

2016 – 2017
SERVICE DELIVERY AND BUDGET
IMPLEMENTATION PLAN



MAY 2016

**SUBMISSION OF DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)
2016/17 BY THE EXECUTIVE MAYOR**



The Municipal Finance Management Act, 2003, (Act 56 of 2003), requires that municipalities must prepare a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by Council are aligned with the revised Integrated Development Plan (IDP).

I herewith approve the Service Delivery and Budget Implementation Plan for 2016/17.

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NAME

MAYOR EVERT MANUEL

EXECUTIVE MAYOR OF BERGRIVIER MUNICIPALITY

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DATE

1. Introduction

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve target in terms of service delivery and to ensure timeous and complete spend of the capital budget for the specific financial year.

2. Legal Background

The following are the most important legal references with regard to the submission and approval of the SDBIP on an annual basis:

- i. Section 69 of the MFMA determines that the draft SDBIP and the performance agreements must be submitted to the Executive Mayor within 14 days after the approval of the annual budget.
- ii. Section 53 of the Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) determines that the municipality's SDBIP must be approved by the Executive Mayor 28 days after the approval of the annual budget.
- iii. Section 53 further determines that the annual performance agreements of the Municipal Manager and Directors must be linked to the SDBIP.

3. Key Performance Indicators

Key performance indicators have been identified per directorate that is directly linked to the IDP and the budget for 2016/17. These key performance indicators also become part of the performance agreements of the Municipal Manager and the Directors for the 2016/17 financial year. All performance reports, including the Section 52 and Section 72 reports, as well as the bi-annual assessment of the performance of the Municipal Manager and Directors, are directly linked to these key performance indicators.

The following table outline all the key performance indicators, the unit of measurement to determine progress and the annual target for the financial year.

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Council	A quality living environment that is conducive to development and investment	To provide & maintain bulk & service infrastructure that will address backlogs & provide for future development	Number of formal households that receive piped water (credit & prepaid water) that is connected to the municipal water infrastructure network as at 30 June 2017	Number of households which are billed for water or have prepaid meters as at 30 June 2017 (W/WB/1)	All	Director Finance	8 472	Debtors Accrual Report extracted from Promis Financial System via the Corvu Report Writer (W/WB/1)	8 658	Last Value	0	0	0	8 658
Council	A quality living environment that is conducive to development and investment	To provide & maintain bulk and service infrastructure that will address backlogs & provide for future development	Number of formal households connected to the municipal electrical infrastructure network (credit & prepaid electrical metering) (Excl Eskom areas) at 30 June 2017	Number of households billed for electricity or have prepaid meters (Excl Eskom areas) at 30 June 2017 (E.A1 + Conlog + Active meters)	All	Director Finance	8 485	Debtors Accrual Report from Promis Financial System via Corvu Report Writer & CON LOG pre-paid monthly electricity report (E.A1 + Conlog + Active meters)	8 953	Last Value	0	0	0	8 953
Council	A quality living environment that is conducive to development & investment	To provide & maintain bulk & service infrastructure to address backlogs & provide for future development	Number of formal households connected to the municipal waste water sanitation/ sewerage network for sewerage service, irrespective of number of water closets (toilets) at 30 June 2017	Number of households which are billed for sewerage at 30 June 2017 (S/SI/1)	All	Director Finance	6209	Debtors Accrual Report extracted from Promis Financial System via the Corvu Report Writer (S/SI/1)	6 861	Last Value	0	0	0	6 861

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Council	A quality living environment that is conducive to development & investment	To provide & maintain bulk & service infrastructure to address backlogs & provide for future development	Number of formal households for which refuse is removed once per week at 30 June 2017	Number of households which are billed for refuse removal at 30 June 2017 (R/RD/1)	All	Director Finance	8374	Debtors Accrual Report extracted from Promis Financial System via the Corvu Report Writer (R/RD/1)	9 118	Last Value	0	0	0	9 118
Council	A quality living environment that is conducive to development & investment	To provide & maintain bulk & service infrastructure to address backlogs & provide for future development	Provide free basic water to indigent households	Number of households receiving free basic water	All	Director Finance	2336	Debtors Accrual Report extracted from Promis Financial System via the Corvu Report Writer	1 882	Last Value	0	0	0	1 882
Council	A quality living environment that is conducive to development and investment	To provide & maintain bulk & service infrastructure to address backlogs & provide for future development	Provide free basic electricity to indigent households	Number of households receiving free basic electricity	All	Director Finance	2000	Debtors Accrual Report extracted from Promis Financial System via the Corvu Report Writer & CONLOG pre-paid monthly electricity report	1 662	Last Value	0	0	0	1 662
Council	A quality living environment that is conducive to development & investment	To provide & maintain bulk & service infrastructure to address backlogs & provide for future development	Provide free basic sanitation to indigent households	Number of households receiving free basic sanitation	All	Director Finance	2336	Debtors Accrual Report extracted from Promis Financial System via the Corvu Report Writer	1 721	Last Value	0	0	0	2 100
Council	A quality living environment that is conducive to	To provide & maintain bulk & service infrastructure to address	Provide free basic refuse removal to indigent households	Number of households receiving free basic refuse	All	Director Finance	2336	Debtors Accrual Report extracted from Promis Financial	1 885	Last Value	0	0	0	1 885

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
	development and investment	backlogs & provide for future development		removal				System via the Corvu Report Writer						
Council	Sustainable development of Municipal Area (environment, economy, people)	To promote cultural & socio-economic development of community	Create full time equivalents (FTE's) in terms of the EPWP programme by 30 June 2017	Number of FTE's created by 30 June 2017	All	Municipal Manager	36	Excel Breakdown of Job Creation Summary	36	Accumulative	0	0	0	36
Council	An effective productive administration capable of sustainable service delivery	To create an efficient, effective & accountable administration	The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan as at 30 June 2017 [(Total expenditure on training/total personnel budget)/100]	% of personnel budget spent on training [(Total expenditure on training/ total personnel budget)/100] as at 30 June 2017	All	Director Corporate Services	1%	Corvu monthly trail balance report	1%	Carry Over	0%	0%	0%	1%
Council	A financially viable and sustainable Municipality	To budget strategically, grow & diversify our revenue & ensure value for money services	Financial viability measured in terms of municipality's ability to meet its service debt obligations as at 30 June 2017 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating	Debt to Revenue as at 30 June 2017 (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating	All	Director Finance	3	Annual Financial Statements, supported by figures as per the Promis financial system	2,4	Last Value	0	0	0	2,4

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
			Revenue - Operating Conditional Grant)	Conditional Grant)										
Council	A financially viable and sustainable Municipality	To budget strategically, grow and diversify revenue & ensure value for money services	Financial viability measured in terms of outstanding service debtors as at 30 June 2017 (Total outstanding service debtors/ revenue received for services)	Service debtors to revenue as at 30 June 2017 – (Total outstanding service debtors/ revenue received for services)	All	Director Finance	32%	Annual Financial Statements, supported by figures as per the Promis financial system	32%	Reverse Last Value	0%	0%	0%	32%
Council	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Financial viability measured in terms of available cash to cover fixed operating expenditure as at 30 June 2017 ((Cash and Cash Equivalents – Unspent Conditional Grants – Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, & Provision for Bad Debts, Impairment & Loss on Disposal	Cost coverage as at 30 June 2017 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of	All	Director Finance	14,5	Annual Financial Statements, supported by figures as per the Promis financial system	14,5	Last Value	0	0	0	14,5

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
			of Assets))	Assets))										
Office of the Municipal Manager	Sustainable development of Municipal Area (environment, economy, people)	To provide & maintain bulk & service infrastructure to address backlogs & provide for future development	The percentage of the municipal capital budget actually spent on capital projects as at 30 June 2017 (Actual amount spent on capital projects/Total amount budgeted for capital projects)X100	% of Capital budget spent as at 30 June 2017 [(Actual amount spent on capital projects/Total amount budgeted for capital projects)X100]	All	Municipal Manager	95%	AFS and Section 71 In-Year Monthly & Quarterly Budget Statement	95%	Carry Over	0%	10%	40%	95%
Office of the Municipal Manager	An effective productive administration capable of sustainable service delivery	To create an efficient, effective & accountable administration	100% compliance with Selection & Recruitment Policy when vacant posts within the 3 highest levels of management are filled subject to suitably qualified candidates	% compliance with the selection and recruitment policy	All	Municipal Manager	100%	Item submitted Mayoral Committee & Council for appointment of top two levels & appointment form signed by MM for level 3 & extract from Payday System (HR records)	100%	Stand-Alone	100%	100%	100%	100%
Office of the Municipal Manager	An effective productive administration capable of sustainable service delivery	To create an efficient, effective and accountable administration	Improve staff productivity & responsiveness through quarterly leadership meetings and/or initiatives	Number of Leadership Forum Meetings and/or other leadership initiatives	All	Municipal Manager	4	Attendance registers of leadership forums held and/or copies of PowerPoint presentation made during sessions and/or approved programme of	4	Accumulative	1	1	1	1

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
								Strategic session held.						
Office of the Municipal Manager	An open transparent corruption free and responsive Municipality	To provide open transparent corruption free governance	MFMA Section 131(1): Ensure that any issues raised by the Auditor General in an Audit Report are addressed	% of issues raised by the Auditor General in an audit report addressed.	All	Municipal Manager	1	Final Audit Report of Auditor-General issued after auditing the financial statements & PDO's for 2015/16 financial year	100%	Reverse Stand-Alone	0	0%	0	100%
Office of the Municipal Manager	An open transparent corruption free and responsive Municipality	To provide open transparent corruption free governance	Develop a risk based audit plan with an internal audit plan (RBAP) (MFMA - Section 165(2)(a)) & submit to Audit Committee by 30 June 2017	RBAP with internal audit programme submitted to the Audit Committee by 30 June 2017	All	Municipal Manager	1	Audit Committee minutes	1	Carry Over	0	0	0	1
Office of the Municipal Manager	An open transparent corruption free and responsive Municipality	To provide open transparent corruption free governance	Convene a Councillor & Senior Management strategic planning session for IDP Review & budget process by 30 Nov 2016	Strategic planning session held by 30 November 2016	All	Municipal Manager	1	Presentation made and summary of discussions	1	Carry Over	0	1	0	0
Office of the Municipal Manager	An open transparent corruption free & responsive Municipality	To communicate effectively & be responsive to needs of the community	Communicate with the public on a quarterly basis through printed media	Number of editions and/or communications	All	Municipal Manager	8	Articles published in printed media and/or press statements released	8	Accumulative	2	2	2	2

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Office of the Municipal Manager	An open transparent corruption free & responsive Municipality	To communicate effectively & be responsive to needs of the community	Regular ward committee meetings and/or engagements	Number of meetings and/or engagements per frequency	All	Municipal Manager	28	Minutes of ward committee meetings and/or attendance register of engagement	28	Accumulative	0	7	7	7
Office of the Municipal Manager	An open transparent corruption free & responsive Municipality	To communicate effectively & be responsive to needs of the Community	Undertake an annual Customer Service evaluation & submit report with recommendation on customer service to Mayoral Committee by 30 June 2017	Customer service evaluations completed and report with recommendations submitted to the Mayoral Committee by 30 June 2017	All	Municipal Manager	1	Minutes of Mayco	1	Carry Over	0	0	0	1
Office of the Municipal Manager	Sustainable development of Municipal Area (environment, economy, people)	To promote cultural & socio economic development of community	Implement the LED Strategy by implementing at least 2 projects identified by working committees by June 2017	Implement at least 2 projects by June 2017	All	Municipal Manager		Implementation of 2 projects	2	Carry Over	0	0	0	2
Corporate Services	Sustainable development of Municipal Area (environment, economy, people)	To provide & maintain bulk & service infrastructure to address backlogs & provide for future development	The percentage of the municipal capital budget excl MIG & libraries actually spent on capital projects as at 30 June 2017 (Actual amount spent on capital projects/ Total amount budgeted for	% of Capital budget excl MIG & libraries spent as at 30 June 2017 [(Actual amount spent on capital projects/Total amount budgeted for capital	All	Municipal Manager	95%	AFS and Section 71 In-Year Monthly & Quarterly Budget Statement and/or Detailed Excel Capital Report from Promis	95%	Carry Over	0%	10%	40%	95%

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
			capital projects)x100	projects)x100]										
Corporate Services	An effective productive administration capable of sustainable service delivery	To create an efficient, effective & accountable administration	Submit a regular report on human resource management in the municipality to Corporate Services Portfolio Committee	Number of reports submitted	All	Director Corporate Services	Revised KPI for 2016/17	Portfolio Committee Minutes	9	Accumulative	2	2	2	3
Corporate Services	A safe, healthy & secure living environment	To promote the well-being, health, safety & security of community	95% of MIG conditional grant allocated to sport spent by 30 June 2017 to upgrade sport infrastructure in accordance with business plan (Subject to MIG Funding approval) [(Actual amount spent on projects/Total allocation for projects)x100]	% of the MIG conditional grant allocated to sport spent by 30 June 2017	All	Director Corporate Services	95%	Detailed Excel Capital Report from Promis	95%	Carry Over	0%	10%	25%	95%
Corporate Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Collect 95% of budgeted income by 30 June 2017 for resorts (Excl budgeted debt provision)[(Actual amount collected/total amount budgeted)x100]	% of budgeted income for resorts collected by 30 June 2017	All	Director Corporate Services		Detailed Excel Capital Report from Promis	95%	Carry Over	10%	50%	70%	95%

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Corporate Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Collect 95% of budgeted income by 30 June 2017 for speeding fines (Excl budgeted debt provision) [(Actual amount collected/total amount budgeted)x100]	% of budgeted income for speeding fines collected by 30 June 2017	All	Director Corporate Services	95%	Detailed Excel Capital Report from Promis/Corvu	95%	Carry Over	10%	25%	50%	95%
Corporate Services	Sustainable development of the Municipal Area (environment, economy, people)	To promote cultural & socio economic development of community	95% spent of library grant by 30 June 2017 i.t.o approved business plan [(Actual amount spent/Total allocation received)x100]	% of library grant spent by 30 June 2017	All	Director Corporate Services	95%	Monthly Budget Statement transfers & grant expenditure (Table SC7) of Section 71 Budget Statement & Detailed Excel Capital Report from Promis t	95%	Carry Over	0%	20%	50%	95%
Corporate Services	An effective productive administration capable of sustainable service delivery	To create an efficient, effective and accountable administration	95% of training budget spent by 30 June 2017 to implement the Work Place Skills Plan [(Total amount spent on training/Total amount budgeted)x100]	% of the training budget spent by 30 June 2017 to implement the Work Place Skills Plan	All	Director Corporate Services		Detailed Excel Capital Report from Promis/Corvu	95%	Carry Over	0%	20%	50%	95%

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Technical Services	Sustainable development of the Municipal Area (environment, economy, people)	To provide & maintain bulk & service infrastructure to backlogs & provide for future development	The percentage of municipal capital budget actually spent on capital projects as at 30 June 2017 (Actual amount spent on capital projects / Total amount budgeted for capital projects) X100	% of Capital budget spent as at 30 June 2017 [(Actual amount spent on capital projects / Total amount budgeted for capital projects) X100]	All	Municipal Manager	95%	AFS and Section 71 In-Year Monthly & Quarterly Budget Statement	95%	Carry Over	0%	10%	40%	95%
Technical Services	A financially viable and sustainable Municipality	To budget strategically, grow and diversify revenue & ensure value for money services	Limit unaccounted for water to 10% by 30 June 2017 {(Number of Kilolitres Water Purchased or Purified minus Number of Kilolitres Water Sold (incl free basic water) / Number of Kilolitres Water Purchased or Purified × 100}	% unaccounted water by 30 June 2017 {(Number of Kilolitres Water Purchased or Purified minus Number of Kilolitres Water Sold (including Free basic water) / Number of Kilolitres Water Purchased or Purified × 100}	All	Director: Technical Services	7,57%	Note 61.8 on the Financial Statements for the year ended 30 June 2016	10%	Reverse Last Value	0%	0%	0%	10%

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Technical Services	A quality living environment that is conducive to development and investment	To provide and maintain bulk and service infrastructure that will address backlogs & provide for future development	100% of MIG funding allocated for the financial year to build a new waste water treatment works in Porterville by 30 June 2017 [(Total amount spent/Total amount allocated)x100]	% of MIG funding allocated for the financial year to build a new waste water treatment works in Porterville by 30 June 2017	1 & 2	Director: Technical Services	New KPI for 2016/17	Monthly Budget Statement-transfers and grant expenditure (Table C7) of the Section 71 In-Year Monthly & Quarterly Budget Statement	100%	Carry Over	0%	0%	15%	100%
Technical Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Limit unaccounted for electricity to 10% by 30 June 2017 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} × 100}	% unaccounted electricity by 30 June 2017 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} × 100}	All	Director: Technical Services	10%	99i	10%	Reverse Last Value	0%	0%	0%	10%
Technical Services	A quality living environment that is conducive to	To provide & maintain bulk & service infrastructure to backlogs&	100% of the MIG conditional grant spent by 30 June 2017 to upgrade	% of MIG conditional grant spent by 30 June 2017	All	Director: Technical Services	100%	Monthly Budget Statement-transfers & grant expendi-	100%	Carry Over	0%	0%	15%	100%

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
	development and investment	provide for future development	infrastructure [(Total amount spent/Total allocation received)x100]					ture (Table C7) of Section 71 In-Year Monthly & Quarterly Budget Statement						
Technical Services	A quality living environment that is conducive to development & investment	To provide & maintain bulk & service infrastructure to address backlogs & provide for future development	100% of conditional road maintenance operational grant spent by 30 June 2017 [(Total amount spent/Total allocation received)x100]	% of conditional road maintenance operational grant spent by 30 June 2017	All	Director: Technical Services	100%	Monthly Budget Statement-transfers & grant expenditure (Table C7) of Section 71 In-Year Monthly & Quarterly Budget Statement	100%	Carry Over	0%	0%	70%	100%
Technical Services	Sustainable development of the Municipal Area (environment, economy, people)	To provide& maintain bulk &service infrastructure that will address backlogs & provide for future development	To complete a 5 mega liter reservoir at Velddrif by 30 June 2017	Completion of a 5-megaliter at Velddrif by 20 June 2017	7	Director: Technical Services	100%	Completion certificate	100%	Accumulative	0	0	0	100%
Technical Services	Sustainable development of the Municipal Area (environment, economy, people)	To provide& maintain bulk & service infrastructure that will address backlogs & provide for future development	Complete services – Sandlelie East, Velddrif by 30 June 2017	Number of services completed in Sandlelie East, Velddrif by 30 June 2017	7	Director: Technical Services	New KPI for 2016/17	Completion certificate	137	Accumulative	0	0	0	137

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Technical Services	Sustainable development of the Municipal Area (environment, economy, people)	To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development	Complete the top structures in Albatros Street in Velddrif by 30 June 2017	Number of top structures completed by 30 June 2017	7	Director: Technical Services		Completion certificate	89	Accumulative	0	0	0	89
Technical Services	Sustainable development of the Municipal Area (environment, economy, people)	To provide and maintain bulk and service infrastructure that will address backlogs and provide for future development	Complete the top structures in Eendekuilby 30 June 2017	Number of top structures completed in Eendekuilby 30 June 2017	3	Director: Technical Services		Completion certificate	23	Accumulative	0	0	0	23
Technical Services	Sustainable development of the Municipal Area (environment, economy, people)	To conserve & manage the natural environment & mitigate the impacts of climate change	Raise public awareness on recycling to reduce household waste with awareness initiatives	Number of awareness initiatives	All	Director: Technical Services		Pamphlets distributed	2	Accumulative	0	1	0	1
Technical Services	A safe, healthy & secure living environment	To promote the well-being, health, safety & security of our community	95% water quality level obtained as per SANS 241 physical & micro parameters as at 31 December 2016 and 30 June 2017	% water quality level as at 31 December 2016 and 30 June 2017	All	Director: Technical Services		Monthly Supply System Drinking Water Quality Performance Report & Excel Summary of Drinking Water Quality	95%	Last Value	0%	95%	0%	95%

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Financial Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Institute legal processes by 30 June 2017 against 95% of non-exchange debtors to improve credit control (Number of rates & availability charges debtors older than 90 days handed over for collection/Total number of rates & availability chargers debtors older than 90 days)x100]	% of non-exchange debtors against whom legal action can be and was instituted by 30 June 2017	All	Director Finance	95%	NT Age Analysis Report generated from the Promis financial system	95%	Carry Over	0%	50%	75%	95%
Financial Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Achieve a payment percentage of 96% as at 30 June 2017 ((Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue) x 100)	Payment % as at 30 June 2017 ((Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue) x 100)	All	Director Finance	96%	Monthly Debtors Report submitted to the Finance Portfolio Committee compiled from the Promis Financial System for each month	96%	Last Value	60%	96%	96%	96%

Directorate	Pre-determined Objectives	Strategic Objective	KPI	Unit of Measurement	Wards	KPI Owner	Base-line	Source of Evidence	Annual Target	KPI Calculation Type	Sep-16	Dec-16	Mar-17	Jun-17
											Target	Target	Target	Target
Financial Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Complete the monthly bank reconciliations within 30 days after month end	Number of bank reconciliations completed monthly with-in 30 days after month end	All	Director Finance	12	Bank reconciliations signed-off by the Director Finance	12	Accumulative	3	3	3	3
Financial Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Submit monthly Section 71 Report to National Treasury i.t.o. MFMA before 10th working day of each month	Number of reports submitted	All	Director Finance	12	Acknowledgement of receipt from National Treasury	12	Accumulative	3	3	3	3
Financial Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	Submit monthly VAT 201 returns to SARS by 25th of each month	Number of VAT 201 returns submitted to SARS	All	Director Finance		VAT 201 return and acknowledgement of receipt from SARS	12	Accumulative	3	3	3	3
Financial Services	A financially viable and sustainable Municipality	To budget strategically, grow & diversify revenue & ensure value for money services	100% of the conditional FMG conditional grant spent by 30 June 2017 [(Total amount spent/Total allocation received)x100]	% of conditional FMG grant spent by 30 June 2017	All	Director Finance		Table SC7(1) of the Monthly Section 71 report	100%	Carry Over	40%	60%	80%	100%

WC013 Bergrivier - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand																
Revenue By Source	-															
Property rates		13 919	3 786	3 786	3 786	3 786	3 786	3 786	3 786	3 786	3 786	3 786	3 897	55 677	59 018	62 560
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		8 039	9 019	8 039	7 549	7 549	8 039	9 019	9 019	8 039	8 039	9 019	9 019	100 386	106 616	113 244
Service charges - water revenue		1 479	1 479	1 479	2 481	1 479	1 980	3 985	1 479	2 481	2 481	2 481	1 479	24 765	26 508	28 634
Service charges - sanitation revenue		857	857	857	857	857	857	857	857	857	857	857	857	10 278	10 579	10 846
Service charges - refuse revenue		1 426	1 426	1 426	1 426	1 426	1 426	1 426	1 426	1 426	1 426	1 426	1 426	17 111	17 660	18 162
Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		354	354	354	354	354	354	354	354	354	354	354	354	4 242	4 498	4 444
Interest earned - external investments		267	267	267	267	267	267	267	267	267	267	267	267	3 200	4 000	4 500
Interest earned - outstanding debtors		353	353	353	353	353	353	353	353	353	353	353	353	4	2	2
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	240	200	200
Fines		359	359	359	359	359	359	359	359	359	359	359	359	-	-	-
Licences and permits		359	359	359	359	359	359	359	359	359	359	359	359	4 307	4 565	4 839
Licences and permits		130	130	130	130	130	130	130	130	130	130	130	130	1 560	1 654	1 753
Agency services		170	170	170	170	170	170	170	170	170	170	170	170	2 041	2 164	2 294
Transfers recognised - operational		5 601	5 601	5 601	5 601	5 601	5 601	5 601	5 601	5 601	5 601	5 601	5 601	67 211	73 590	79 126
Other revenue		300	300	300	300	300	300	300	300	300	300	300	300	3 594	3 809	4 035
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		33 253	24 099	23 119	23 632	22 630	23 621	26 605	24 099	24 122	24 122	25 101	24 210	298 613	316 861	336 636
Expenditure By Type	-															
Employee related costs		8 941	8 941	8 941	8 941	8 941	8 941	8 941	8 941	8 941	8 941	8 941	8 941	107 291	113 742	121 340
Remuneration of councillors		405	405	405	405	405	405	405	405	405	405	405	405	4 861	5 152	5 461
Debt impairment		733	733	733	733	733	733	733	733	733	733	733	733	8 795	4 630	3 101
Depreciation & asset impairment		1 545	1 545	1 545	1 545	1 545	1 545	1 545	1 545	1 545	1 545	1 545	1 545	18 539	19 651	20 828
Finance charges		526	526	1 411	526	526	2 590	526	526	1 411	526	526	2 590	12 214	12 935	13 699

Bulk purchases		6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	75 397	79 921	84 716
Other materials		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants		297	297	297	297	297	297	297	297	297	297	297	297	3 561	3 845	4 154
Other expenditure		4 697	6 478	6 697	7 697	8 197	8 197	6 197	6 197	6 197	5 197	4 977	4 197	74 919	81 908	83 784
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		23 427	25 208	26 311	26 427	26 927	28 991	24 927	24 927	25 811	23 927	23 707	24 991	305 577	321 783	337 082
Surplus/(Deficit)		9 826	(1 109)	(3 192)	(2 795)	(4 297)	(5 370)	1 678	(828)	(1 689)	195	1 395	(780)	(6 964)	(4 922)	(446)
Transfers recognised - capital		1 254	1 254	1 254	1 254	1 254	1 254	1 254	1 254	254	1 254	1 254	1 254	15 044	15 789	18 041
Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		11 080	145	(1 938)	(1 541)	(3 043)	(4 116)	2 932	426	(436)	1 449	2 648	474	8 080	10 867	17 595
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	11 080	145	(1 938)	(1 541)	(3 043)	(4 116)	2 932	426	(436)	1 449	2 648	474	8 080	10 867	17 595

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

WC013 Bergrivier - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand																
Revenue by Vote	-															
Vote 1 - Municipal Manager		1 943	1 943	1 943	1 943	1 943	1 943	1 943	1 943	1 943	1 943	1 943	1 943	23 314	26 464	40 846
Vote 2 - Finance		14 717	4 584	4 584	4 584	4 584	4 584	4 584	4 584	4 584	4 584	4 584	4 695	65 248	67 577	71 773
Vote 3 - Corporate Services		1 628	1 628	1 628	1 628	1 628	1 628	1 628	1 628	1 628	1 628	1 628	1 628	19 541	19 846	20 711
Vote 4 - Technical Services		16 218	17 198	16 218	16 731	15 729	16 719	19 703	17 198	17 221	17 221	18 200	17 198	205 553	218 763	221 348
Total Revenue by Vote		34 506	25 353	24 373	24 886	23 883	24 874	27 858	25 353	25 375	25 375	26 355	25 464	313 657	332 650	354 677
Expenditure by Vote to be appropriated	-															
Vote 1 - Municipal Manager		1 674	2 154	1 674	1 674	1 674	1 674	1 674	1 674	1 674	1 674	1 674	1 674	20 573	21 870	23 201
Vote 2 - Finance		220	325	220	220	220	220	220	220	220	220	220	220	2 742	3 534	3 524
Vote 3 - Corporate Services		3 667	3 762	3 681	3 667	3 667	3 699	3 667	3 667	3 681	3 667	3 667	3 699	44 191	46 514	49 172
Vote 4 - Technical Services		17 865	18 967	20 736	20 865	21 365	23 397	19 365	19 365	20 236	18 365	18 145	19 397	238 070	249 865	261 186
Total Expenditure by Vote		23 427	25 208	26 311	26 427	26 927	28 991	24 927	24 927	25 811	23 927	23 707	24 991	305 577	321 783	337 082
Surplus/(Deficit) before assoc.		11 080	145	(1 938)	(1 541)	(3 043)	(4 116)	2 932	426	(436)	1 449	2 648	474	8 080	10 867	17 595
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	11 080	145	(1 938)	(1 541)	(3 043)	(4 116)	2 932	426	(436)	1 449	2 648	474	8 080	10 867	17 595

WC013 Bergrivier - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand																
Multi-year expenditure to be appropriated	1															
Vote 1 - Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance		-	-	-	-	-	-	-	-	-	-	-	850	850	-	-
Vote 3 - Corporate Services		-	-	-	30	250	100	-	-	-	-	-	-	380	560	1 190
Vote 4 - Technical Services		-	-	200	200	350	-	-	300	300	-	35	-	1 385	1 980	2 265
Capital multi-year expenditure sub-total	2	-	-	200	230	600	100	-	300	300	-	35	850	2 615	2 540	3 455
Single-year expenditure to be appropriated																
Vote 1 - Municipal Manager		63	20	20	50	-	20	-	-	68	75	101	-	416	235	235
Vote 2 - Finance		-	-	-	-	-	10	-	-	10	-	10	1 000	1 030	540	40
Vote 3 - Corporate Services		-	-	160	195	190	230	45	100	-	30	1 609	1 890	4 449	2 814	4 120
Vote 4 - Technical Services		550	998	1 967	3 251	4 535	1 070	1 029	3 281	2 084	1 820	1 622	1 761	23 968	24 823	26 304
Capital single-year expenditure sub-total	2	613	1 018	2 147	3 496	4 725	1 330	1 074	3 381	2 162	1 925	3 342	4 651	29 863	28 412	30 699
Total Capital Expenditure	2	613	1 018	2 347	3 726	5 325	1 430	1 074	3 681	2 462	1 925	3 377	5 501	32 478	30 952	34 154

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

WC013 Bergrivier - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
<u>Borrowing Management</u>											
Credit Rating				6,5%	6,5%	6,5%	6,5%	6,5%			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	6,4%	6,8%	6,9%	5,2%	8,2%	8,2%	8,2%	5,2%	3,2%	6,1%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	8,1%	8,1%	7,9%	6,3%	11,4%	11,4%	11,4%	6,9%	4,2%	8,0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	50,4%	202,9%	2,0%	44,1%	43,7%	43,7%	43,7%	38,7%	40,0%	32,3%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	530,2%	547,6%	364,6%	548,6%	407,9%	407,9%	407,9%	351,8%	431,4%	377,1%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	2,1	2,3	2,9	2,3	2,5	2,5	2,5	2,7	2,8	3,0
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2,1	2,3	2,9	2,3	2,5	2,5	2,5	2,7	2,8	3,0
Liquidity Ratio	Monetary Assets/Current Liabilities	0,3	0,8	1,2	0,9	1,2	1,2	1,2	1,3	1,5	1,6
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		100,3%	94,1%	97,7%	99,5%	103,2%	103,2%	103,2%	97,0%	97,4%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		100,3%	94,1%	97,7%	99,1%	103,3%	103,3%	103,3%	97,2%	97,4%	96,4%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	29,9%	29,1%	27,9%	25,3%	25,4%	25,4%	26,3%	25,7%	25,1%	25,1%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))										
Creditors to Cash and Investments		162,3%	78,8%	42,4%	74,4%	67,2%	67,2%	67,2%	61,2%	51,7%	49,6%

<u>Other Indicators</u>											
Electricity Distribution Losses (2)	Total Volume Losses (kW)	1 002 999	8 246 379	8 069 840							
	Total Cost of Losses (Rand '000)	6 409	5 526	6 046							
	% Volume (units purchased and generated less units sold)/units purchased and generated	13,24%	10,68%	10,50%					10%		
Water Distribution Losses (2)	Total Volume Losses (kℓ)	239	173	223							
	Total Cost of Losses (Rand '000)	888 849	657 339	960 470							
	% Volume (units purchased and generated less units sold)/units purchased and generated	10,09%	7,57%	8,88%					8%		
Employee costs	Employee costs/(Total Revenue - capital revenue)	39,1%	36,8%	36,1%	38,8%	32,9%	32,9%	34,1%	35,9%	35,9%	36,0%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	41,4%	39,7%	38,2%	41,0%	34,7%	34,7%		37,7%	37,6%	37,8%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	2,6%	2,0%	2,1%	2,4%	2,1%	2,1%		2,3%	2,3%	2,3%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	12,9%	11,7%	11,5%	11,5%	10,1%	10,1%	10,4%	10,3%	10,3%	10,3%
<u>IDP regulation financial viability indicators</u>		-									
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	16,1	24,1	42,1	13,1	13,1	13,1	19,0	67,8	17,8	18,8
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	38,6%	36,9%	36,8%	31,8%	37,2%	37,2%	37,2%	35,0%	34,5%	34,6%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0,9	2,4	3,1	2,4	3,9	3,9	3,9	3,4	4,1	4,4

References

1. Consumer debtors > 12 months old are excluded from current assets
2. Only include if services provided by the municipality