424	69 677	69 677	69 677	73 834	77 821	82 023	82 023	82 023	82 023	82 023	
Service charges - sanitation revenue	2	29 082	31 246	34 424	45 205	45 457	45 457	45 457	50 281	52 996	55 858	55 858	55 858	55 858	55 858	
Service charges - refuse revenue	2	25 990	27 771	30 480	39 064	39 064	39 064	39 064	41 184	43 408	45 752	45 752	45 752	45 752	45 752	
Rental of facilities and equipment	1	1 009	1 452	757	3 440	3 448	3 448	3 448	3 448	3 448	3 448	3 448	3 448	3 448	3 448	
Interest earned - external investments	1 998	1 522	1 629	1 473	1 473	1 473	1 473	1 473	1 473	1 473	1 473	1 473	1 473	1 473	1 473	
Interest earned - outstanding debtors	33 865	43 597	43 732	51 138	51 138	51 138	51 138	51 138	51 138	51 138	43 929	43 929	43 929	43 929	43 929	
Dividends received	2	783	1 339	2 097	1 052	1 052	1 052	1 052	1 052	1 052	1 370	1 370	1 370	1 370	1 370	
Fines, penalties and forfeits																
Licences and permits																
Agency services																
Transfers and subsidies																
Other revenue	2	1 696	1 922	4 396	5 655	194 555	194 555	194 555	194 555	222 145	228 228	247 560	247 560	247 560	247 560	247 560
Gains on disposal of PPE																
<b>Total Revenue (excluding capital transfers and contributions)</b>		535 033	562 107	568 390	703 073	703 073	703 073	703 073	703 073	703 073	791 221	828 156	879 884	879 884	879 884	
<b>Expenditure By Type</b>																
Employee related costs	2	181 460	186 764	231 429	218 950	217 217	217 217	217 217	217 217	229 937	245 228	261 535	261 535	261 535	261 535	261 535
Remuneration of councillors	3	118 058	111 443	14 428	15 239	15 392	15 392	15 392	15 392	16 331	17 417	18 575	18 575	18 575	18 575	18 575
Debt impairment	2	62 790	66 235	74 379	71 737	71 737	71 737	71 737	71 737	17 934	18 903	19 924	19 924	19 924	19 924	19 924
Depreciation & asset impairment																
Finance charges	79 618	106 680	36 676	210	100	100	100	100	100	73 441	77 407	81 587	81 587	81 587	81 587	81 587
Bulk purchases	2	181 520	212 136	214 813	247 597	236 597	236 597	236 597	236 597	249 846	263 338	277 558	277 558	277 558	277 558	277 558
Other materials	8	10 048	25 643	32 187	27 848	71 624	71 624	71 624	71 624	76 614	79 059	83 186	83 186	83 186	83 186	83 186
Contracted services	1 360	1 920	9 163	31 628	32 372	32 372	32 372	32 372	32 468	32 984	34 709	34 709	34 709	34 709	34 709	34 709
Transfers and subsidies	4, 5	102 944	97 933	144 219	153 538	103 456	103 456	103 456	103 456	138 034	135 067	143 960	143 960	143 960	143 960	143 960
Other expenditure																
Loss on disposal of PPE					1 123											
<b>Total Expenditure</b>		749 177	827 059	839 137	835 706	\$17 454	\$17 454	\$17 454	\$17 454	824 605	869 402	924 034	924 034	924 034	924 034	924 034
<b>Surplus/(Deficit)</b>	(211 141)	(261 952)	(270 747)	(132 633)	(114 380)	(114 380)	(114 380)	(114 380)	(114 380)	(43 384)	(41 246)	(41 150)	(41 150)	(41 150)	(41 150)	(41 150)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District Transfers and subsidies - capital (monetary allocations))	76 392	63 036	82 297	102 164	102 164	102 164	102 164	102 164	108 872	125 892	156 129	156 129	156 129	156 129	156 129	156 129
Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Transfers and subsidies - capital (irr-kind - all) contributions	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(137 252)	(201 910)	(188 450)	(30 469)	(12 216)	(12 216)	(12 216)	(12 216)	(65 488)	84 646	114 979	114 979	114 979	114 979	114 979	114 979
Taxation	(137 252)	(201 916)	(188 450)	(30 469)	(12 216)	(12 216)	(12 216)	(12 216)	(65 488)	84 646	114 979	114 979	114 979	114 979	114 979	114 979
Attributable to minorities																
Surplus/(Deficit) attributable to municipality	(137 252)	(201 916)	(188 450)	(30 469)	(12 216)	(12 216)	(12 216)	(12 216)	(65 488)	84 646	114 979	114 979	114 979	114 979	114 979	114 979
Share of surplus/(deficit) of associate	7	5 577	10 264	310												
Surplus/(Deficit) for the year	(131 676)	(191 652)	(188 141)	(30 469)	(12 216)	(12 216)	(12 216)	(12 216)	(65 488)	84 646	114 979	114 979	114 979	114 979	114 979	114 979

REVENUE BY SOURCE / EXPENDITURE BY TYPE **2019/20** Delivery Budget Implementation Plan 2019/20

## REVENUE BY VOTE / EXPENDITURE BY VOTE 2019/20

FS203 Ngwathe - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

R thousand	Vote Description	Ref	2015/16		2016/17		2017/18		Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22		
<b>Revenue by Vote</b>		1	—	—	—	—	—	—	—	—	329 602	350 732
Vote 1 - Executive and Council		302 487	282 667	287 430	317 520	317 520	317 520	317 520	317 520	—	374 898	374 898
Vote 2 - Finance and Admin		494 3777	807	854 1649	1 537	1 537	1 537	1 537	2 117	2 231	2 352	2 352
Vote 3 - Planning and Development		851	—	—	1 506	1 506	1 506	1 506	1 022	1 077	1 135	1 135
Vote 4 - Community and Social services		—	—	—	—	—	—	—	—	—	—	—
Vote 5 - Housing		—	—	—	—	—	—	—	—	—	—	—
Vote 6 - Public Safety		284	324	20	—	—	—	—	—	—	—	—
Vote 7 - Sports and Recreation		826	1 322	58	3 017	3 017	3 017	3 017	804	847	893	893
Vote 8 - Waste Management		25 990	27 771	30 480	39 064	39 064	39 064	39 064	46 723	49 246	51 905	51 905
Vote 9 - Waste Water Management		29 091	37 364	66 160	83 690	83 690	83 690	83 690	101 060	96 195	101 550	101 550
Vote 10 - Road Transport		62 408	52 145	44 979	41 164	41 164	41 164	41 164	39 872	41 992	45 041	45 041
Vote 11 - Water		51 701	56 825	74 454	107 677	107 677	107 677	107 677	122 942	142 029	172 200	172 200
Vote 12 - Electricity		137 772	162 120	144 602	210 062	210 062	210 062	210 062	253 853	267 367	283 541	283 541
Vote 13 - Technical Services and PMU		—	—	—	—	—	—	—	—	2 099	2 210	2 371
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		18	18	—	—	—	—	—	—	—	—	—
<b>Total Revenue by Vote</b>		2	611 922	625 141	650 687	805 237	805 237	805 237	900 094	953 927	1 035 885	1 035 885
<b>Expenditure by Vote to be appropriated</b>		1	49 479	58 539	53 105	69 829	66 601	66 601	73 672	78 298	83 216	83 216
Vote 1 - Executive and Council		275 497	316 895	291 630	240 673	240 495	240 495	240 495	191 829	199 318	210 458	210 458
Vote 2 - Finance and Admin		745	786	3 822	2 678	1 630	1 630	1 630	3 721	3 931	4 153	4 153
Vote 3 - Planning and Development		30 415	36 181	66 139	44 118	43 229	43 229	43 229	43 989	46 199	49 078	49 078
Vote 4 - Community and Social services		1 198	1 434	283	1 695	1 695	1 695	1 695	2 861	3 038	3 227	3 227
Vote 5 - Housing		10 466	7 103	1 307	8 037	9 037	9 037	9 037	9 880	10 507	11 173	11 173
Vote 6 - Public Safety		12 981	13 958	1 911	15 312	14 612	14 612	14 612	15 576	16 579	17 646	17 646
Vote 7 - Sports and Recreation		34 335	11 431	3	15 008	15 998	15 998	15 998	17 968	19 101	20 305	20 305
Vote 8 - Waste Management		27 331	24 116	(641)	45 791	47 091	47 091	47 091	48 804	42 668	45 196	45 196
Vote 9 - Waste Water Management		70 826	74 806	204 250	80 911	89 555	89 555	89 555	95 230	100 488	106 037	106 037
Vote 10 - Road Transport		45 262	53 098	37 753	54 935	56 135	56 135	56 135	59 772	63 231	66 893	66 893
Vote 11 - Water		169 085	202 750	179 576	234 093	226 093	226 093	226 093	244 007	257 048	272 801	272 801
Vote 12 - Electricity		21 785	25 601	—	22 625	23 535	23 535	23 535	27 291	29 008	30 877	30 877
Vote 13 - Technical Services and PMU		—	—	—	—	—	—	—	—	—	—	—
Vote 14 - [NAME OF VOTE 14]		—	—	—	—	—	—	—	—	—	—	—
Vote 15 - [NAME OF VOTE 15]		—	—	—	—	—	—	—	—	—	—	—
<b>Total Expenditure by Vote</b>		2	749 405	826 698	839 137	835 706	835 706	835 706	834 600	869 413	921 062	921 062
<b>Surplus/(Deficit) for the year</b>		2	(137 484)	(201 558)	(188 450)	(30 469)	(30 469)	(30 469)	65 493	84 514	114 824	114 824

**REVENUE BY GFS / EXPENDITURE BY GFS 2019/20**

**FS203 Ngwatre - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)**

Functional Classification Description		Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	Revenue - Functional	1	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
	<b>Governance and administration</b>										
	Executive and council	302 487	282 667	287 430	317 520	317 520	317 520	329 602	350 732	374 898	
	Finance and administration	302 449	—	281 008	287 430	317 520	317 520	320 602	350 732	374 808	
	Internal audit	38	1 669	—	—	—	—	—	—	—	
	<b>Community and public safety</b>										
	Community and social services	1 964	2 455	1 727	4 524	4 524	4 524	1 826	1 925	2 028	
	Sport and recreation	854	809	1 649	1 506	1 506	1 506	1 022	1 077	1 135	
	Public safety	826	1 322	58	3 017	3 017	3 017	804	847	893	
	Housing	284	324	20	—	—	—	—	—	—	
	Health	—	—	—	—	—	—	—	—	—	
	<b>Economic and environmental services</b>										
	Planning and development	62 902	55 922	45 833	42 701	42 701	42 701	44 088	46 433	49 764	
	Road transport	191	3 777	851	1 537	1 537	1 537	2 117	2 231	2 352	
	Environmental protection	62 408	52 145	44 9/9	41 164	41 164	41 164	41 9/1	44 20/2	47 41/2	
	<b>Trading services</b>										
	Energy sources	244 554	284 080	315 697	440 493	440 493	440 493	524 578	554 837	609 196	
	Water management	137 772	162 120	144 602	210 062	210 062	210 062	253 853	267 367	283 541	
	Waste water management	51 701	56 825	74 454	107 677	107 677	107 677	122 942	142 289	172 200	
	Waste management	29 091	37 364	66 160	83 690	83 690	83 690	101 060	96 195	101 550	
	Other	25 900	27 771	30 480	30 054	39 064	39 064	46 723	49 246	51 905	
	Total Revenue - Functional	4	18	—	—	—	—	—	—	—	
	<b>Expenditure - Functional</b>										
	<b>Governance and administration</b>										
	Executive and council	324 976	375 433	344 735	310 501	307 095	307 095	265 506	277 606	293 647	
	Finance and administration	49 479	58 539	53 105	69 829	66 601	66 601	73 672	78 298	83 216	
	Internal audit	275 497	316 895	291 630	240 673	240 495	240 495	191 834	198 308	210 431	
	<b>Community and public safety</b>										
	Community and social services	55 059	58 677	69 640	69 162	68 573	68 573	72 306	76 322	81 125	
	Sport and recreation	30 415	36 181	66 139	44 118	43 229	43 229	43 989	46 199	49 078	
	Public safety	12 081	13 058	1 911	15 312	14 612	14 612	15 576	16 570	17 646	
	Housing	10 466	7 103	1 307	8 037	9 037	9 037	9 880	10 507	11 173	
	Health	1 198	1 131	283	1 695	1 695	1 695	2 861	3 038	3 227	
	<b>Economic and environmental services</b>										
	Planning and development	91 476	101 193	208 072	106 215	114 721	114 721	126 241	133 426	141 067	
	Road transport	745	786	3 822	2 678	1 630	1 630	3 721	3 931	4 153	
	Environmental protection	90 730	100 407	204 250	103 537	113 091	113 091	122 521	129 495	136 914	
	<b>Trading services</b>										
	Energy sources	277 369	291 395	216 691	349 828	345 317	345 317	370 551	382 048	405 195	
	Water management	173 584	202 750	179 576	234 093	226 003	226 003	244 007	257 049	272 801	
	Waste water management	45 262	53 098	37 53	54 936	56 136	56 136	59 1/2	63 231	66 893	
	Waste management	24 188	24 116	(641)	45 791	47 091	47 091	48 804	42 668	45 196	
	Other	34 335	11 431	3	15 008	15 998	15 998	17 968	19 101	20 305	
	Total Expenditure - Functional	4	297	360	—	—	—	—	—	—	
	Surplus/(Deficit) for the year	3	749 177	827 059	839 137	835 706	835 706	834 602	869 402	921 034	
			(137 252)	(201 916)	(188 450)	(30 469)	(30 469)	65 488	84 524	114 851	

**CAPITAL BY VOTE (MULTI-YEAR AND SINGLE YEAR 2019/20)**

R thousand	Vote Description	Ref	2015/16		2016/17		2017/18		Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
<b>Single-year expenditure to be appropriated</b>	<b>2</b>											
Vote 1 - Executive and Council		62	-	14	-	-	30 000	30 000	-	-	-	-
Vote 2 - Finance and Admin		299	5 104	516	-	-	-	-	11 200	1 000	1 000	
Vote 3 - Planning and Development		-	-	-	-	-	-	-	-	-	-	
Vote 4 - Community and Social services		32	764	340	-	-	-	-	8 290	-	-	
Vote 5 - Housing		-	-	-	-	-	-	-	-	-	-	
Vote 6 - Public Safety		-	-	-	-	-	-	-	-	-	-	
Vote 7 - Sports and Recreation		-	-	9 590	370	370	370	370	1 974	2 118		
Vote 8 - Waste Management		-	-	4 218	1 400	1 400	1 400	1 400	-	-	-	
Vote 9 - Waste Water Management		642	-	31 420	72 745	72 745	72 745	72 745	22 116	23 044	22 408	
Vote 10 - Road Transport		372	115 908	14 098	22 591	22 591	22 591	22 591	7 163	9 456	17 561	
Vote 11 - Water		459	-	15 887	-	-	-	-	82 004	101 018	123 291	
Vote 12 - Electricity		3 608	-	8 582	3 000	3 000	3 000	3 000	10 943	6 400	6 752	
Vote 13 - Technical Services and PMU		-	-	-	2 058	2 058	2 058	2 058	-	-	-	
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	
<b>Capital single year expenditure sub-total</b>	<b>5 474</b>	<b>121 776</b>	<b>84 666</b>	<b>102 164</b>	<b>132 164</b>	<b>132 164</b>	<b>132 164</b>	<b>132 164</b>	<b>143 590</b>	<b>142 892</b>	<b>173 129</b>	
<b>Total Capital Expenditure - Vote</b>	<b>5 474</b>	<b>121 776</b>	<b>84 666</b>	<b>102 164</b>	<b>132 164</b>	<b>132 164</b>	<b>132 164</b>	<b>132 164</b>	<b>143 590</b>	<b>142 892</b>	<b>173 129</b>	

## CAPITAL EXPENDITURE – FUNCTIONAL 2019/20

FS203 Ngwathie - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

R thousand	Vote Description	Ref	2015/16		2016/17		2017/18		Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	
Capital expenditure - Municipal Vote		2	62	62	14	14	30 000	30 000	30 000	–	–	
Single-year expenditure appropriation							30 000	30 000	30 000	–	–	
Vote 1 - Executive and Council												
1.1 - Office of the Mayor												
1.2 - Office of the Speaker												
1.3 - Office of the Municipal Manager												
Vote 2 - Finance and Admin												
2.1 - Financial Services			299	5 104	516	516	–	–	11 200	1 000	1 000	
2.2 - Stores			243	–	–	–	–	–	–	–	–	
2.3 - Corporate Services			56	5 104	–	–	–	–	11 200	1 000	1 000	
2.4 - Computer Centre			–	–	–	–	–	–	–	–	–	
2.5 - Workshop			–	–	–	–	–	–	–	–	–	
Vote 3 - Planning and Development												
3.1 - Town Planning												
3.2 - Town Lands												
3.3 - Local Economic Development												
Vote 4 - Community and Social services												
4.1 - Town hall and Offices			32	764	340	340	–	–	8 290	–	–	
4.2 - Cemeteries			32	764	340	340	–	–	3 400	–	–	
4.3 - Community Services			32	–	–	–	–	–	4 890	–	–	
4.4 - Library			–	–	–	–	–	–	–	–	–	
4.5 - Museum			–	–	–	–	–	–	–	–	–	
Vote 5 - Housing												
5.1 - Housing												
5.2 - Hostels			–	–	–	–	–	–	–	–	–	
Vote 6 - Public Safety												
6.1 - Civil Defence			–	–	–	–	–	–	–	–	–	
6.2 - Fire			–	–	–	–	–	–	–	–	–	
6.3 - Traffic			–	–	–	–	–	–	–	–	–	
Vote 7 - Sports and Recreation												
7.1 - Sports			–	–	9 590	370	370	370	1 875	1 974	2 118	
7.2 - Swimming Pools			–	–	9 590	370	370	370	1 875	1 974	2 118	
7.3 - Parks			–	–	–	–	–	–	–	–	–	
7.4 - Holiday resort			–	–	–	–	–	–	–	–	–	
Vote 8 - Waste Management												
8.1 - Cleansing			–	–	4 218	1 400	1 400	1 400	1 400	–	–	

<b>Vote 9 - Waste Water Management</b>	<b>642</b>	-	<b>31 420</b>	<b>72 745</b>	<b>72 745</b>	<b>72 745</b>	<b>72 745</b>	<b>22 116</b>	<b>23 044</b>
9.1 - Sewer Network	642		31 420	72 745	72 745	72 745	72 745	18 158	18 564
9.2 - Sewer Purification								3 958	4 480
<b>Vote 10 - Road Transport</b>	<b>372</b>	<b>115 908</b>	<b>14 098</b>	<b>22 591</b>	<b>22 591</b>	<b>22 591</b>	<b>22 591</b>	<b>7 163</b>	<b>9 456</b>
10.1 - Roads	372	115 908	14 098	22 591	22 591	22 591	22 591	7 163	9 456
<b>Vote 11 - Water</b>	<b>459</b>	-	<b>15 887</b>	-	-	-	-	<b>82 004</b>	<b>101 018</b>
11.1 - Water Network	459		15 887					66 983	83 023
11.2 - Water Purification								15 021	17 995
11.3 - Irrigation									110 576
<b>Vote 12 - Electricity</b>	<b>3 608</b>	-	<b>8 582</b>	<b>3 000</b>	<b>3 000</b>	<b>3 000</b>	<b>3 000</b>	<b>10 943</b>	<b>6 400</b>
12.1 - Electricity	3 608		8 582	3 000	3 000	3 000	3 000	10 943	6 400
<b>Vote 13 - Technical Services and PMU</b>	<b>-</b>	-	-	<b>2 058</b>	<b>2 058</b>	<b>2 058</b>	<b>2 058</b>	<b>-</b>	<b>-</b>
13.1 - Technical				2 058	2 058	2 058	2 058		
13.2 - PMU									
<b>Vote 14 - [NAME OF VOTE 14]</b>	<b>-</b>	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]									
<b>Vote 15 - [NAME OF VOTE 15]</b>	<b>-</b>	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]									
<b>Capital single-year expenditure sub-total</b>	<b>5 474</b>	<b>121 776</b>	<b>84 666</b>	<b>102 164</b>	<b>132 164</b>	<b>132 164</b>	<b>132 164</b>	<b>143 590</b>	<b>142 892</b>
<b>Total Capital Expenditure</b>	<b>5 474</b>	<b>121 776</b>	<b>84 666</b>	<b>102 164</b>	<b>132 164</b>	<b>132 164</b>	<b>132 164</b>	<b>143 590</b>	<b>142 892</b>
									<b>173 129</b>

## DETAILED CAPITAL WORKS PLAN BROKEN DOWN OVER THREE YEARS

Votenumber	Funder	Description	Approved Budget 2019/20	Approved Budget 2020/21	Approved Budget 2021/22
	MIG	Ngwathe PMU Kwakwatsi (Koppies) Upgrading of sports ground	2 098 550,00	2 210 100,00	
	MIG	Tumahole: Upgrading of 1km paving internal road and storm water channel in Schonkenville (MIS:268924)	3 480 334,39		
	MIG	Tumahole: Upgrading of 1km paving internal road and storm water channel (ward 13) (MIS:268920)	496 312,44		
	MIG	Kwakwatsi: Upgrading of paving access road and storm water channel (2km) at ward 16 and 17 (MIS:270236)	336 856,73		
	MIG	Mokwalo: Construction of sports complex phase 2 (MIS:305462)	549 052,03		
	MIG	Edenville: Construction of low level Bridge	553 798,44		
	MIG	Edenville/Ngwathe: Upgrading of 1km paved internal access road and storm water channel in ward 18 (MIS:269131)	95 204,90		
	MIG	Heilbron: Upgrading of Waste water Treatment works (MIS:268105)	182 917,41		
	MIG	Refurbishment of Vrededorf Water Treatment Works	7 653 102,80	2 612 286,76	
	MIG	Mokwalo: Installation of 2000 residential meters and 15 bulk water meters (MIS:286524)	16 770 492,52	10 976 398,01	1 061 454,51
	MIG	Phirintona: Installation of 1093 residential meters and 13 bulk water meters (MIS:279654)	5 587 722,77	3 331 007,32	
	MIG	Parys: Installation of water meters	4 565 937,22		
	MIG	Mokwalo: Construction of sports complex phase 3	1 320 718,36	3 261 055,26	
	MIG	Mokwalo: Paving of 1km road in Mokwalo	9 165 124,24	1 979 281,64	
	MIG	Heilbron: Low Level Pedestrian Bridge in Sandersville	10 666 746,77	9 165 124,24	
	DWS (WSIG)	Koppies Outfall Sewer	820 535,00	1 659 543,00	
	DWS (WSIG)	Tumahole Outfall Sewer			
	DWS (WSIG)	Water Quality Management in Parys	2 495 000,00		
	DWS (WSIG)	Water Demand and Water Conservation in Parys	3 500 000,00		
	DWS (WSIG)	Water Quality Management in Koppies	2 500 000,00		
	DWS (WSIG)	Water Demand and Water Conservation in Koppies	3 500 000,00		
	DWS (WSIG)	Refurbishment of Vrededorf Waste Water Treatment Works		10 524 922,00	
	DWS (RBIG)	Edenville Bulk Water Supply Phase 1: Refurbishment of Koppies WTW & Construction of Clear water pumpstation	11 978 542,00		
	DWS (RBIG)	Edenville Bulk Water Supply Phase 2: Construction of the pipeline from Koppies to Edenville	32 998 546,38		
	DOE	Integrated National Electrification Projects (INEP)	6 000 000,00		
	Internal	Heilbron/Pirritona: Paving of internal roads 1km	634 975,42	-	
					10 758 141,81
					80 269 132,00
					10 347 298,75

## KEY PERFORMANCE INDICATORS

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20			POE
							Q1	Q2	Q3	
OFFICE OF MAYOR	IDP 001	Municipal Transformation	Celebrate national and local days of importance / commemoration; Human Right's Day, Worker's / May Day, Youth Day, Flower Festival, Mandela Day	Number of national and local days of commemoration celebrated	8	8	3	2	2	Programs/ Invitations & Attendance Registers
OFFICE OF MAYOR	IDP 002	Radical Social and Economic Development	Create HIV and AIDS Awareness - Planning and launching of Ward/Local /District HIV and AIDS Councils / Launch Men's Dialogue program	Number of awareness programs launched	3	4	1	1	1	Programs/ Invitations & Attendance Registers
OFFICE OF MAYOR	IDP 003	Good governance and Public Participation	Communicate municipal information with public by conducting radio and newspaper interviews	Number of Radio and Newspaper interviews conducted by Mayor	4	12	4	4	4	Interview Schedule (One per Quarter)
OFFICE OF MAYOR	IDP 004	Radical Social and Economic Development	Initiate quarterly social support programs to poverty stricken communities; Bursary support, food parcels and rural sports programs	Number of social support programs launched to address poverty in identified communities	4	4	1	1	1	Programs/ Invitations & Attendance Registers
OFFICE OF MAYOR	IDP 005	Municipal Transformation and Organisation Development	Initiate Women and Children's Rights programs	Number of Women and Children Rights programs launched	2	2	1	N/A	1	Programs/ Invitations & Attendance Registers

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20			POE
							Q1	Q2	Q3	
OFFICE OF MAYOR	IDP 006	Radical Economic Transformation	Initiate Youth development and Empowerment programs in Ngwathie	Number of Youth Empowerment programs launched	1	4	1	1	1	Programs/ Invitations & Attendance Registers
OFFICE OF MAYOR	IDP 007	Municipal Transformation and Organisation Development	Initiate Disabled Indaba	Number of Disabled Indabas launched	0	1	1	N/A	N/A	Programs/ Invitations & Attendance Registers
OFFICE OF MAYOR	IDP 008	Good Governance	Compile and submit Communication Strategy to MAYCO for approval by end September 2019	Communication Strategy submitted to MAYCO for approval by end September 2019	0	1	1	N/A	N/A	MAYCO Minutes
OFFICE OF MAYOR	IDP009	Good Governance	External and Internal Newsletters compiled and issued	Number of external and internal newsletters issued (12 external and 12 internal) by 30 June 2020	New KPI	24	6	6	6	Copies of Newsletters issued
OFFICE OF SPEAKER	IDP 010	Good governance & Public Participation	Facilitate regular meetings for All stakeholders i.e. Civics, NGOs, CBOs	Number of stakeholder meetings held for all wards	216	216	54	54	54	Programs/ Invitations & Attendance Registers
OFFICE OF SPEAKER	IDP 011	Good governance & Public Participation	Facilitate workshop to assist with development of ward plans for all Ward Committees	Number of workshops held	1	1	1	N/A	N/A	Programs/ Invitations & Attendance Registers

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
OFFICE OF SPEAKER	IDP 012	Good governance & Public Participation	Launch and sign-off all Ward Based Plans	Number of ward based plans signed-off	0	18	18	N/A	N/A	N/A	Launch Program / Attendance register Signed Ward Plans
OFFICE OF SPEAKER	IDP 013	Good governance & Public Participation	Schedule and facilitate monthly Ward meetings in all Wards	Number of ward meetings held	216	216	54	54	54	54	Programs/ Invitations & Attendance Registers
OFFICE OF SPEAKER	IDP 014	Good governance & Public Participation	Facilitate the Best Ward Committee Awards Ceremony	Number of Best Ward Committee Awards Ceremony	New KPI	1	N/A	1	N/A	N/A	Programs/ Invitations & Photos / Report
OFFICE OF SPEAKER	IDP 015	Good governance & Public Participation	Develop and launch a Citizen's Charter after consultation with all sectors of community	Number of Citizen's charter developed and launched	New KPI	2	N/A	1	1	N/A	Programs/ Invitations & copy of Citizen Charter
Municipal Manager	IDP 016	Good Governance	Audit Committee recommendations accepted by Council	% of Audit Committee recommendations and adopted by Council	100%	100%	100%	100%	100%	100%	Council Minutes
Municipal Manager	IDP 017	Good Governance	Monitor the implementation of all Council and MAYCO resolutions	Number of Council and MAYCO resolutions reported	100%	100%	100%	100%	100%	100%	Register of Council Resolutions

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Municipal Manager	IDP 018	Putting People First	Monitor formal public complaints attended to by departments	100% of complaints attended to by departments within 30 days of receipt	100%	100%	100%	100%	100%	100%	Complaints Register
Municipal Manager	IDP 019	Good Governance	Investigate all formally reported fraud, theft and corruption cases	% of formally reported fraud, theft and corruption investigations initiated within 30 days after receipt	0%	100%	100%	100%	100%	100%	Incidents Register and investigation reports
Municipal Manager	IDP 020	Putting People First	Strategic Annual stakeholder consultation	No of ward and stakeholder engagements held annually (18 Wards and 4 Stakeholder meetings)	36	40	N/A	20	N/A	20	Attendance Registers of 18 Ward meetings and 2 Stakeholder meetings (x2)
Municipal Manager	IDP 021	Sound Financial Management	Spend Departmental Operating budget revenue as per approved budget	% of total operating budget expenditure spent by 30 June 2020	1	95%	20%	40%	60%	95%	Report 52 (d) Report
Municipal Manager	IDP 022	Sound Financial Management	Spend at least 95% of approved Capital Budget for the Municipality by 30 June (MFMA S10©)	95% of Approved Capital Budget spent by Municipality by 30 June 2020	95%	95%	20%	40%	60%	95%	Section 52 (d) Report
Municipal Manager	IDP 023	Institutional Development & Building Capacity	Submit the Mid-Year S72 report to the Mayor	Number of Mid-year reports submitted to the Mayor by 25 January 2020	1	1	N/A	N/A	1	N/A	Proof of submission to Executive Mayor

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Municipal Manager	IDP 024	Sound Financial Management	Raise/Collect operating budget revenue as per approved budget	90% of total operating budget revenue raised / received by 30 June 2020		90%	25%	50%	70%	90%	Section 71 Report
Municipal Manager	IDP 025	Institutional Development & Building Capacity	Performance management held	Number of performance assessments held by 30 June 2020	0	2	N/A	1	N/A	1	Performance Assessment Report
Municipal Manager	IDP026	Good Governance	Submit the IDP/ Budget Schedule for approval by Council by 31 August 2019	IDP/Budget Schedule submitted for approval by Council by 31 August 2019	1	1	1	N/A	N/A	N/A	Council Minutes
Municipal Manager	IDP027	Good Governance	Develop and submit the Draft and Final IDP to Council for approval by 31 March 2020 and 31 May 2020 respectively	Council Approved Draft and Final IDP by end March and End May 2020	2	2	N/A	N/A	1	1	Council Minutes
Corporate Services	IDP 028	Good Governance	Distribute all MAYCO and Council Resolution for implementation	100% of MAYCO and Council resolution distributed for implementation at due dates	90%	100%	100%	100%	100%	100%	Register of Council Resolutions
Corporate Services	IDP 029	Institutional Development & Building Capacity	Initiate an Organisation Structure review for approval by Council, aligned with departmental analysis, Task analysis Powers & Functions	Reviewed Organisational Structure	New KPI	0	-	1	-	-	Council Approved Review Organisation Structure

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Corporate Services	IDP 030	Institutional Development & Building Capacity	Institute Council Committee Administration System	Number of Council Committee Administration system instituted	New KPI	0	-	1	-	-	Instituted Council Committee System
Corporate Services	IDP 031	Institutional Development & Building Capacity	Review policies and by-laws	100% of policies and by-laws reviewed by 30 June 2020	80%	100%	100%	100%	100%	100%	Register of policies reviewed
Corporate Services	IDP 032	Good Governance	Participation in formal District and Provincial meetings	100% of attendance of formal District and Provincial meetings by 30 June 2020	100%	100%	100%	100%	100%	100%	Attendance registers
Corporate Services	IDP033	Institutional Development & Building Capacity	Number of people from EE target groups employed in three highest levels of management in municipality's approved EE Plan	Report on number of people from employment equity groups employed in three highest levels of management submitted to OMM 30 June 2020	1	1	N/A	N/A	1	1	Report
Corporate Services	IDP034	Putting People First	Spent Training budget to develop skills of staff	85% of training budget spent by 30 June 2020	1	85%	20%	40%	60%	85%	Report
Corporate Services	IDP035	Institutional Development & Building Capacity	Draft and submit to Council a Scarce Skills Policy	Scarce Skills policy submitted to council for approval by 30 June 2020	New KPI	1	N/A	N/A	N/A	1	Proof of submission to council

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Corporate Services	IDP036	Institutional Development & Building Capacity	% of municipality budget actually spent on implementation of WSP	Report on % of municipality budget spent on implementation of WSP	1	1	N/A	N/A	1	Report	
Corporate Services	IDP037	Institutional Development & Building Capacity	Development and implementation of Time and Attendance System for Ngwathe LM	# of Time and Attendance System implemented	0	1	1	N/A	N/A	Report	
Corporate Services	IDP038	Institutional Development & Building Capacity	Develop systems and procedures/mechanisms to manage time and attendance of all employees	# of Time and Attendance system developed	0	1	-	1	-	Time and Attendance system developed	
Corporate Services	IDP039	Institutional Development & Building Capacity	Report on the time and attendance of all employees at different departments to municipal manager	# of Time and Attendance reports submitted	New KPI	12	4	4	4	Time and Attendance reports submitted	
Corporate Services	IDP040	Institutional Development & Building Capacity	Report on the filling of organisation-wide vacancies	# of organisation-wide vacancies filled	New KPI	12	4	4	4	Number of reports on vacancies filled	
Corporate Services	IDP041	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2019	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2019	New KPI	5	5	N/A	N/A	Minutes of Management & Portfolio Committee meetings	

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Corporate Services	IDP042	Institutional Development & Building Capacity	Develop and present Standard Operating Procedure Register	Register of Standard Operating Procedures	New KPI	1	N/A	N/A	N/A	1	Register of Standard Operating Procedure
Financial Services	IDP043	Sound Financial Management	Submit Financial Plan for inclusion in IDP for approval by Council by 31 March (Draft) and final approval by 31 May 2020	Financial Plan approved by Council by 31 March and 31 May 2020	New KPI	1	N/A	N/A	1	1	Council Minutes
Financial Services	IDP044	Sound Financial Management	Submit MTREF aligned to IDP to Council for approval 31 March and final 31 May 2020	MTREF approved by Council by end March and end May 2020	2	2	N/A	N/A	1	1	Council Minutes
Financial Services	IDP045	Sound Financial Management	Submit Adjustment Budget to Council for approval by 28 February	Adjustment Budget submitted to Council by 28 February 2020	1	1	N/A	N/A	1	N/A	Council Minutes
Financial Services	IDP046	Sound Financial Management	Consolidate a Capital Project Implementation Plan and submit to MM for approval by 30 June 2020	Consolidated Capital Project Implementation Plan developed and submitted to MM by end June 2020	1	1	N/A	N/A	N/A	1	Proof of Submission to MM (Acceptance letter / signature)
Financial Services	IDP047	Sound Financial Management	GRAP Compliant Fixed Asset Register as at 30 June 2020	Compilation of GRAP compliant Fixed Asset Register as at 30 June 2020	1	1	N/A	N/A	N/A	1	GRAP Compliant Fixed Asset Register
Financial Services	IDP048	Sound Financial Management	Collect all Billed Revenue to ensure sufficient cash is generated to meet Ngwathe Debt and Operating commitments as per section 71 report to Municipal Manager	Net Debtors Days Ration (Gross Debtors=Bad Debt Provision)/Billed Revenue)) x 365	12	12	3	3	3	3	Section 71 Report

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Financial Services	IDP049	Sound Financial Management	Disclose in Annual Financial Statements all monthly reported deviations condoned by Council	Disclose in Annual Financial Statements all monthly reported deviations condoned by Council	1	1	N/A	N/A	N/A	N/A	Annual Financial Statements
Financial Services	IDP050	Sound Financial Management	Annual Financial Statements submitted by 31 August 2019	AFS submitted by 31 August 2019	1	1	1	N/A	N/A	N/A	Acknowledgement of receipt of AFS by AG
Financial Services	IDP051	Sound Financial Management	Financial viability measured in terms of outstanding service debtors	Report on Service debtors to revenue ration =(Total outstanding service debtors/revenue received for services)	1	1	N/A	N/A	N/A	1	Annual Financial Statements
Financial Services	IDP052	Sound Financial Management	Update Indigent Register	99% of all qualifying indigent applications processed by 30 June 2020	1	99%	99%	99%	99%	99%	Annual Financial Statements
Financial Services	IDP053	Sound Financial Management	Provide Free Basic Services to all Indigents	Report by 30 June on % of HH earning less than 2Xsocial grants plus 25% per month with access to free basic services	1	12	3	3	3	3	Billing Report

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Financial Services	IDP054	Sound Financial Management	Number of formal residential properties that receive piped water, electricity (excluding Eskom areas), waste water sanitation/sewage, (credit and pre-paid water) that is connected to municipal water, electricity infrastructure network, including refuse removal once per week and billed for service as at 30 June 2020	Number of formal residential properties which are billed for water or have pre-paid meters as at 30 June 2020	12	12	3	3	3	3	Billing Report
Financial Services	IDP055	Sound Financial Management	Provide free basic services; water, electricity, sanitation and refuse removal to indigent households	Report on % of HH earning less than 2Xsocial grant plus 25% per month with access to FBS	1	12	3	3	3	3	Billing Report
Financial Services	IDP056	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2019	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2019	New KPI	1	1	N/A	N/A		Minutes of Management & Portfolio Committee meetings
Financial Services	IDP057	Good Governance	Achieve Improved Audit Opinion for 2018/19 FY	Improved Audit Opinion achieved for 2018/19 Financial Year	New KPI	1	N/A	1	N/A	N/A	Audit Outcome Letter

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Technical Services	IDP058	Basic Services and Infrastructure	90% compliance to general standards with regard to waste water outflow by 30 June	90% compliance to general standards by 30 June 2019	New KPI	90%	90%	90%	90%	Certificate of analysis from laboratory	
Technical Services	IDP059	Basic Services and Infrastructure	Spend 96% of capital budget for fleet/equipment by 30 June	96% of Capital Budget Spent by 30 June	96%	20%	40%	60%	96%	Report	
Technical services	IDP060	Basic Services and Infrastructure	Limit Electricity losses to less than 50% annually (preceding 11months+reporting month's units purchased)	% Average electricity losses by 30 June	50%	<50%	<50%	<50%	<50%	Report	
Technical Services	IDP061	Basic Services and Infrastructure	Implement all electricity capital projects measured quarterly in terms of approved Electricity Capital Budget spent	96% of approved Capital Budget spent by 30 June	96%	20%	40%	60%	96%	Report	
Technical Services	IDP062	Basic Services and Infrastructure	Implement all Roads, Storm water infrastructure capital projects measured quarterly in terms of approved Capital Budget spent	96% of approved Capital Budget spent by 30 June	96%	20%	40%	60%	96%	Report	
Technical Services	IDP063	Basic Services and Infrastructure	Spend 96% of approved Capital Budget on rehabilitation of streets (Pot-hole fixing) (Actual expenditure and commitments divided by approved Capital Budget)	96% of approved Capital Budget spent by 30 June	96%	20%	40%	60%	96%	Report	
Technical Services	IDP064	Basic Services and Infrastructure	Implement all Water Services Infrastructure capital projects measured quarterly in terms of approved Capital Budget Spent	96% of approved Capital Budget spent by 30 June	96%	20%	40%	60%	96%	Report	

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Technical Services	IDP065	Basic Services and Infrastructure	Implement all Waste Water Services infrastructure capital projects measured quarterly in terms of approved Capital Budget Spent	96% of capital budget spent by 30 June	96%	96%	20%	40%	60%	96%	Report
Technical Services	IDP066	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2019	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2019	New KPI	1	1	N/A	N/A	N/A	Minutes of Management & Portfolio Committee meetings
Technical Services	IDP067	Basic Services and Infrastructure	Implement all solid waste infrastructure capital projects measured quarterly in terms of approved capital budget spent	96% of capital budget spent by 30 June 2020	96%	96%	20%	40%	60%	96%	Report
Community Services	IDP068	Institutional Development & Building Capacity	Review the Spatial Development Framework and submit to council by 30 September 2019	Reviewed Spatial Development Framework submitted to Council by 30 September 2019	1	1	1	N/A	N/A	N/A	Council Minutes
Community Services	IDP069	Institutional Development & Building Capacity	Develop and submit Integrated Human Settlement Plan to Council for approval by 30 September 2019	Developed and submitted Integrated Human Settlement Plan to Council for approval 30 September 2019	New KPI	1	1	N/A	N/A	N/A	Council Minutes

Directorate	IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2018/19	Annual Target 2019/20	TOP LAYER: SDBIP 2019/20				POE
							Q1	Q2	Q3	Q4	
Community Services	IDP070	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2019	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2019	0	1	1	N/A	N/A	N/A	Minutes of Management & Portfolio Committee meetings
Community Services	IDP071	Radical Socio Economic Development	Review the LED Strategy and submit to council by 31 May 2020	Reviewed LED Strategy submitted to Council for approval by 31 May 2020	1	1	N/A	N/A	N/A	1	Council Minutes
Community Services	IDP072	Deliver Basic Services	Conduct scheduled refuse removal services to all formal and informal housing areas throughout Ngwathie at least once per week	Number of formal and informal Households whose refuse was removed at least once per week	37102	37102	37102	37102	37102	37102	Work Schedules of Refuse Removal Sections signed-off