



**DRAFT**  
**Service Delivery and**  
**Budget Implementation**  
**Plan (SDBIP)**  
**2014/15**

**CITY OF MATLOSANA**



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## 1. Introduction

This report is a Service Delivery and Budget Implementation Plan (SDBIP) for the City of Matlosana for 2014/15 financial year. This plan is informed by Matlosana's Integrated Development Plan (IDP) and the Medium Term Revenue and Expenditure Framework (MTREF) budget. Both the IDP and 2014/15 MTREF budget have been tabled to the Council and adopted on the 30 July 2013 (CC 97/2013) respectively.



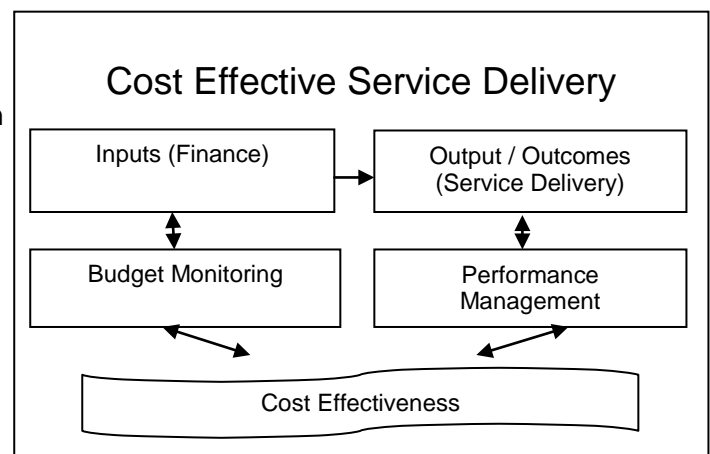
A Service Delivery and Budget Implementation Plan is defined in the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget.

## 2. The Components of a SDBIP

The five necessary components of a SDBIP are:-

- 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;
- 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.



## 3. The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as 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.

#### 4. MFMA requirement

##### 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.

The following diagram illustrates the MFMA requirements regarding the implementation and monitoring process:-

The SDBIP Feedback Mechanism  
(S54)



## 5. The SDBIP process in Matlosana

The production of the SDBIP has been drafted by the Directorate: Strategic Planning, Monitoring and Control and all directorates have been involved with its development. The detailed budget monthly estimates and the detailed quarterly performance indicators are contained in the SDBIP.

## 6. Service Delivery Targets and Performance Indicators

The 2014/15 SDBIP facilitates the monitoring and evaluation process of the municipality in that service delivery targets and performance areas are broken down into specific and measurable monthly, quarterly and mid-term deliverables. It is a municipal-wide plan that seeks to give the entire Matlosana community an outline of what we will be doing, where and utilising which resources. It strikes a balancing chord between addressing infrastructure backlogs, maintenance of current infrastructure and the expansion of services to new growth areas.



Each Directorate has to 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.

The performance targets for 2014/15 are contained in the report.

A number of meetings were held with directorates and the performance indicators and targets developed. These targets have been included in the 2014/15 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. 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.

**ANNEXURE "A"**

**MONTHLY PROJECTIONS  
OF REVENUE TO  
BE COLLECTED FOR  
EACH SOURCE**

NW403 City Of Matlosana - Supporting Table SA30 Budgeted monthly cash flow

| MONTHLY CASH FLOWS                                 | Budget Year 2014/15 |                |                |                |                |                |                |                |                |                |                |                | Medium Term Revenue and Expenditure Framework |                     |                        |                        |
|--|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---|---------------------|------------------------|------------------------|
|  | R thousand          | July           | August         | Sept.          | October        | November       | December       | January        | February       | March          | April          | May            | June  | Budget Year 2014/15 | Budget Year +1 2015/16 | Budget Year +2 2016/17 |
| <b>Cash Receipts By Source</b>                     |                     |                |                |                |                |                |                |                |                |                |                |                |   | 1                   |                        |                        |
| Property rates                                     | 19,150              | 19,100         | 19,150         | 19,400         | 18,350         | 18,100         | 18,300         | 19,200         | 18,350         | 17,420         | 17,100         | 17,205         | 220,825                                       | 230,500             | 250,068                |                        |
| Property rates - penalties & collection charges    |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Service charges - electricity revenue              | 40,377              | 40,501         | 40,452         | 30,108         | 39,311         | 38,600         | 37,555         | 35,450         | 38,720         | 38,900         | 39,123         | 41,338         | 460,435                                       | 500,600             | 600,133                |                        |
| Service charges - water revenue                    | 19,300              | 19,600         | 20,000         | 24,720         | 26,360         | 26,500         | 25,185         | 25,832         | 25,465         | 23,483         | 21,343         | 20,974         | 278,762                                       | 279,006             | 304,895                |                        |
| Service charges - sanitation revenue               | 3,520               | 3,360          | 3,299          | 3,230          | 3,237          | 3,931          | 3,480          | 3,500          | 3,100          | 3,574          | 3,200          | 3,493          | 40,924  | 45,516              | 47,074                 |                        |
| Service charges - refuse revenue                   | 5,700               | 5,800          | 5,900          | 5,900          | 5,900          | 5,700          | 5,800          | 5,800          | 5,900          | 5,850          | 5,900          | 5,850          | 70,000  | 75,542              | 76,531                 |                        |
| Service charges - other                            | 9,600               | 9,320          | 10,523         | 7,950          | 8,750          | 8,355          | 9,500          | 10,745         | 9,321          | 10,535         | 10,325         | 13,926         | 118,850                                       | 130,288             | 158,484                |                        |
| Rental of facilities and equipment                 | 534                 | 535            | 540            | 523            | 550            | 529            | 545            | 580            | 525            | 521            | 532            | 511            | 6,425   | 6,804               | 7,178                  |                        |
| Interest earned - external investments             | 370                 | 529            | 390            | 398            | 208            | 220            | 529            | 389            | 449            | 515            | 454            | 897            | 5,348   | 5,663               | 5,975                  |                        |
| Interest earned - outstanding debtors              |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Dividends received                                 |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Fines  | 563                 | 575            | 581            | 535            | 567            | 544            | 573            | 582            | 599            | 572            | 625            | 684            | 7,000   | 8,000               | 9,500                  |                        |
| Licences and permits                               | 559                 | 563            | 571            | 445            | 533            | 547            | 459            | 552            | 680            | 554            | 660            | 677            | 6,800   | 9,653               | 10,183                 |                        |
| Agency services                                    | 990                 | 900            | 1,200          | 1,000          | 990            | 850            | 890            | 900            | 1,100          | 1,200          | 1,500          | 980            | 12,500  | 15,238              | 15,966                 |                        |
| Transfer receipts - operational                    | 140,505             |                |                |                | 111,406        |                |                |                | 95,272         |                |                |                | -   | 347,183             | 347,341                | 340,964                |
| Other revenue                                      | 9,000               | 9,100          | 8,000          | 9,000          | 8,380          | 9,700          | 8,000          | 8,450          | 7,120          | 8,800          | 9,150          | 9,297          | 103,997                                       | 187,598             | 192,956                |                        |
| <b>Cash Receipts by Source</b>                     | <b>250,168</b>      | <b>109,883</b> | <b>110,606</b> | <b>103,209</b> | <b>224,542</b> | <b>113,576</b> | <b>110,816</b> | <b>111,980</b> | <b>206,601</b> | <b>111,924</b> | <b>109,912</b> | <b>115,830</b> | <b>1,679,048</b>                              | <b>1,841,747</b>    | <b>2,019,907</b>       |                        |
| <b>Other Cash Flows by Source</b>                  |                     |                |                |                |                |                |                |                |                |                |                |                |   |                     |                        |                        |
| Transfer receipts - capital                        | 7,571               |                |                |                | 67,953         |                |                |                | 39,332         |                |                |                | -   | 114,856             | 105,348                | 116,019                |
| Contributions recognised - capital & Contributed a | -                   |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Proceeds on disposal of PPE                        |                     |                |                |                |                |                |                | 422            |                |                |                | (0)            | 422   | -                   | -                      |                        |
| Short term loans                                   |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Borrowing long term/refinancing                    |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Increase (decrease) in consumer deposits           |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Decrease (increase) in non-current debtors         |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Decrease (increase) other non-current receivables  |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| Decrease (increase) in non-current investments     |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                   | -                      |                        |
| <b>Total Cash Receipts by Source</b>               | <b>257,739</b>      | <b>109,883</b> | <b>110,606</b> | <b>103,209</b> | <b>292,495</b> | <b>113,576</b> | <b>110,816</b> | <b>112,402</b> | <b>245,933</b> | <b>111,924</b> | <b>109,912</b> | <b>115,830</b> | <b>1,794,326</b>                              | <b>1,947,095</b>    | <b>2,135,926</b>       |                        |



**ANNEXURE "B"**

# **MONTHLY PROJECTIONS OF EXPENDITURE (OPERATING AND CAPITAL) AND REVENUE FOR EACH VOTE**

NW403 City Of Matlosana - Supporting Table SA25 Budgeted monthly revenue and expenditure

| Description  | Ref | Budget Year 2014/15 |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                | Medium Term Revenue and Expenditure Framework |                        |                        |  |
|--|-----|---------------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|----------------|---|------------------------|------------------------|--|
|  |     | July                | August          | Sept.           | October         | November       | December        | January         | February        | March          | April           | May             | June           | Budget Year 2014/15                           | Budget Year +1 2015/16 | Budget Year +2 2016/17 |  |
| <b>Revenue By Source</b>   |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                |   |                        |                        |  |
| Property rates   |     | 19,207              | 19,207          | 19,207          | 19,207          | 19,207         | 19,207          | 19,207          | 19,207          | 19,207         | 19,207          | 19,207          | 19,207         | 230,478                                       | 244,077                | 257,501                |  |
| Property rates - penalties & collection charges                      |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                | -   | -                      | -                      |  |
| Service charges - electricity revenue                                |     | 70,500              | 67,000          | 60,000          | 55,000          | 31,500         | 32,000          | 33,140          | 32,500          | 33,500         | 47,500          | 57,500          | 64,142         | 584,282                                       | 618,755                | 652,786                |  |
| Service charges - water revenue                                      |     | 19,500              | 16,000          | 16,000          | 19,400          | 27,500         | 40,000          | 45,000          | 49,000          | 33,500         | 33,000          | 29,500          | 59,795         | 388,195                                       | 411,098                | 433,709                |  |
| Service charges - sanitation revenue                                 |     | 9,000               | 3,410           | 3,410           | 3,410           | 3,410          | 3,410           | 3,410           | 3,410           | 3,410          | 3,410           | 3,410           | 3,408          | 46,508  | 49,251                 | 51,960                 |  |
| Service charges - refuse revenue                                     |     | 4,100               | 6,250           | 5,912           | 5,930           | 5,991          | 6,100           | 6,112           | 6,110           | 5,900          | 5,900           | 6,075           | 6,183          | 70,563  | 74,726                 | 78,836                 |  |
| Service charges - other  |     | 5,500               | 19,500          | 15,100          | 14,000          | 7,500          | 8,300           | 15,000          | 23,000          | 8,500          | 11,866          | 19,690          | 10,521         | 158,477                                       | 174,423                | 196,757                |  |
| Rental of facilities and equipment                                   |     | 550                 | 535             | 535             | 535             | 535            | 534             | 534             | 534             | 534            | 534             | 534             | 531            | 6,425   | 6,804                  | 7,178                  |  |
| Interest earned - external investments                               |     | 350                 | 500             | 300             | 200             | 250            | 500             | 200             | 200             | 500            | 300             | 400             | 1,648          | 5,348   | 5,663                  | 5,975                  |  |
| Interest earned - outstanding debtors                                |     | 3,500               | 3,400           | 3,316           | 3,316           | 3,316          | 3,316           | 3,400           | 3,400           | 3,316          | 3,316           | 3,316           | 1,739          | 38,650  | 40,930                 | 48,922                 |  |
| Dividends received   |     | -                   | -               | -               | -               | -              | -               | -               | -               | -              | -               | -               | -              | -   | -                      | -                      |  |
| Fines  |     | 950                 | 566             | 570             | 605             | 605            | 650             | 645             | 625             | 575            | 573             | 568             | 568            | 7,500   | 7,943                  | 13,379                 |  |
| Licences and permits   |     | 610                 | 580             | 560             | 575             | 610            | 625             | 590             | 550             | 579            | 579             | 550             | 592            | 7,000   | 7,413                  | 9,821                  |  |
| Agency services  |     | 1,198               | 1,198           | 1,198           | 1,198           | 1,199          | 1,199           | 1,198           | 1,198           | 1,198          | 1,198           | 1,198           | 1,199          | 14,378  | 15,227                 | 16,064                 |  |
| Transfers recognised - operational                                   |     | 140,505             |                 |                 |                 | 111,406        |                 |                 |                 | 95,272         |                 |                 |                | 347,183                                       | 347,341                | 340,964                |  |
| Other revenue  |     | 9,000               | 9,500           | 8,000           | 10,000          | 9,500          | 7,500           | 8,750           | 9,200           | 8,250          | 9,500           | 9,800           | 10,696         | 109,696                                       | 115,897                | 122,850                |  |
| Gains on disposal of PPE   |     | -                   | -               | -               | -               | -              | -               | 422             | -               | -              | -               | -               | -              | 422   | -                      | -                      |  |
| <b>Total Revenue (excluding capital transfers and contributions)</b> |     | <b>284,470</b>      | <b>147,646</b>  | <b>134,107</b>  | <b>133,375</b>  | <b>222,529</b> | <b>123,339</b>  | <b>137,607</b>  | <b>148,934</b>  | <b>214,240</b> | <b>136,882</b>  | <b>151,747</b>  | <b>180,229</b> | <b>2,015,105</b>                              | <b>2,119,548</b>       | <b>2,236,702</b>       |  |
| <b>Expenditure By Type</b>   |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                |   |                        |                        |  |
| Employee related costs   |     | 33,830              | 33,600          | 35,200          | 35,000          | 49,000         | 42,000          | 38,400          | 42,447          | 40,700         | 43,000          | 33,600          | 42,045         | 468,822                                       | 496,483                | 523,789                |  |
| Remuneration of councillors  |     | 1,667               | 1,667           | 1,675           | 1,668           | 1,667          | 1,670           | 1,885           | 1,885           | 1,884          | 1,880           | 1,880           | 1,886          | 21,314  | 22,572                 | 23,813                 |  |
| Debt impairment  |     | 25,511              | 25,511          | 25,511          | 25,511          | 25,511         | 25,511          | 25,511          | 25,511          | 25,511         | 25,511          | 25,511          | 25,511         | 306,135                                       | 236,870                | 167,873                |  |
| Depreciation & asset impairment                                      |     | 36,601              | 36,601          | 36,601          | 36,601          | 36,601         | 36,601          | 36,601          | 36,601          | 36,601         | 36,601          | 36,601          | 36,600         | 439,207                                       | 465,120                | 490,701                |  |
| Finance charges  |     |                     |                 | 3,500           |                 |                | 3,500           |                 |                 | 2,500          |                 |                 | 3,034          | 12,534  | 11,102                 | 9,214                  |  |
| Bulk purchases   |     | 79,000              | 46,000          | 43,000          | 48,500          | 76,000         | 46,000          | 44,500          | 45,000          | 59,000         | 48,000          | 47,000          | 23,600         | 605,600                                       | 641,331                | 676,604                |  |
| Other materials  |     | 7,493               | 7,493           | 7,493           | 7,493           | 7,493          | 7,493           | 7,493           | 7,493           | 7,493          | 7,493           | 7,493           | 16,496         | 98,919  | 104,755                | 110,517                |  |
| Contracted services  |     | 7,317               | 7,317           | 7,317           | 7,317           | 7,317          | 7,317           | 7,317           | 7,317           | 7,317          | 7,317           | 7,317           | 7,316          | 87,798  | 82,978                 | 88,092                 |  |
| Transfers and grants   |     | 404                 | 404             | 404             | 404             | 404            | 404             | 404             | 404             | 404            | 404             | 404             | 404            | 4,847   | 2,617                  | 2,718                  |  |
| Other expenditure  |     | 13,050              | 22,589          | 22,589          | 22,589          | 22,589         | 22,589          | 22,589          | 22,589          | 22,589         | 22,589          | 22,589          | 18,774         | 257,715                                       | 272,920                | 287,930                |  |
| Loss on disposal of PPE  |     | -                   | -               | -               | -               | -              | -               | -               | -               | -              | -               | -               | -              | -   | -                      | -                      |  |
| <b>Total Expenditure</b>   |     | <b>204,872</b>      | <b>181,181</b>  | <b>183,289</b>  | <b>185,082</b>  | <b>226,581</b> | <b>193,084</b>  | <b>184,699</b>  | <b>189,246</b>  | <b>203,998</b> | <b>192,794</b>  | <b>182,394</b>  | <b>175,667</b> | <b>2,302,890</b>                              | <b>2,336,748</b>       | <b>2,381,251</b>       |  |
| <b>Surplus/(Deficit)</b>   |     | <b>79,597</b>       | <b>(33,536)</b> | <b>(49,182)</b> | <b>(51,707)</b> | <b>(4,053)</b> | <b>(69,745)</b> | <b>(47,092)</b> | <b>(40,313)</b> | <b>10,242</b>  | <b>(55,912)</b> | <b>(30,647)</b> | <b>4,562</b>   | <b>(287,785)</b>                              | <b>(217,199)</b>       | <b>(144,549)</b>       |  |
| Transfers recognised - capital                                       |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 | 114,856        | 114,856                                       | 105,348                | 116,019                |  |
| Contributions recognised - capital                                   |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                | -   | -                      | -                      |  |
| Contributed assets   |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                | -   | -                      | -                      |  |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b> |     | <b>79,597</b>       | <b>(33,536)</b> | <b>(49,182)</b> | <b>(51,707)</b> | <b>(4,053)</b> | <b>(69,745)</b> | <b>(47,092)</b> | <b>(40,313)</b> | <b>10,242</b>  | <b>(55,912)</b> | <b>(30,647)</b> | <b>119,418</b> | <b>(172,929)</b>                              | <b>(111,851)</b>       | <b>(28,530)</b>        |  |
| Taxation   |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                | -   | -                      | -                      |  |
| Attributable to minorities   |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                | -   | -                      | -                      |  |
| Share of surplus/ (deficit) of associate                             |     |                     |                 |                 |                 |                |                 |                 |                 |                |                 |                 |                | -   | -                      | -                      |  |
| <b>Surplus/(Deficit)</b>   | 1   | <b>79,597</b>       | <b>(33,536)</b> | <b>(49,182)</b> | <b>(51,707)</b> | <b>(4,053)</b> | <b>(69,745)</b> | <b>(47,092)</b> | <b>(40,313)</b> | <b>10,242</b>  | <b>(55,912)</b> | <b>(30,647)</b> | <b>119,418</b> | <b>(172,929)</b>                              | <b>(111,851)</b>       | <b>(28,530)</b>        |  |

References

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

NW403 City Of Matlosana - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)

| Description                                | Ref | Budget Year 2014/15 |         |         |         |          |          |         |          |         |         |         |           | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|-----|---------------------|---------|---------|---------|----------|----------|---------|----------|---------|---------|---------|-----------|---|------------------------|------------------------|
|  |     | July                | August  | Sept.   | October | November | December | January | February | March   | April   | May     | June      | Budget Year 2014/15                           | Budget Year +1 2015/16 | Budget Year +2 2016/17 |
| <b>Revenue - Standard</b>                  |     |                     |         |         |         |          |          |         |          |         |         |         |           |   |                        |                        |
| <i>Governance and administration</i>       |     | 30,878              | 30,878  | 30,768  | 31,188  | 31,188   | 31,388   | 31,018  | 31,488   | 30,668  | 30,618  | 30,952  | (16,630)  | 324,401                                       | 343,540                | 362,435                |
| Executive and council                      |     | 790                 | 790     | 680     | 1,100   | 1,100    | 1,300    | 930     | 1,400    | 580     | 530     | 864     | (1,262)   | 8,802   | 9,321                  | 9,834                  |
| Budget and treasury office                 |     | 29,862              | 29,862  | 29,862  | 29,862  | 29,862   | 29,862   | 29,862  | 29,862   | 29,862  | 29,862  | 29,862  | (15,595)  | 312,887                                       | 331,348                | 349,572                |
| Corporate services                         |     | 226                 | 226     | 226     | 226     | 226      | 226      | 226     | 226      | 226     | 226     | 226     | 226       | 2,711   | 2,871                  | 3,029                  |
| <i>Community and public safety</i>         |     | 3,706               | 3,706   | 3,706   | 3,706   | 3,706    | 3,706    | 3,706   | 3,706    | 3,706   | 3,706   | 3,706   | 52,520    | 93,281  | 98,785                 | 104,218                |
| Community and social services              |     | 419                 | 419     | 419     | 419     | 419      | 419      | 419     | 419      | 419     | 419     | 419     | 779       | 5,389   | 5,707                  | 6,020                  |
| Sport and recreation                       |     | 45                  | 45      | 45      | 45      | 45       | 45       | 45      | 45       | 45      | 45      | 45      | 44        | 535   | 566                    | 597                    |
| Public safety                              |     | 3,021               | 3,021   | 3,021   | 3,021   | 3,021    | 3,021    | 3,021   | 3,021    | 3,021   | 3,021   | 3,021   | 51,477    | 84,709  | 89,706                 | 94,640                 |
| Housing                                    |     | 215                 | 215     | 215     | 215     | 215      | 215      | 215     | 215      | 215     | 215     | 215     | 215       | 2,585   | 2,737                  | 2,888                  |
| Health                                     |     | 5                   | 5       | 5       | 5       | 5        | 5        | 5       | 5        | 5       | 5       | 5       | 5         | 65  | 69                     | 73                     |
| <i>Economic and environmental services</i> |     | 629                 | 629     | 629     | 629     | 629      | 629      | 629     | 629      | 629     | 629     | 629     | 634       | 7,550   | 7,996                  | 8,435                  |
| Planning and development                   |     |                     |         |         |         |          |          |         |          |         |         |         | 5         | 5   | 5                      | 6                      |
| Road transport                             |     | 629                 | 629     | 629     | 629     | 629      | 629      | 629     | 629      | 629     | 629     | 629     | 629       | 7,545   | 7,990                  | 8,430                  |
| Environmental protection                   |     |                     |         |         |         |          |          |         |          |         |         |         |           |   |                        |                        |
| <i>Trading services</i>                    |     | 131,930             | 136,178 | 129,273 | 128,273 | 138,274  | 133,274  | 123,274 | 123,274  | 118,274 | 123,274 | 128,274 | 194,909   | 1,608,478                                     | 1,703,378              | 1,797,064              |
| Electricity                                |     | 85,097              | 85,097  | 75,097  | 65,097  | 65,097   | 50,097   | 45,097  | 50,097   | 55,097  | 60,097  | 65,097  | 76,018    | 777,085                                       | 822,933                | 868,195                |
| Water                                      |     | 28,538              | 32,786  | 35,882  | 44,882  | 54,882   | 64,882   | 59,882  | 54,882   | 44,882  | 44,882  | 44,882  | 100,586   | 611,847                                       | 647,946                | 683,583                |
| Waste water management                     |     | 7,023               | 7,023   | 7,023   | 7,023   | 7,023    | 7,023    | 7,023   | 7,023    | 7,023   | 7,023   | 7,023   | 7,023     | 84,278  | 89,251                 | 94,160                 |
| Waste management                           |     | 11,271              | 11,271  | 11,271  | 11,271  | 11,271   | 11,271   | 11,271  | 11,271   | 11,271  | 11,271  | 11,271  | 11,283    | 135,267                                       | 143,248                | 151,126                |
| <i>Other</i>                               |     |                     |         |         |         |          |          |         |          |         |         |         | 19,589    | 19,589  | 20,744                 | 21,885                 |
| <b>Total Revenue - Standard</b>            |     | 167,142             | 171,390 | 164,376 | 163,796 | 173,796  | 168,996  | 158,626 | 159,096  | 153,276 | 158,226 | 163,560 | 251,021   | 2,053,299                                     | 2,174,443              | 2,294,038              |
| <b>Expenditure - Standard</b>              |     |                     |         |         |         |          |          |         |          |         |         |         |           |   |                        |                        |
| <i>Governance and administration</i>       |     | 25,148              | 25,148  | 25,148  | 25,148  | 25,148   | 25,148   | 25,148  | 25,148   | 25,148  | 25,148  | 25,148  | 347,938   | 624,562                                       | 662,360                | 698,789                |
| Executive and council                      |     | 10,526              | 10,526  | 10,526  | 10,526  | 10,526   | 10,526   | 10,526  | 10,526   | 10,526  | 10,526  | 10,526  | (85)      | 115,705                                       | 122,532                | 129,271                |
| Budget and treasury office                 |     | 10,668              | 10,668  | 10,668  | 10,668  | 10,668   | 10,668   | 10,668  | 10,668   | 10,668  | 10,668  | 10,668  | 344,966   | 462,315                                       | 489,591                | 516,519                |
| Corporate services                         |     | 3,953               | 3,953   | 3,953   | 3,953   | 3,953    | 3,953    | 3,953   | 3,953    | 3,953   | 3,953   | 3,953   | 3,058     | 46,542  | 50,236                 | 52,999                 |
| <i>Community and public safety</i>         |     | 14,914              | 14,914  | 14,914  | 14,914  | 14,914   | 14,914   | 14,914  | 14,914   | 14,914  | 14,914  | 14,914  | 175,699   | 339,754                                       | 359,799                | 379,588                |
| Community and social services              |     | 7,386               | 7,386   | 7,386   | 7,386   | 7,386    | 7,386    | 7,386   | 7,386    | 7,386   | 7,386   | 7,386   | 8,850     | 90,100  | 95,416                 | 100,664                |
| Sport and recreation                       |     | 5,225               | 5,225   | 5,225   | 5,225   | 5,225    | 5,225    | 5,225   | 5,225    | 5,225   | 5,225   | 5,225   | 5,764     | 63,240  | 66,971                 | 70,655                 |
| Public safety                              |     | 891                 | 891     | 891     | 891     | 891      | 891      | 891     | 891      | 891     | 891     | 891     | 160,046   | 169,848                                       | 179,869                | 189,761                |
| Housing                                    |     | 891                 | 891     | 891     | 891     | 891      | 891      | 891     | 891      | 891     | 891     | 891     | 633       | 10,435  | 11,051                 | 11,659                 |
| Health                                     |     | 521                 | 521     | 521     | 521     | 521      | 521      | 521     | 521      | 521     | 521     | 521     | 405       | 6,131   | 6,492                  | 6,850                  |
| <i>Economic and environmental services</i> |     | 18,231              | 18,231  | 18,231  | 18,231  | 18,231   | 18,231   | 18,231  | 18,231   | 18,231  | 18,231  | 18,231  | 16,445    | 216,984                                       | 229,786                | 242,425                |
| Planning and development                   |     | 827                 | 827     | 827     | 827     | 827      | 827      | 827     | 827      | 827     | 827     | 827     | 807       | 9,909   | 10,494                 | 11,071                 |
| Road transport                             |     | 17,403              | 17,403  | 17,403  | 17,403  | 17,403   | 17,403   | 17,403  | 17,403   | 17,403  | 17,403  | 17,403  | 15,638    | 207,075                                       | 219,293                | 231,354                |
| Environmental protection                   |     |                     |         |         |         |          |          |         |          |         |         |         |           |   |                        |                        |
| <i>Trading services</i>                    |     | 101,476             | 101,476 | 91,476  | 96,476  | 90,476   | 88,476   | 93,476  | 85,476   | 81,476  | 76,476  | 90,476  | 102,584   | 1,099,820                                     | 1,164,709              | 1,228,768              |
| Electricity                                |     | 66,810              | 66,810  | 56,810  | 46,810  | 40,810   | 28,810   | 28,810  | 30,810   | 36,810  | 36,810  | 55,810  | 74,682    | 570,596                                       | 604,262                | 637,496                |
| Water                                      |     | 20,481              | 20,481  | 20,481  | 35,481  | 35,481   | 45,481   | 50,481  | 40,481   | 30,481  | 25,481  | 20,481  | 16,163    | 361,458                                       | 382,784                | 403,837                |
| Waste water management                     |     | 8,914               | 8,914   | 8,914   | 8,914   | 8,914    | 8,914    | 8,914   | 8,914    | 8,914   | 8,914   | 8,914   | 7,407     | 105,462                                       | 111,684                | 117,827                |
| Waste management                           |     | 5,270               | 5,270   | 5,270   | 5,270   | 5,270    | 5,270    | 5,270   | 5,270    | 5,270   | 5,270   | 5,270   | 4,333     | 62,364  | 65,979                 | 69,608                 |
| <i>Other</i>                               |     |                     |         |         |         |          |          |         |          |         |         |         | 21,771    | 21,771  | 23,055                 | 24,323                 |
| <b>Total Expenditure - Standard</b>        |     | 159,768             | 159,768 | 149,768 | 154,768 | 148,768  | 146,768  | 151,768 | 143,768  | 139,768 | 134,768 | 148,768 | 664,437   | 2,302,890                                     | 2,439,709              | 2,573,893              |
| <b>Surplus/(Deficit) before assoc.</b>     |     | 7,373               | 11,621  | 14,607  | 9,027   | 25,027   | 22,227   | 6,857   | 15,327   | 13,507  | 23,457  | 14,791  | (413,416) | (249,592)                                     | (265,265)              | (279,855)              |
| Share of surplus/ (deficit) of associate   |     |                     |         |         |         |          |          |         |          |         |         |         |           |   |                        |                        |
| <b>Surplus/(Deficit)</b>                   | 1   | 7,373               | 11,621  | 14,607  | 9,027   | 25,027   | 22,227   | 6,857   | 15,327   | 13,507  | 23,457  | 14,791  | (413,416) | (249,592)                                     | (265,265)              | (279,855)              |

References

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

**ANNEXURE "C"**

# **QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE**

**ANNEXURE "D"**

# **IDP PROJECTS**

## **2014/15**

**ANNEXURE "E"**

# **MIG IMPLEMENTATION PLAN 2014/15**

**ANNEXURE "F"**

# **MIG PROJECT LIST**

## **2014/15 TO 2016/17**