

# Ubuntu Municipality



*menswaardigheid • hoop • erfenis  
ubuntu • ithemba • izithethe  
humanity • hope • heritage*

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## INTRODUCTION

### 1.1. The municipal vision

Ubuntu Local Municipality adopted in the year 2015/2016 the following vision to inform its activities:

“We Ubuntu Municipality commit ourselves to be developmental and economically viable to ensure a better  
Life for all”

### 1.2. Legislative framework

Chapter 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget which must include the following:

- (i) Projections for each month:
  - Revenue to be collected, by source; and
  - Operational and capital expenditure, by vote.
- (ii) Service delivery targets and performance for each quarter.

In terms of the National Treasury’s Circular No. 13, the SDBIP must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the SDBIP to include:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Information for expenditure and delivery; and a
- Detailed capital works plan.

In terms of sections 69(3)(a) and (b) of the MFMA, the accounting officer of a municipality must submit to the mayor within 14 days after the approval of an annual budget, a draft SDBIP for the budget year and 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.

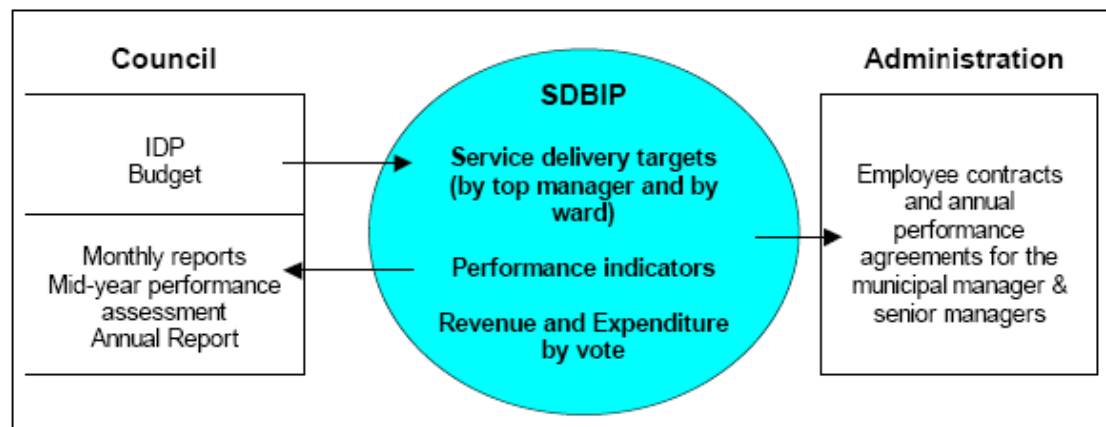
Furthermore, according to section 53(1)(c)(ii) and (iii) of the MFMA, the mayor is expected to approve the SDBIP within 28 days after the approval of the budget.

### 1.3. Overview

The SDBIP provides the vital link between the mayor, council and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor.

The SDBIP can be diagrammatically presented as follows:

**Diagram 1**  
**SDBIP “contract”**



#### 1.4. Components

As per MFMA Circular No. 13, National Treasury currently prefers not to prescribe other matters to be included in the SDBIP. However, there are minimum components that National Treasury requires to form part of the SDBIP, which are outlined below:-

- Monthly projections of revenue to be collected by source
- Monthly projections of expenditure and revenue by vote
- Quarterly projections of service delivery targets and performance indicators by vote
- Ward information for expenditure and service delivery
- Detailed capital budget broken down by ward over three years

## **2. Reporting Requirements**

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 days after the last working day of each month. Reporting must include the following:

### **2.1. Monthly Reporting**

- Actual revenue per source
- Actual borrowings
- Actual expenditure per vote
- Actual capital expenditure per vote
- Amount of any allocations received

### **2.2. Quarterly Reporting**

Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

| KEY PERFORMANCE AREAS | KEY PERFORMANCE INDICATORS (KPI'S) | Baseline | Annual targets | Output Indicator | Quarterly projections |
|-----------------------|------------------------------------|----------|----------------|------------------|-----------------------|
| (KPA'S)               |                                    |          |                |                  |                       |

### 2.3. Mid-Year Reporting

Section 72(1)(a) of the MFMA outlines the requirements for mid-year reporting. The accounting officer is required by 25 January of each year to assess the performance of the municipality during the first half of the year, taking into account the:-

- Monthly statements referred to in Section 71 for the first half of the year;
- Municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the SDBIP;
- Past year's annual report, and progress on resolving problems identified in the annual report; and
- Performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of Section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP, which may also be modified based on the mid-year performance review.

### 3. Service Delivery Targets and Performance Indicators

The Institutional Scorecard relies upon the directorates and their component departments to produce strong service delivery targets and performance indicators. Such targets and indicators should focus on tracking the delivery of outputs as well as outcomes that fall within the mandate of directorates and departments.

The SDBIP provides non-financial measurable performance objectives in the form of quarterly service delivery targets and other performance indicators. In this manner, Council can be judged on service delivery as well as financial performance

| IDP GOALS   | IDP OBJECTIVES  | 30/06/2015 | 2015/16          | PoE     | 1 <sup>st</sup> Qtr | 2 <sup>nd</sup> Qtr | 3 <sup>rd</sup> Qtr | 4 <sup>th</sup> Qtr   |
|---|---|------------|------------------|---------|---------------------|---------------------|---------------------|-----------------------|
| <b>KPA 1: BASIC SERVICE DELIVERY</b>  |   |            |                  |         |                     |                     |                     |                       |
| <b>PROVISION OF SUSTAINABLE BASIC SERVICES</b>  | Provide households with access to basic level water   |            | 100%             |         | 100%                | 100%                | 100%                | 100%                  |
|   | Provide households with basic level of sanitation   |            | 100%             |         | 100%                | 100%                | 100%                | 100%                  |
|   | Provide households with basic level of electricity  |            | 100%             |         | 100%                | 100%                | 100%                | 100%                  |
|   | Provide households with access to basic level of solid waste removal  |            | 100%             |         | 100%                | 100%                | 100%                | 100%                  |
| <b>AN INFRASTRUCTURE LED GROWTH PATH IN THE LOCAL ECONOMY TO ENSURE SUSTAINABLE DEVELOPMENT</b> | Eradicate backlogs in infrastructure  |            | 100%             |         | 100%                | 100%                | 100%                | 100%                  |
|   | Decrease the electricity distribution losses  |            | 22%              |         |                     |                     |                     |                       |
|   | Water bulk supply Loxton Victoria West  |            |                  |         | Draft plan          | Draft plan          | Finalise plan       | Procurement & Designs |
|   | Waste management  |            | 1 plan           | Plan    |                     |                     |                     |                       |
|   | Licensing of landfills – Victoria west  |            |                  |         |                     | Draft plan          |                     | Completed plan        |
|   | Licensing of landfills – Loxton   |            |                  |         | 1 year plan         |                     | Comments            | Completed             |
| <b>LOCAL ECONOMIC DEVELOPMENT</b>   | Number of jobs created through the municipality's local economic development initiatives including capital projects |            | 100 jobs created | Reports | Quarterly report    |                     | Quarterly report    | Quarterly report      |



| <b>KPA 2: MUNICIPAL FINANCE</b>                                       |   |  |  |                       |                           |                                  |                                     |                                     |
|---|---|--|--|-----------------------|---------------------------|----------------------------------|-------------------------------------|-------------------------------------|
| <b>SOUND FINANCIAL VIABILITY AND MANAGEMENT</b>                       | Ensure accurate and timeous reporting and planning                            |  | 100%   | Reports               | Quarterly report          | Quarterly report                 | Quarterly report                    | Quarterly report                    |
|   | Develop a compliant budget and financial statements                           |  |  | Reports               | Quarterly report          | Quarterly report                 | Quarterly report                    | Quarterly report                    |
|   | Ensure effective capacity development and support in the financial statements |  |  | Reports               | Quarterly report          | Quarterly report                 | Quarterly report                    | Quarterly report                    |
|   | Establish and maintain financial systems and policies                         |  |  | Reports               | Quarterly Report          | Quarterly Report                 | Quarterly Report                    | Quarterly Report                    |
| <b>KPA 3: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b> |   |  |  |                       |                           |                                  |                                     |                                     |
| Human Resource  | Employment made in line with the Employment Equity Plan                       |  |  | Reports               |                           |                                  |                                     |                                     |
|   | Development of the municipality's workplace skills plan                       |  | 1 WSP & ATR submitted to LGSETA by 30 April 2016 | Reports               | Quarterly training report | Quarterly training report        | Quarterly training report           | Quarterly training report           |
|   | % of vacancies filled   |  | 50% filled                                       | Reports               | Quarterly report          | Quarterly report                 | Quarterly report                    | Quarterly report                    |
| Labour Relations  | Dispute Resolution  |  | 3 Dispute resolved                               | Reports               | Quarterly report          | Quarterly report                 | Quarterly report                    | Quarterly report                    |
|   | Local Labour Forum sitting  |  | 4 LLF sitting                                    | 4 Minutes of meetings | Minutes                   | Minutes                          | Minutes                             | Minutes                             |
| Administrative Policies   | Policy review   |  | 3  | Reviewed Policies     |                           | Review process report            | Adoption of the reviewed policies   |                                     |
| Governance and Public Participation                                   | Number of community ward meetings held by Councillors                         |  | 4  | Reports               | Quarterly reports         | Quarterly reports                | Quarterly reports                   | Quarterly reports                   |
|   | Functional governance structures  |  | 4 functional ward committees                     | Reports               |                           | Establishment of Ward committees | Functional ward committees in place | Functional ward committees in place |

#### 4. Revenue and Expenditure Projections

The SDBIP provides for departments to monitor and remedy their financial performance and, as such, to take responsibility for not only expenditure, but also revenue collected.

In this section the following financial information is provided to assist in monitoring the municipality's financial performance:-

- Monthly projections of revenue to be collected.
- Monthly projections of revenue and expenditure by vote.
- Monthly projections of revenue to be collected by source

| Monthly projections of revenue to be collected  | July | Aug  | Sep  | Oct | Nov | Dec | Jan | Feb  | Mar | Apr | May | June | Total for 2015/16 |
|---|------|------|------|-----|-----|-----|-----|------|-----|-----|-----|------|-------------------|
| Property rates                                  | 594  | 1783 | 297  | 297 | 416 | 238 | 178 | 713  | 178 | 357 | 475 | 416  | 5942              |
| Property rates – penalties & collection charges |      |      |      |     |     |     |     |      |     |     |     |      | -                 |
| Service charges – electricity revenue           | 971  | 2914 | 486  | 680 | 486 | 388 | 291 | 1165 | 291 | 583 | 777 | 680  | 9712              |
| Service charges – water revenue                 | 315  | 631  | 1892 | 315 | 442 | 252 | 186 | 757  | 189 | 378 | 505 | 442  | 6308              |
| Service chargers – sanitation revenue           | 169  | 506  | 84   | 84  | 118 | 67  | 51  | 202  | 51  | 101 | 135 | 118  | 1 685             |
| Service charges - revenue                       | 158  | 181  | 136  | 68  | 271 | 68  | 90  | 158  | 113 | 113 | 678 | 226  | 2 261             |
| Service charges - other                         |      |      |      |     |     |     |     |      |     |     |     |      | -                 |
| Rental of facilities and equipment              | 39   | 117  | 20   | 20  | 27  | 16  | 12  | 47   | 12  | 23  | 31  | 27   | 391               |
| Interest earned – external investments          | 15   | 17   | 13   | 6   | 26  | 6   | 9   | 15   | 11  | 11  | 65  | 22   | 215               |
| Interest earned – outstanding debtors           | 250  | 750  | 125  | 125 | 175 | 100 | 75  | 300  | 75  | 150 | 200 | 175  | 2 500             |
| Dividends received                              |      |      |      |     |     |     |     |      |     |     |     |      | -                 |

|  |               |               |              |              |              |              |              |               |              |               |               |               |                |
|--|---------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|---------------|---------------|---------------|----------------|
| Fines  | 3 853         | 4 404         | 3303         | 1 651        | 6 605        | 1 651        | 2 202        | 3 853         | 2 752        | 2 752         | 16 513        | 5 504         | 55 044         |
| Licence and permits  | 89            | 266           | 44           | 44           | 62           | 36           | 27           | 107           | 27           | 53            | 71            | 62            | 888            |
| Agency services  |               |               |              |              |              |              |              |               |              |               |               | 4             | 4              |
| Transfers recognised - operating                                     | 2 119         | 2 422         | 1817         | 908          | 3 633        | 908          | 1 211        | 2 119         | 1 514        | 1 514         | 9 083         | 3 028         | 30 278         |
| Other revenue  | 73            | 218           | 36           | 36           | 51           | 29           | 22           | 87            | 22           | 44            | 58            | 51            | 727            |
| Gains on disposal of PPE   |               |               |              |              |              |              |              |               |              |               |               |               | -              |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>8 646</b>  | <b>14 208</b> | <b>8 253</b> | <b>4 236</b> | <b>12312</b> | <b>3 760</b> | <b>4 357</b> | <b>9 524</b>  | <b>5 235</b> | <b>6 079</b>  | <b>28 592</b> | <b>10 755</b> | 115 956        |
| <b>Expenditure By Type</b>   |               |               |              |              |              |              |              |               |              |               |               |               | -              |
| Employee related cost  | 2 833         | 1 417         | 1417         | 1 983        | 1 133        | 850          | 3 400        | 850           | 8 499        | 1 700         | 2 266         | 1 983         | 28 331         |
| Remuneration of councillors  | 268           | 803           | 134          | 134          | 187          | 107          | 80           | 321           | 80           | 161           | 214           | 187           |                |
| Debt impairment  | 4 375         | 13 125        | 2 188        | 2 188        | 3 063        | 1 750        | 1 313        | 5 250         | 1 313        | 3 625         | 3 500         | 3063          | 43 750         |
| Depreciation & asset impairment                                      | 612           | 1 835         | 306          | 428          | 245          | 183          | 734          | 245           | 183          | 367           | 489           | 428           | 6 116          |
| Finance chargers   | 96            | 110           | 82           | 41           | 165          | 41           | 55           | 96            | 69           | 69            | 412           | 137           | 1 373          |
| Bulk purchases   | 1 577         | 4 730         | 788          | 788          | 1 104        | 631          | 473          | 1 892         | 473          | 946           | 1 261         | 1 104         | 15 768         |
| Other materials  | 70            | 80            | 60           | 30           | 120          | 30           | 40           | 70            | 50           | 50            | 300           | 100           | 1 000          |
| Contracted services  | 900           | 2 700         | 450          | 450          | 630          | 360          | 270          | 1 080         | 270          | 540           | 720           | 630           | 9 000          |
| Transfers and grants   | 98            | 293           | 49           | 49           | 68           | 39           | 29           | 117           | 29           | 59            | 78            | 68            | 977            |
| Other expenditure  | 741           | 847           | 635          | 317          | 1 270        | 317          | 423          | 741           | 529          | 529           | 3 175         | 1 058         | 10 582         |
| Loss on disposal of PPE  |               |               |              |              |              |              |              |               |              |               |               |               | -              |
| <b>Total Expenditure</b>   | <b>11 569</b> | <b>25 938</b> | <b>6 108</b> | <b>6 286</b> | <b>8 168</b> | <b>4 370</b> | <b>6 267</b> | <b>11 496</b> | <b>7 045</b> | <b>12 416</b> | <b>12 416</b> | <b>8 759</b>  | <b>119 573</b> |
| Transfers recognised – capital                                       |               |               |              |              |              |              |              |               |              |               |               | (3 617)       | (3 617)        |
| Contributions recognised – capital                                   |               |               |              |              |              |              |              |               |              |               |               | 11 791        | 11 791         |
| Contributed assets   |               |               |              |              |              |              |              |               |              |               |               |               | -              |
| Surplus/(Deficit) after capital transfers & Contributions            |               |               |              |              |              |              |              |               |              |               |               | 8 174         | -              |
| Taxation   |               |               |              |              |              |              |              |               |              |               |               |               | 8 174          |
|  |               |               |              |              |              |              |              |               |              |               |               |               | -              |

|  |  |  |  |  |  |  |  |  |  |  |  |  |       |       |
|--|--|--|--|--|--|--|--|--|--|--|--|--|-------|-------|
| Surplus/(Deficit) after taxation               |  |  |  |  |  |  |  |  |  |  |  |  |       | -     |
| Attributable to minorities                     |  |  |  |  |  |  |  |  |  |  |  |  |       | -     |
| Surplus/(Deficit) attributable to municipality |  |  |  |  |  |  |  |  |  |  |  |  |       | -     |
| Share of surplus/ (deficit) of associate       |  |  |  |  |  |  |  |  |  |  |  |  |       | -     |
| Surplus/(Deficit) for the year                 |  |  |  |  |  |  |  |  |  |  |  |  | 8 174 | 8 174 |

- Revenue by source amount is in millions

- Monthly projections of expenditure and revenue by vote

| Description   |      |     |     |     |     |     |     |     |     |     |     |         | Total for<br>2015/16 |  |
|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------|----------------------|--|
| R'000   | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June    |                      |  |
| <b>Revenue By Source</b>                              |      |     |     |     |     |     |     |     |     |     |     |         |                      |  |
| Property rates  |      |     |     |     |     |     |     |     |     |     |     | 5 942   | 5 942                |  |
| Property rates – penalties & collection charges       |      |     |     |     |     |     |     |     |     |     |     | -       | -                    |  |
| Service charges – electricity revenue                 |      |     |     |     |     |     |     |     |     |     |     | 9 712   | 9 712                |  |
| Service charges – water revenue                       |      |     |     |     |     |     |     |     |     |     |     | 6 308   | 6 308                |  |
| Service charges – sanitation revenue                  |      |     |     |     |     |     |     |     |     |     |     | 1 686   | 1 686                |  |
| Service charges – refuse revenue                      |      |     |     |     |     |     |     |     |     |     |     | 2 261   | 2 261                |  |
| Service charges - other                               |      |     |     |     |     |     |     |     |     |     |     | -       | -                    |  |
| Rental of facilities and equipment                    |      |     |     |     |     |     |     |     |     |     |     | 391     | 391                  |  |
| Interest earned – external investments                |      |     |     |     |     |     |     |     |     |     |     | 215     | 215                  |  |
| Interest earned –outstanding debtors                  |      |     |     |     |     |     |     |     |     |     |     | 2 500   | 2 500                |  |
| Dividends received                                    |      |     |     |     |     |     |     |     |     |     |     | -       | -                    |  |
| Fines   |      |     |     |     |     |     |     |     |     |     |     | 55 044  | 55 044               |  |
| Licences and permits                                  |      |     |     |     |     |     |     |     |     |     |     | 888     | 888                  |  |
| Agency services                                       |      |     |     |     |     |     |     |     |     |     |     | 4       | 4                    |  |
| Transfers recognised - operational                    |      |     |     |     |     |     |     |     |     |     |     | 30 278  | 30 278               |  |
| Other revenue   |      |     |     |     |     |     |     |     |     |     |     | 727     | 727                  |  |
| Gains on disposal of PPE                              |      |     |     |     |     |     |     |     |     |     |     | -       | -                    |  |
| <b>Total Revenue (excluding capital transfers and</b> | -    | -   | -   | -   | -   | -   | -   | -   | -   | -   | -   | 115 956 | 115 956              |  |

|   |   |   |   |   |   |   |   |   |   |   |   |   |         |         |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---------|---------|
| <b>contribution)</b>                                      |   |   |   |   |   |   |   |   |   |   |   |   |         |         |
| <b>Expenditure By Type</b>                                |   |   |   |   |   |   |   |   |   |   |   |   |         |         |
| Employee related cost                                     |   |   |   |   |   |   |   |   |   |   |   |   | 28 331  | 28 331  |
| Remuneration of councillors                               |   |   |   |   |   |   |   |   |   |   |   |   | 2 676   | 2 676   |
| Debt impairment   |   |   |   |   |   |   |   |   |   |   |   |   | 43 750  | 43 750  |
| Depreciation & asset impairment                           |   |   |   |   |   |   |   |   |   |   |   |   | 6 116   | 6 116   |
| Finance charges   |   |   |   |   |   |   |   |   |   |   |   |   | 1 373   | 1 373   |
| Bulk purchases  |   |   |   |   |   |   |   |   |   |   |   |   | 15 768  | 15 768  |
| Other materials   |   |   |   |   |   |   |   |   |   |   |   |   | 1 000   | 1 000   |
| Contracted service  |   |   |   |   |   |   |   |   |   |   |   |   | 9 000   | 9 000   |
| Transfer and Grants                                       |   |   |   |   |   |   |   |   |   |   |   |   | 977     | 977     |
| Other expenditure   |   |   |   |   |   |   |   |   |   |   |   |   | 10 582  | 10 582  |
| Loss on disposal of PPE                                   |   |   |   |   |   |   |   |   |   |   |   |   | -       | -       |
| <b>Total Expenditure</b>                                  | - | - | - | - | - | - | - | - | - | - | - | - | 119 573 | 119 573 |
| Surplus/(Deficit)   | - | - | - | - | - | - | - | - | - | - | - | - | (3 617) | (3 617) |
| Transfers recognised                                      |   |   |   |   |   |   |   |   |   |   |   |   | 11 791  | 11 791  |
| Contributions recognised - capital                        |   |   |   |   |   |   |   |   |   |   |   |   | -       | -       |
| Contributed assets  |   |   |   |   |   |   |   |   |   |   |   |   | -       | -       |
| Surplus/(Deficit after capital transfers & contributions) | - | - | - | - | - | - | - | - | - | - | - | - | 8 174   | 8 174   |
| Taxation  |   |   |   |   |   |   |   |   |   |   |   |   | -       | -       |
| Attributable to minorities                                |   |   |   |   |   |   |   |   |   |   |   |   | -       | -       |
| Share of surplus/ (deficit) of associate                  |   |   |   |   |   |   |   |   |   |   |   |   | -       | -       |
| Surplus/(Deficit)   | - | - | - | - | - | - | - | - | - | - | - | - | 8 174   | 8 174   |
|   |   |   |   |   |   |   |   |   |   |   |   |   |         |         |
| Total revenue by vote                                     |   |   |   |   |   |   |   |   |   |   |   |   |         |         |

Expenditure by vote to be appropriate

|                                     | July    | Aug      | Sept    | Oct     | Nov     | Des     | Jan     | Feb     | March   | Apr     | May     | June    | Total    |
|-------------------------------------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|
| Revenue - Standard                  |         |          |         |         |         |         |         |         |         |         |         |         |          |
| Governance and administration       | 3751100 | 11253300 | 1875550 | 1875550 | 2625770 | 1127770 | 1498000 | 4501320 | 2243340 | 2623330 | 3000880 | 1135090 | 3751100  |
| Executive and council               | 24400   | 73200    | 12200   | 12200   | 17080   | 9760    | 7320    | 29280   | 7320    | 14640   | 19520   | 17080   | 244000   |
| Budget and treasury office          | 3726700 | 11180100 | 1863350 | 183350  | 2608690 | 1118010 | 1490680 | 4472040 | 2236020 | 2608690 | 2981360 | 1118010 | 37267000 |
| Corporate Service                   |         |          |         |         |         |         |         |         |         |         |         |         | 0        |
| Community and public safety         | 5743200 | 17220600 | 2870100 | 4018140 | 1720260 | 2293680 | 6881040 | 3440520 | 4587360 | 4013940 | 4587360 | 1722060 | 57405000 |
| Sport and recreation                | 3000    |          |         |         |         |         |         |         |         |         |         |         | 3000     |
| Public safety                       | 6000    | 18000    | 3000    | 3000    | 4200    | 1800    | 2400    | 7200    | 3600    | 4200    | 4800    | 1800    | 6000     |
| Housing                             |         |          |         |         |         |         |         |         |         |         |         |         | 0        |
| Health                              |         |          |         |         |         |         |         |         |         |         |         |         | 0        |
| Economic and environmental services | 1083900 | 3251700  | 541950  | 541950  | 758730  | 325170  | 433560  | 1300680 | 650340  | 758730  | 867120  | 325170  | 10839000 |
| Planning and development            | 1083900 | 3251700  | 541950  | 541950  | 758730  | 325170  | 433560  | 1300680 | 650340  | 758730  | 867120  | 325170  | 1083900  |

|                                 |                |                |                |                |                |               |               |                |                |                |                |        |           |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|----------------|----------------|----------------|----------------|--------|-----------|
| Road Transport                  |                |                |                |                |                |               |               |                |                |                |                | 659730 | 21991000  |
| Environmental protection        |                |                |                |                |                |               |               |                |                |                |                | 940800 | 11760000  |
| <b>Trading services</b>         | <b>2199100</b> | <b>6597300</b> | <b>1099550</b> | <b>1099550</b> | <b>1539370</b> | <b>659730</b> | <b>879640</b> | <b>2638920</b> | <b>1319460</b> | <b>1539370</b> | <b>1759280</b> | 189300 | 6310000   |
| Electricity                     | 1176000        | 3528000        | 588000         | 588000         | 823200         | 352800        | 470400        | 1411200        | 705600         | 823200         | 940800         | 50610  | 1687000   |
| Water                           | 631000         | 1893000        | 315500         | 315500         | 441700         | 189300        | 252400        | 757200         | 378600         | 441700         | 504800         | 18300  | 6310000   |
| Waste water management          | 168700         | 506100         | 84350          | 84350          | 118090         | 50610         | 67480         | 202440         | 101220         | 118090         | 134960         | 50610  | 1687000   |
| Waste management                | 223400         | 670200         | 111700         | 111700         | 156380         | 67020         | 89360         | 134040         | 156380         | 178720         | 67020          | 67020  | 2234000   |
| Other                           |                |                |                |                |                |               |               |                |                |                |                |        | 0         |
| <b>Total Revenue - Standard</b> |                |                |                |                |                |               |               |                |                |                |                |        | 127746000 |
| Expenditure - Standard          |                |                |                |                |                |               |               |                |                |                |                |        | 0         |
| Governance and administration   | 2657000        | 7971000        | 1328500        | 1328500        | 1859900        | 797100        | 1062800       | 3188400        | 1594200        | 1859900        | 2125600        | 797100 | 2657000   |
| Executive and council           | 611500         | 1834500        | 305750         | 305750         | 428050         | 183450        | 244600        | 733800         | 366900         | 428050         | 489200         | 183450 | 6115000   |
| Budget and treasury office      | 2045500        | 6136500        | 1022750        | 1022750        | 1431850        | 613650        | 818200        | 2454600        | 1227300        | 1431850        | 1636400        | 613650 | 20455000  |
| Corporate service               |                |                |                |                |                |               |               |                |                |                |                |        | 0         |



|                                     |         |          |         |         |         |         |         |         |          |         |         |               |                  |
|-------------------------------------|---------|----------|---------|---------|---------|---------|---------|---------|----------|---------|---------|---------------|------------------|
| Community and public safety         | 5649600 | 16906800 | 2817800 | 2817800 | 3944920 | 1690680 | 2254240 | 6762720 | 3381360  | 3944920 | 1690680 | 1690680       | 56370000         |
| Community and social services       | 5635600 | 16906800 | 2817800 | 2817800 | 3944920 | 1690680 | 2254240 | 6762720 | 3381360  | 3944920 | 1690680 | 1690680       | 56356000         |
| Sport and recreation                |         |          |         |         |         |         |         |         |          |         |         |               | 0                |
| Public safety                       | 14000   |          |         |         |         |         |         |         |          |         |         |               | 1400             |
| Health                              |         |          |         |         |         |         |         |         |          |         |         |               | 0                |
| Economic and environmental services | 863800  | 2591400  | 431900  | 604660  | 259140  | 345520  | 1036560 | 518280  | 604660   | 691040  | 691040  | 259140        | 8638000          |
| Planning and development            | 863800  | 2591400  | 2591400 | 431900  | 604660  | 259140  | 1036560 | 51280   | 604660   | 691040  | 691040  | 259140        | 8638000          |
| Road transport                      |         |          |         |         |         |         |         |         |          |         |         |               | 0                |
| Environmental protection            |         |          |         |         |         |         |         |         |          |         |         |               | 0                |
| Trading service                     | 2799400 | 8398200  | 1399700 | 1399700 | 1959580 | 839820  | 1119760 | 3359280 | 11679640 | 1959580 | 2239520 | <b>839820</b> | <b>279994000</b> |
| Electricity                         | 1713700 | 5141100  | 856850  | 856850  | 1199590 | 514110  | 685480  | 2056440 | 1028220  | 1199590 | 1370960 | 514110        | 17137000         |
| Water                               | 352500  | 1057500  | 176250  | 076250  | 246750  | 105750  | 141000  | 423000  | 211500   | 246750  | 282000  | 105750        | 35250000         |
| Waste water management              | 417600  | 1252800  | 208800  | 208800  | 292320  | 125280  | 167040  | 501120  | 250560   | 292320  | 334080  | 125280        | 41760000         |
| Waste management                    | 315600  | 946800   | 157800  | 157800  | 220920  | 94680   | 126240  | 378720  | 189360   | 220920  | 25480   | 94680         | 31560000         |

|   |  |  |  |  |  |  |  |  |  |  |  |  |  |                  |
|---|--|--|--|--|--|--|--|--|--|--|--|--|--|------------------|
| Other                                   |  |  |  |  |  |  |  |  |  |  |  |  |  | 0                |
| <b>Total Expenditure - Standard</b>     |  |  |  |  |  |  |  |  |  |  |  |  |  | <b>119572000</b> |
| <b>Surplus/ (Deficit) before assoc.</b> |  |  |  |  |  |  |  |  |  |  |  |  |  | <b>8174000</b>   |
| <b>Surplus</b>                          |  |  |  |  |  |  |  |  |  |  |  |  |  | <b>8174000</b>   |

**5. Conclusion**

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

**Submitted by:**

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**KG Balebi**  
**Acting Municipal Manager**

**Date:** .....

**Approved:**

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**K.J Arens**  
**Mayor**

**Date:** .....