

CENTLEC (SOC) LTD

TOP-LAYER SDBIP

1. Introduction and Background

Centlec (SOC) Ltd is currently the license holder and distributes electricity to over 180 000 customers in the area of Mangaung, Kopanong, Naledi, Mohokare and Mantsopa in the Southern Free State Towns. Centlec's customer base consists of domestic customers and commercial users, with each category of users contributing approximately 30% and 70% respectively of Centlec electricity sales revenue.

In terms of the Service Delivery Agreement (SDA) entered into by and between Mangaung Metropolitan Municipality and Centlec (SOC) Ltd, Centlec is responsible for electricity distribution, which shall include the following obligations:

- a) Development of an integrated detailed service plan within the framework of Mangaung Metropolitan Municipality's Integrated Development Plan;
- b) Operational Planning and management of electricity distribution services in line with NRS047 and NRS048;
- c) Undertaking social and economic development that is directly related to the provision of electricity distribution services;
- d) Developing a customer management plan;
- e) Managing its own accounting, financial management, budgeting and investment activities within a framework of transparency, accountability, reporting and financial control determined in terms of the SDA and applicable municipal finance management legislation;
- f) Levying service delivery fee to customers in accordance with the NERSA approved tariffs;
- g) Provide its own Safety, Health, Environment, Risk and Quality (SHERQ) services; and
- h) Provide street and area lighting on behalf of Mangaung Metropolitan Municipality.

In line with the SDA provisions as outline above, the entity plans to continue or initiate the following most important policy initiatives for the period under review, which are necessary to achieve developmental objectives, which forms the basis of this SDBIP, viz:

- a) Operational and Capital Optimisation: (i.e Embrace Culture of Continuous Improvement).
- b) Revenue Enhancement and Continuous Exploration of Growth Options.
- c) Capacitate and Empowered Workforce.
- d) Ensure Optimal Service Delivery.
- e) Good Governance Practices & Stakeholder Engagement.

2. The SDBIP Concept at Centlec

2.1 Definition of SDBIP

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

- (a) projections for each month of:
 - (i) revenue to be collected by source; and*
 - (ii) operational and capital expenditure, by vote;**
- (b) service delivery targets and performance indicators for each quarter*
- (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)”*

2.2 The Framework of the Entity’s the SDBIP

The development of SDBIP is a requirement under MFMA. In essence, the SDBIP gives effect to the entity’s Multi-Year Business Plan, the aligned strategic objectives of the parent municipality’s IDP and the entity’s annual budgets. The entity’s SDBIP indicates the objectives and outputs for each of the entity’s functional areas, sets out the key performance indicators and service delivery targets, and links each service delivery output to the budget of the entity, thus providing credible management information and a detailed plan of how the entity will provide such services and the inputs and financial resources to be used, while at the same time allows for monitoring and assessment of performance, and the time deadlines for each output.

In line with the performance reporting requirements, this plan will be used to facilitate accountability of the entity’s management and administration to the Board of Directors and the parent municipality (i.e Mangaung Metro). It will also facilitate the management, implementation and monitoring of the entity’s budget.

Compliant with the provisions of MFMA, this is a top-layer SDBIP dealing with consolidated service delivery targets and it includes the following information:

- a) Monthly projections of revenue to be collected for each source;
- b) Monthly projections of expenditure (operating and capital) and revenue for each vote;
- c) Quarterly projections of service delivery targets and performance indicators for each vote; and
- d) Detailed capital works plan allocated by ward over three years.

Following this the top-layer, targets are set out in this plan, the senior management is then expected to develop the lower-layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle and junior - level managers in their respective departments.

2.3 Linking the SDBIP and the Budget

As contained in this plan, the departmental performance objective and targets are based on the initial revenue and expenditure projections prepared as contained in the final approved budget. These revenue and expenditure projections were prepared taking into account the policy mandate of the entity as contained in the SDA, and the strategic direction and priorities set through the Mangaung Metro's IDP and the entity's Multi-Year Business Plan.

Reference was also made to the 2014/15 in-year reports and the previous year's annual report in reviewing the entity's Multi-Year Business Plan, the Budget and consequently this SDBIP in an effort to review any existing weaknesses or risks to achieving the desired service delivery outcomes.

The objectives, goals and targets and as set out in this SDBIP are therefore appropriately linked to specific programmes of the entity and are fully funded.

3. Budget Implementation

Section 100 of MFMA stipulates that the Accounting Officer of a municipal entity is responsible for implementing the entity's budget, including taking effective and appropriate steps to ensure that:

- a) the spending of funds is in accordance with the budget;
- b) revenue and expenditure are properly monitored; and
- c) spending is reduced as necessary when revenue is anticipated to be less than projected in the budget.

Furthermore, section 101 stipulates that the Accounting Officer must report, in writing, to the Board of Directors of the entity, at its next meeting, and to the Accounting Officer of the entity's parent municipality any financial problems of the entity, including any impending or actual:-

- a) under collection of revenue due;
- b) shortfalls in budgeted revenue;
- c) overspending of the entity's budget;
- d) delay in the entity's payments to any creditors: or

- e) overdraft in any bank account of the entity for a period exceeding days; and
- f) any steps taken to rectify such financial problems.

However, alongside the above stipulated responsibilities of the Accounting Officer in relation to implementation of the budget, section 105 (1) also places upon each official of the entity exercising financial management responsibilities, the duty to take all reasonable steps within their area of responsibility to ensure:

- a) that the system of financial management and internal control established for the entity is carried out diligently;
- b) that the financial and other resources of the entity are utilised effectively, efficiently, economically and transparently;
- c) that any irregular expenditure, fruitless and wasteful expenditure and other losses are prevented;
- d) that all revenue due to the entity is collected;
- e) that the provisions of the MFMA, to the extent applicable to that official, including any delegations in terms of section 106, are complied with; and
- f) that the assets and liabilities of the entity are managed effectively, and that assets are safeguarded and maintained to the extent necessary.

4. The SDBIP as Performance Monitoring Tool

In order to serve as an efficient performance monitoring tool, the SDBIP should therefore determine, and be consistent with the performance agreements between the Board and the Chief Executive Officer and the Chief Executive Officer and Executive Managers to be formulated at the start of every financial year.

The entity's SDBIP therefore serves as a vital monitoring tool for the Board and Council of the parent municipality to consistently monitor performance of the entity. This will enable the Board and the Chief Executive Officer to be pro-active and take remedial steps in the event of poor performance.

Essentially, it is anticipated that managers at all levels within the entity should be pro-active in their approach and be able to identify problems early enough and institute immediate corrective actions so as to ensure that delivery targets as contained in this SDBIP are achieved.

5. Reporting

Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting and end-of-year annual reporting. The in-year service delivery and budget implementation plan reporting of the entity consists of:

- a) **Monthly reports:** the structure, content and timing of monthly budget reporting shall be in accordance with section 87 of MFMA and Schedule F of Municipal Budget & Reporting Regulations, 2008
- b) **Mid-year report:** the structure, content timing of the mid-year reporting shall be in accordance with section 88 of MFMA and Schedule E of Municipal Budget & Reporting Regulations, 2008

The end of year reporting of the entity, which shall take into account all the in-year reports and the mid-year budget and performance assessment report, and shall be in a form of an Annual Report prepared in terms of section 121 of MFMA. The Annual Report shall be submitted to the Auditor-General for auditing and shall be subject to oversight by the Board of Directors and the Council of the parent municipality (i.e Mangaung Metropolitan Municipality).

**Component 1:
Monthly Projections of Revenue by Source**

The revenue projections as detailed hereunder relate to realistically anticipated revenue for the period 2016/17 and include both operating and capital grants and subsidies as external sources. The total anticipated revenue for the period is estimated at R 2.5 billion, of which R 39.8 million constitutes revenue from grants:

Source	Period												Total
	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	
Service Charges - Electricity Revenue	317 663 532	289 839 142	219 934 753	171 060 363	195 497 558	146 623 169	195 497 558	171 060 363	171 060 363	171 060 363	171 060 363	244 371 948	2 448 719 476
Operating Grants And Subsidies	4 607 200	3 888 400	3 189 600	2 480 800	2 835 200	2 126 400	2 835 200	2 480 800	2 480 800	2 480 800	2 480 800	3 544 000	39 440 000
Capital Grants And Subsidies	1 105 000	935 000	765 000	595 000	680 000	510 000	680 000	595 000	595 000	595 000	595 000	860 000	8 500 000
Fines & Meter Test	308 117	280 715	213 312	165 909	188 611	142 208	188 611	165 909	165 909	165 909	165 909	237 013	2 370 134
Interest Earned External Investments	3 277 638	2 773 386	2 269 134	1 764 882	2 017 008	1 512 756	2 017 008	1 764 882	1 764 882	1 764 882	1 764 882	2 521 280	25 212 600
Interest Earned Outstanding Debtors	1 367 762	1 157 337	946 912	736 487	841 700	631 275	841 700	736 487	736 487	736 487	736 487	1 052 125	10 521 247
Services Rendered To Other Municipalities (Agency Services)	711 946	602 416	492 886	383 356	438 121	328 580	438 121	383 356	383 356	383 356	383 356	547 651	5 476 598
Public Contributions Connections	2 956 766	2 501 879	2 046 992	1 592 105	1 819 548	1 364 661	1 819 548	1 592 105	1 592 105	1 592 105	1 592 105	2 274 435	22 744 351
Gains On Disposal of PPE	37 873	32 046	26 220	20 393	23 306	17 480	23 306	20 393	20 393	20 393	20 393	29 133	291 330
Other Revenue	1 212 136	1 025 654	839 171	652 689	745 930	559 448	745 930	652 689	652 689	652 689	652 689	932 413	9 324 126
Total by Source	333 267 970	281 965 975	230 723 979	179 451 904	205 087 982	153 815 966	205 087 982	179 451 984	179 451 984	179 451 984	179 451 984	256 959 977	2 563 599 772

**Component 2:
Monthly Projections of Expenditure & Revenue for each Vote**

Vote	Jan-16				Aug-16				Sep-16				Oct-16				Nov-16				Dec-16			
	Revenue		Expenditure		Revenue		Expenditure		Revenue		Expenditure		Revenue		Expenditure		Revenue		Expenditure		Revenue		Expenditure	
	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital
Engineering – Road	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333
Engineering – Wire		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578
Compliance & Performance		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975
Office of the CEO		5 083 654	416 667	416 667		5 083 654	416 667	416 667		5 083 654	416 667	416 667		5 083 654	416 667	416 667		5 083 654	416 667	416 667		5 083 654	416 667	416 667
Company Secretary		135 745	-	-		135 745	-	-		135 745	-	-		135 745	-	-		135 745	-	-		135 745	-	-
HR Management	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667
Finance	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-
Total R & E by Vote	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220
Vote	Jan-17				Feb-17				Mar-17				Apr-17				May-17				Jun-17			
	Revenue		Expenditure		Revenue		Expenditure		Revenue		Expenditure		Revenue		Expenditure		Revenue		Expenditure		Revenue		Expenditure	
	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital
Engineering – Road	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333	206 299 134	124 202 247	2 383 333	2 383 333
Engineering – Wire		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578		12 867 777	11 912 578	11 912 578
Compliance & Performance		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975		5 311 827	1 865 975	1 865 975
Office of the CEO		5 083 654	416 667	416 667		5 083 654	416 667	416 667		5 083 654	416 667	416 667		5 083 654	416 667	416 667		5 083 654	416 667	416 667		5 083 654	416 667	416 667
Company Secretary		135 745	-	-		135 745	-	-		135 745	-	-		135 745	-	-		135 745	-	-		135 745	-	-
HR Management	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667	287 782	11 785 711	116 667	116 667
Finance	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-	7 046 399	31 678 024	-	-
Total R & E by Vote	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220	213 633 314	191 074 966	16 685 220	16 685 220

COMPONENT 3:

**Quarterly Projections of Service Delivery Targets and Performance Indicators for each
Vote**

VOTE 1:
OFFICE OF THE CHIEF EXECUTIVE OFFICER

Key Performance Area 1: Municipal Transformation & Organisational Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1-1.1(a)	To capacitate and empower workforce	Implement human resources strategies that are able to provide for conducive working environment for employees, skills development and competency of employees	SHERQ	Provide safety training to predetermined SHERQ officials as required by the OHSAS Act 85 of 1993 by 30 June 2017.	Number of officials trained as required by the OHSAS Act 85 of 1993 by 30 June 2017.	Safety training completed during 2015/16.	Provide safety training for 20 officials each for SHERQ Representatives, Fire Fighting, First Aid and RCAT by 30 June 2017.	N/A	N/A	Training of 10 Officials each for SHERQ Representatives, Fire Fighting, First Aid and RCAT by 31 March 2017.	Training of 10 Officials each for SHERQ Representatives, Fire Fighting, First Aid and RCAT by 30 June 2017
1-1.1(b)	To capacitate and empower workforce	Implement human resources strategies that are able to provide for conducive working environment for employees, skills development and competency of employees	SHERQ	Conduct bi-monthly Toolbox-talks and 1 annual SHERQ Awareness Campaign to all employees by 30 June 2017.	Number of bi-monthly Toolbox-talks and the number of annual SHERQ Awareness Campaigns conducted by 30 June 2017.	N/A – Target Not being reported on in 2015/16 financial year	Conduct 24 bi-monthly Toolbox-talks and 1 annual SHERQ Awareness Campaign to all employees by 30 June 2017	6 bi-monthly Toolbox-talks to be conducted by 30 September 2016.	6 bi-monthly Toolbox-talks conducted by 31 December 2016.	6 bi-monthly Toolbox-talks and 1 annual SHERQ Awareness Campaign completed by 31 March 2017.	6 bi-monthly Toolbox-talks conducted by 30 June 2017.

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS											
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1-5.1(a)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	SHERQ	Reduce the total number of SHERQ incidents by 50% from an average of 22 incidents p.a by 30 June 2017 based on 2012/13, 2013/14 and 2014/15 reported incidents	Number of incident investigations and reviews completed by 30 June 2017.	Incident investigations & reviews during 2015/16.	Reduce the total number of SHERQ incidents by 50% from an average of 22 incidents p.a by 30 June 2017 based on 2012/13, 2013/14 and 2014/15 reported incidents	Reduce the total number of SHERQ incidents by 50% from an average of 5.5 incidents p.q by 30 September 2016 based on 2012/13, 2013/14 and 2014/15 reported incidents.	Reduce the total number of SHERQ incidents by 50% from an average of 5.5 incidents p.q by 31 December 2016 based on 2012/13, 2013/14 and 2014/15 reported incidents.	Reduce the total number of SHERQ incidents by 50% from an average of 5.5 incidents p.q by 2017 based on 2012/13, 2013/14 and 2014/15 reported incidents.	Reduce the total number of SHERQ incidents by 50% from an average of 5.5 incidents p.q by 30 June 2017 based on 2012/13, 2013/14 and 2014/15 reported incidents.

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1-5.1(b)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	Marketing & Communication	Development and submission of Communication policy for approval by the Board by 30 June 2017.	Developed and Submitted Communication Policy to the Board for approval by 30 June 2017.	Centlec draft Communication policy	Development and submission of Communication policy for approval by the Board by 30 June 2017	Draft Communication Policy developed by 30 September 2016	EXCO review and approve of the Communication policy by 31 December 2016	N/A	Communication Policy submitted for Board approval by 30 June 2017
1-5.1(c)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the	Marketing & Communication	4 marketing initiatives aimed at promoting the Centlec brand undertaken by 30 June 2017	Number of marketing initiatives undertaken by 30 June 2017	2015/16 marketing initiatives	4 marketing initiatives aimed at promoting the Centlec brand undertaken by 30 June 2017	1 marketing initiative aimed at promoting the Centlec brand undertaken by 30 September 2016	1 marketing initiative aimed at promoting the Centlec brand undertaken by 31 December	1 marketing initiative aimed at promoting the Centlec brand undertaken by 31 March 2017	1 marketing initiative aimed at promoting the Centlec brand undertaken by 30 June 2017

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1-5.1(d)	To ensure good governance practices and stakeholder engagement	performance of the entity by designated oversight structures and other stakeholders. Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	Internal Audit & Risk	Reviewed policies, charters, plans and strategies relating to Internal Audit and Risk Management submitted to the Audit and Risk Committee for approval before 30 June 2017.	Revised documents submitted to the Audit and Risk Committee for approval by 30 June 2017.	N/A – Target Not being reported on in 2015/16 financial year	Review the following policies, charters, plans and strategies and submit the for approval by the Audit Committee by 30 June 2017: Internal Audit Charter, Audit Committee Charter;	N/A	N/A	N/A	Review the following policies, charters, plans and strategies and submit the for approval by the Audit Committee by 30 June 2017: Internal Audit Charter, Audit Committee Charter;

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1-5.1(e)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight	Internal Audit & Risk	Annual risk assessment conducted during the 2016/17 financial year.	Annual Risk Assessment report.	N/A – Target Not being reported on in 2015/16 financial year	Internal Audit Policy and Quality Assurance and Improvement programme; Enterprise Risk Management Policy and Strategy. Conduct annual risk assessment workshop completed by 30 June 2017	N/A	N/A	N/A	Internal Audit Policy and Quality Assurance and Improvement programme; Enterprise Risk Management Policy and Strategy. Conduct annual risk assessment workshop completed by 30 June 2017

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1-5.1(f)	To ensure good governance practices and stakeholder engagement	structures and other stakeholders. Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	Internal Audit & Risk	Internal Audit progress report against the Internal Audit plan issued monthly to management and quarterly to the audit committee.	12 Monthly reports	N/A – Target Not being reported on in 2015/16 financial year	Internal Audit progress reports submitted against the Internal Audit plan for the 2016/17 financial year, monthly to management and quarterly to the audit committee by 30 June 2017	3 monthly progress reports to management	3 monthly progress reports to management	3 monthly progress reports to management	3 monthly progress reports to management

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
					4 quarterly reports.			1 quarterly report (Q 4 of 2015/16) submitted to the Audit Committee by 30 September 2016	1 quarterly report (Q 1 of 2016/17) submitted to the Audit Committee by 31 December 2016	1 quarterly report (Q 2 of 2016/17) submitted to the Audit Committee by 31 March 2017	1 quarterly (Q 3 of 2016/17) report submitted to the Audit Committee by 30 June 2017

VOTE 2:

OFFICE OF THE COMPANY SECRETARY

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2-5.1(a)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	Company Secretary	Submit the 2017 Statutory Annual Return of the company to CIPC as required by the Companies Act by 23 May 2017	Date and proof of submission of 2017 Statutory Annual Return of the company to CIPC as required by the Companies Act.	2016 Statutory Annual Return	Submit the 2017 Statutory Annual Return of the company to CIPC as required by the Companies Act by 23 May 2017	N/A	N/A	N/A	Submit the 2017 Statutory Annual Return of the company to CIPC as required by the Companies Act by 23 May 2017

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2-5.2(b)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	N/A	Ensure that all 11 Directors (executive and non-executive) of the company complete appropriate declaration of interest forms by 30 September 2016.	Number of Directors (executive and non-executive) who completed declaration of interest forms by 30 September 2016.	2015/16 Declaration of interests completed	Ensure that all 11 Directors (executive and non-executive) of the company complete appropriate declaration of interest forms by 30 September 2016.	Ensure that all 11 Directors (executive and non-executive) of the company complete appropriate declaration of interest forms by 30 September 2016.	N/A	N/A	N/A
2-5.2(c)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the	N/A	Maintain a signed register of retained company records in compliance with Section 24 of the Companies Act for the period 1 July	Signed register of retained company records in compliance with Section 24 of the Companies	2014/15 Register of company records	Quarterly sign-off register of retained company records in compliance with Section 24 of	Signed register of retained company records in compliance with Section 24 of the Companies	Signed register of retained company records in compliance with Section 24 of the Companies	Signed register of retained company records in compliance with Section 24 of the Companies Act for the period	Signed register of retained company records in compliance with Section 24 of the Companies

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2-5.2(d)	To ensure good governance practices and stakeholder engagement	performance of the entity by designated oversight structures and other stakeholders. Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	N/A	2016 to 30 June 2017	Act for the period 1 July 2016 to 30 June 2017		the Companies Act for the period 1 July 2016 to 30 June 2017	Act for the period 1 July 2016 to 30 September 2016	Act for the period 1 October 2016 to 31 December 2016	1 January 2017 to 31 March 2017	Act for the period 1 April 2017 to 30 June 2017
				Oversee the submission process of the company's signed-off pre-audited 2015/16 annual financial statements are submitted to the parent Municipality and the Auditor-General by 31 August 2016	Proof of submission of signed copies of the company's signed-off pre-audited 2015/16 annual financial statements and draft annual report to the parent Municipality and the Auditor-General by 31	2015/16 pre-audited Annual Financial statements	Oversee the submission process of the company's signed-off pre-audited 2015/16 annual financial statements are submitted to the parent Municipality and the Auditor-General by 31	Oversee the submission process of the company's signed-off pre-audited 2015/16 annual financial statements are submitted to the parent Municipality and the Auditor-General by 31 August 2016	N/A	N/A	N/A

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2-5.2(e)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	N/A	Ensure that 100% requests received from the Board of Directors or individual Directors for advice relating to Corporate Governance and compliance with the Companies Act are executed during the 2016/17 financial year.	August 2016 % of executed requests against those received from the Board of Directors or individual Directors for advice relating to Corporate Governance and compliance with the Companies Act are executed during the 2016/17 financial year.	N/A	August 2016 Register all requests received from the Board of Directors or individual Directors for advice relating to Corporate Governance and compliance with the Companies Act during 2016/17 financial year and ensure that 100% of them are executed by 30 June 2017	Register all requests received from the Board of Directors or individual Directors for advice relating to Corporate Governance and compliance with the Companies Act during this quarter and ensure that 100% of them are executed by 30 September 2016	Register all requests received from the Board of Directors or individual Directors for advice relating to Corporate Governance and compliance with the Companies Act during this quarter and ensure that 100% of them are executed by 31 December 2016	Register all requests received from the Board of Directors or individual Directors for advice relating to Corporate Governance and compliance with the Companies Act during this quarter and ensure that 100% of them are executed by 31 March 2017	Register all requests received from the Board of Directors or individual Directors for advice relating to Corporate Governance and compliance with the Companies Act during this quarter and ensure that 100% of them are executed by 30 June 2017

VOTE 3:

HUMAN RESOURCE SERVICES

Key Performance Area 1: Municipal Transformation & Organisational Development											
PERFORMANCE OBJECTIVES AND INDICATORS											
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3-1.1(a)	To capacitate and empower workforce	Implement human resources strategies that are able to provide for conducive working environment for employees, skills development and competency of employees	Labour Relations	Conduct 4 quarterly workshops on collective agreements on discipline, rules and rights with 700 staff members by 30 June 2017	Number of quarterly workshops on collective agreements on discipline, rules and rights with 700 staff members by 30 June 2017	2015/16 Collective agreement Workshops held	4 quarterly workshops on collective agreements on discipline, rules and rights with 700 staff members by 30 June 2017	1 quarterly workshop on collective agreements on discipline, rules and rights with 175 staff members by 30 September 2016.	1 quarterly workshop on collective agreements on discipline, rules and rights with 175 staff members by 31 December 2016.	1 quarterly workshop on collective agreements on discipline, rules and rights with 175 staff members by 31 March 2017	1 quarterly workshop on collective agreements on discipline, rules and rights with 175 staff members by 30 June 2017
3-1.1(b)	To capacitate and empower workforce	Implement human resources strategies that are able to provide for conducive working environment for employees, skills development and competency of employees	Labour Relations	Initiate internal disciplinary processes for each case within 3 months of the report of misconduct for the period 1 July 2016 to 30 June 2017	Number of quarterly case management reports by 30 June 2017.	2015/16 Labour Relations Case Management quarterly reports	4 Quarterly Case Management reports on the completion of the initiation of the internal disciplinary processes by 30 June 2017.	1 Quarterly Case Management report on the completion of the initiation of the internal disciplinary processes by 30 September	1 Quarterly Case Management report on the completion of the initiation of the internal disciplinary processes by 31 December	1 Quarterly Case Management report on the completion of the initiation of the internal disciplinary processes by 31 March 2017.	1 Quarterly Case Management report on the completion of the initiation of the internal disciplinary processes by 30 June 2017.

Key Performance Area 1: Municipal Transformation & Organisational Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3-1.1(c)	To capacitate and empower workforce	Implement human resources strategies that are able to provide for conducive working environment for employees, skills development and competency of employees	Human Resource Management	Complete the recruitment process within 6 weeks after the interview process has been finalized for a specific vacancy during the period 1 July 2016 to 30 June 2017.	The number of weeks it takes to complete the recruitment process after finalization of the interview process for the period 1 July 2016 to 30 June 2017.	2015/16 Quarterly Human Resource Reports	Complete the recruitment process within 6 weeks after the interview process has been finalized for a specific vacancy during the period 1 July 2016 to 30 June 2017.	2016. Complete the recruitment process within 6 weeks after the interview process has been finalized for a specific vacancy during the period 1 July 2016 to 30 September 2016.	2016. Complete the recruitment process within 6 weeks after the interview process has been finalized for a specific vacancy during the period 1 October 2016 to 31 December 2016.	Complete the recruitment process within 6 weeks after the interview process has been finalized for a specific vacancy during the period 1 January 2017 to 31 March 2017.	Complete the recruitment process within 6 weeks after the interview process has been finalized for a specific vacancy during the period 1 April 2017 to 30 June 2017.
3-1.1(d)	To capacitate and empower workforce	Implement human resources strategies that are able to provide for conducive working environment for employees, skills	Human Resource Management	Conduct quarterly workshops on employee benefits with 700 staff members by 30 June 2017	The number of quarterly workshops conducted on employee benefits for all staff members	N/A	Conduct 4 quarterly workshops on employee benefits with 700 staff members by 30	Conduct 1 quarterly workshop on employee benefits with 175 staff members by 30	Conduct 1 quarterly workshop on employee benefits with 175 staff members by 31	Conduct 1 quarterly workshop on employee benefits with 175 staff members by 31 March 2017	Conduct 1 quarterly workshop on employee benefits with 175 staff members by 30

Key Performance Area 1: Municipal Transformation & Organisational Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3-1.1(e)	To capacitate and empower workforce	development and competency of employees Implement human resources strategies that are able to provide for conducive working environment for employees, skills development and competency of employees	Human Resource Management	Compile and submit Centlec Retention Policy for approval by the Board by 30 June 2017.	Approved Staff Retention Policy	N/A – Target Not being reported on in 2015/16 financial year	Staff retention policy approved by the Board by 30 June 2017	Draft Staff Retention Policy completed by 30 September 2016.	Complete employee consultations regarding the draft Centlec Retention Policy by 31 December 2016.	Complete Local Labour Forum (LLF) consultations regarding the draft Centlec Retention Policy by 31 March 2017.	Draft Staff Retention Policy submitted for approval by the Board by 30 June 2017.
3-1.1(f)	To capacitate and empower workforce	Implement human resources strategies that are able to provide for conducive working environment for employees, skills development and	Human Resource Management	Review and submit the Employee Performance Management System (Policy Framework) for approval by the Board by 30 June	Reviewed Performance Management System (Policy Framework) and submitted to the Board for approval by 30	N/A – Target Not being reported on in 2015/16 financial year	Implementation of the approved Employee Performance Management System (Policy Framework) by 30 June 2017.	First Draft reviewed Performance Management System (Policy Framework) completed by 30 September	Complete employee consultations regarding the draft Employee Performance Management Policy by 31	Complete Local Labour Forum (LLF) consultations regarding the draft Employee Performance Management	Submit Performance Management System (Policy Framework) to the Board for approval by 30 June 2017.

Key Performance Area 1: Municipal Transformation & Organisational Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3-1.1(g)	To capacitate and empower workforce	competency of employees Implement human resources strategies that are able to provide for conducive working environment for employees, skills development and competency of employees	Human Resource Development	2017. Submission of 2017/18 Workplace Skills Plan (WSP and Submission of monthly monitoring and implementation reports for the 2016/17 WSP to the LGSETA for the period 1 July 2016 to 30 June 2017.	June 2017 Proof of submission of 2017/18 WSP and 2016/17 monthly monitoring and implementation reports to LGSETA	2015/16 WSP and WSP implementation plan	Submission of the 2017/18 WSP by 30 April 2017 as per LGSETA submission deadline.	2016. N/A	December 2016. N/A	Policy 31 March 2017. N/A	Submission of the 2017/18 WSP by 30 April 2017 as per LGSETA submission deadline. 3 monthly monitoring and implementation reports of 2016/17 WSP submitted to LGSETA 7 days after end of each month during this quarter

Key Performance Area 1: Municipal Transformation & Organisational Development											
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
							report for 2016/17 WSP by 30 June 2017.				Achievement Report by 30 April 2017 as per LGSETA submission deadline.

VOTE 4:
FINANCE

Key Performance Area 4: Financial Management & Viability											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017.											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4-4.1(a)	Ensure financial management practices that enhance financial viability and compliance with the requirements of MFMA and other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Revenue Management	Debt collection improved by 50% on arrear debt and 80% on current accounts based 2015/16 figures by 30 June 2017	% of Debt collection improvement by on arrear debt and on current accounts based 2015/16 figures by 30 June 2017.	2015/16 revenue collection reports and debtors age analysis	Improve debt collection by 50% on arrear debt and 80% on current accounts based 2015/16 figures by 30 June 2017	Improve debt collection by 50% on arrear debt and 80% on current accounts for this quarter based 2015/16 figures by 30 September 2016	Improve debt collection by 50% on arrear debt and 80% on current accounts for this quarter based 2015/16 figures by 31 December 2016	Improve debt collection by 50% on arrear debt and 80% on current accounts for this quarter based 2015/16 figures by 31 March 2017	Improve debt collection by 50% on arrear debt and 80% on current accounts for this quarter based 2015/16 figures by 30 June 2017
4-4.1(b)	Ensure financial management practices that enhance financial viability and compliance with the requirements of	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and	Revenue Management	95% accuracy in billing based on the number of accounts billed on a monthly basis throughout the year.	% accuracy in billing based on the number of accounts billed on a monthly basis throughout the year.	2015/16 accounts billing reports	95% accuracy in billing based on the number of accounts billed on a monthly basis throughout 2016/17.	95% accuracy in billing based on the number of accounts billed on a monthly basis throughout quarter 1.	95% accuracy in billing based on the number of accounts billed on a monthly basis throughout quarter 2.	95% accuracy in billing based on the number of accounts billed on a monthly basis throughout quarter 3.	95% accuracy in billing based on the number of accounts billed on a monthly basis throughout quarter 4.

Key Performance Area 4: Financial Management & Viability											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4-4.1(c)	MFMA and other relevant legislation Ensure financial management practices that enhance financial viability and compliance with the requirements of MFMA and other relevant legislation	prescribed accounting norms and standards. Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Revenue Management	100% of actual meter readings taken and billed on accounts on a monthly basis throughout the year.	% of actual meter readings taken, uploaded and billed on accounts on a monthly basis throughout the year.	2015/16 meter reading reports	100% of actual meter readings taken are uploaded and billed on accounts on a monthly basis throughout 2016/17.	100% of actual meter readings taken are uploaded and billed on accounts on a monthly basis throughout quarter 1.	100% of actual meter readings taken are uploaded and billed on accounts on a monthly basis throughout quarter 2.	100% of actual meter readings taken are uploaded and billed on accounts on a monthly basis throughout quarter 3.	100% of actual meter readings taken are uploaded and billed on accounts on a monthly basis throughout quarter 4.

Key Performance Area 4: Financial Management & Viability											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4-4.1(d)	Ensure financial management practices that enhance financial viability and compliance with the requirements of MFMA and other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Financial Management	Pay suppliers within 30 days on receipt of valid invoice, throughout 2016/17.	% of invoices paid within 30 days vs. the total number of payments made.	Total number of payments made	100% payment of supplier invoices within 30 days of receipt of valid invoice, throughout 2016/17.	100% payment of supplier invoices within 30 days of receipt of valid invoice during quarter 1.	100% payment of supplier invoices within 30 days of receipt of valid invoice during quarter 2.	100% payment of supplier invoices within 30 days of receipt of valid invoice during quarter 3.	100% payment of supplier invoices within 30 days of receipt of valid invoice during quarter 4.
4-4.1(e)	Ensure financial management practices that enhance financial viability and compliance with the requirements of	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and	Financial Management	Filing and safekeeping 100% of all monthly payment vouchers and accompanying supporting documents throughout 2016/17 financial year.	% of monthly payment vouchers and accompanying supporting documents filed and safely kept throughout 2016/17	2015/16 expenditure records. Total number of payments made.	Filing and safekeeping 100% of all monthly payment vouchers and accompanying supporting documents and	Filing and safekeeping 100% of all monthly payment vouchers and accompanying supporting documents	Filing and safekeeping 100% of all monthly payment vouchers and accompanying supporting documents	Filing and safekeeping 100% of all monthly payment vouchers and accompanying supporting documents throughout	Filing and safekeeping 100% of all monthly payment vouchers and accompanying supporting documents

Key Performance Area 4: Financial Management & Viability											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	MFMA and other relevant legislation	prescribed accounting norms and standards.			financial year.		keep in safe custody within 30 days of the end of each month throughout 2016/17 financial year.	throughout quarter 1.	throughout quarter 2.	quarter 3.	throughout quarter 4.
4-4.1(f)	Ensure financial management practices that enhance financial viability and compliance with the requirements of MFMA and other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Financial Management Unit	Monthly, quarterly and annual financial reports in terms of section 87, 88, and 121 of Municipal Finance Management Act, 56 of 2003 submitted to the parent municipality	12 signed-off monthly financial reports, 4 signed-off quarterly signed off-reports, 1 Mid-term performance & budget assessment report, 1 final draft budget for	2015/16 12 monthly Financial Reports	12 signed-off monthly financial reports, 4 signed-off quarterly signed off-reports; 1 signed-off Mid-term performance & budget assessment report; and 1	3 signed-off monthly financial reports submitted to the parent municipality within 7 working of each month and 1 signed-off quarterly financial reports submitted to the parent	3 signed-off monthly financial reports submitted to the parent municipality within 7 working of each month and 1 signed-off quarterly financial reports submitted to the parent	3 signed-off monthly financial reports submitted to the parent municipality within 7 working of each month and 1 signed-off quarterly financial reports submitted to the parent	3 signed-off monthly financial reports submitted to the parent municipality within 7 working of each month and 1 signed-off quarterly financial reports submitted to the parent

Key Performance Area 4: Financial Management & Viability											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4-4.1(g)	Ensure financial management practices that enhance financial viability and compliance with the	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated	Financial Management	0% irregular expenditure incurred due to non-compliance to the company's Supply Chain Management Policy, Supply	% of irregular expenditure incurred due to non-compliance to the company's Supply Chain Management	2015/16 Annual Financial Statements	0% irregular expenditure incurred due to non-compliance to the company's Supply Chain Management	0% irregular expenditure incurred due to non-compliance to the company's Supply Chain Management	0% irregular expenditure incurred due to non-compliance to the company's Supply Chain Management	0% irregular expenditure incurred due to non-compliance to the company's Supply Chain Management	0% irregular expenditure incurred due to non-compliance to the company's Supply Chain Management
					2017/18, 1 Annual Report for 2015/16 and 1 Annual Financial Statement for 2015/16		signed-off final draft budget for 2017/18	municipality within 7 working days of each quarter	municipality within 7 working days of each quarter and 1 signed-off mid-term performance and budget assessment report for 2016/17 submitted by 20 January 2017.	of each quarter	municipality within 7 working days of each quarter

Key Performance Area 4: Financial Management & Viability											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	requirements of MFMA and other relevant legislation	regulations and prescribed accounting norms and standards.		Chain Management Regulations, 2005 and the MFMA by 30 June 2017	Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2017		Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2017	Policy, Supply Chain Management Regulations, 2005 and the MFMA by 31 September 2016	Policy, Supply Chain Management Regulations, 2005 and the MFMA by 31 December 2016	Chain Management Regulations, 2005 and the MFMA by 31 March 2017	Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2017.
4-4.1(h)	Ensure financial management practices that enhance financial viability and compliance with the requirements of MFMA and other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Financial Management	Monitor that all appointed suppliers / services providers are 100% in line with contracts entered into and submit monthly reports throughout 2016/17.	% compliance to contracts entered into and the number of monthly reports submitted by suppliers throughout 2016/17	2015/16 Supplier's monitoring reports	Receive 12 monthly reports from the suppliers / services providers to ensure that they are 100% in line with the contracts entered into by 30 June 2017.	3 monthly reports received from the suppliers / services providers to ensure that they are 100% in line with the contracts entered into by 30 September 2016.	3 monthly reports received from the suppliers / services providers to ensure that they are 100% in line with the contracts entered into by 31 December 2016.	3 monthly reports received from the suppliers / services providers to ensure that they are 100% in line with the contracts entered into by 31 March 2017.	3 monthly reports received from the suppliers / services providers to ensure that they are 100% in line with the contracts entered into by 30 June 2017.
	Ensure financial	Plan, implement,	Budget &	Prepare 2015/16	Signed-off	2014/15	Prepare	Prepare 2015/16	N/A	N/A	N/A

Key Performance Area 4: Financial Management & Viability											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4-4.1(i)	management practices that enhance financial viability and compliance with the requirements of MFMA and other relevant legislation	monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Compliance	Annual Financial Statements in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and section 122 of MFMA along with an audit file that supports the information that supports the financial statements by 31 August 2016.	GRAP and Section 122 of MFMA checklist	Audited Annual Financial statements and the 2014/15 audit file.	2015/16 Annual Financial Statements in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and section 122 of MFMA along with an audit file that supports the financial statements by 31 August 2016.	Annual Financial Statements in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and section 122 of MFMA along with an audit file that supports the financial statements by 31 August 2016.			

Key Performance Area 4: Financial Management & Viability		ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE									
PERFORMANCE OBJECTIVES AND INDICATORS		FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017									
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4-4.1(i)	Ensure financial management practices that enhance financial viability and compliance with the requirements of MFMA and other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Budget & Compliance	Monthly review and updating of financial reporting related internal controls to enable the preparation of financial statements that are free from material misstatements or errors by 30 June 2017.	The number of monthly reviews and updating of financial reporting related internal controls.	2015/16 Accounting Services Monthly reports.	12 Monthly reviews and updating of financial reporting related internal controls to enable the preparation of financial statements that are free from material misstatements or errors by 30 June 2017.	3 Monthly reviews and updating of financial reporting related internal controls to enable the preparation of financial statements that are free from material misstatements or errors by 30 September 2016.	3 Monthly reviews and updating of financial reporting related internal controls to enable the preparation of financial statements that are free from material misstatements or errors by 31 December 2016.	3 Monthly reviews and updating of financial reporting related internal controls to enable the preparation of financial statements that are free from material misstatements or errors by 31 March 2017.	3 Monthly reviews and updating of financial reporting related internal controls to enable the preparation of financial statements that are free from material misstatements or errors by 30 June 2017.
4-4.1(k)	Ensure financial management practices that enhance	Plan, implement, monitor and report financial management	Budget & Compliance	Bi-annual assets verification performed and asset registers	The number of bi-annual assets verifications performed and	2015/16 Asset Registers	2 Bi-annual assets verification performed and	N/A	1 Bi-annual assets verification performed and	N/A	1 Bi-annual assets verification performed and

Key Performance Area 4: Financial Management & Viability		ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE									
PERFORMANCE OBJECTIVES AND INDICATORS		FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017									
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	financial viability and compliance with the requirements of MFMA and other relevant legislation	activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.		updated with all assets movements, and report any damaged / missing items by 30 June 2017. Ensure all moveable assets and additions to infrastructure of the entity are accurately accounted for throughout 2016/17.	asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2017. The number of moveable assets and additions to infrastructure counted per quarter against the assets listed in the Asset Register		asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2017. Accurately account for all the entity's moveable and additions to infrastructure assets.		asset registers updated with all assets movements, and report any damaged / missing items by 31 December 2016		asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2017

VOTE 5:

ENGINEERING-WIRES

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5-2.1(a)	Ensure Operational and capital optimisation	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Planning	Installation of prepaid meters for the number of indigent applications received between 1 July 2016 and 30 June 2017.	The number of indigent applications received vs. the number of prepaid meters installed between 1 July 2016 and 30 July 2017.	N/A: KPI not reported on in 2015/16 financial year	To install prepaid meters for all the indigent applications received during the period 1 July 2016 - 30 June 2017.	To install prepaid meters for all the indigent applications received during the period 1 July 2016 - 30 September 2016.	To install prepaid meters for all the indigent applications received during the period 1 October 2016 - 30 December 2016.	To install prepaid meters for all the indigent applications received during the period 1 January 2017 - 31 March 2017.	To install prepaid meters for all the indigent applications received during the period 1 April 2017 - 30 June 2017.
5-2.1(b)	Ensure Operational and capital optimisation	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Planning	Complete 426 household connections identified for electrification in the MMM area by 30 June 2017.	The number of household connections connected within the MMM area by 30 June 2017.	N/A: KPI not reported on in 2015/16 financial year	To supply 426 electricity connections to identified households in the MMM area by 30 June 2017.	Engage with the ward councilors and complete the electrification designs by 30 September 2016.	Complete the construction of the backbone of the 426 connections by 31 December 2016.	Connect 213 electrification connections to identified households in MMM by 31 March 2017.	Connect 213 electrification connections to identified households in MMM by 30 June 2017.

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5-2.1(c)	Ensure Operational and capital optimisation	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Planning	Install and complete the number of public connections applications received, paid for this financial year by 30 June 2017.	The number of public connection applications received, paid for vs. the number of public connections installed by from 1 July 2016 - 30 June 2017.	2015/16 Annual Performance Report	To install public connections for all public connection applications received and paid for between 1 July 2016 and 30 September 2016 within the specific deadline as stipulated within the policy by 30 June 2017.	To install public connections for all public connection applications received and paid for between 1 October 2016 and 31 December 2016 within the specific deadline as stipulated within the policy.	To install public connections for all public connection applications received and paid for between 1 January 2017 and 31 March 2017 within the specific deadlines stipulated within the policy.	To install public connections for all public connection applications received and paid for between 1 April 2017 and 30 June 2017 within the specific deadlines stipulated within the policy.	To install public connections for all public connection applications received and paid for between 1 April 2017 and 30 June 2017 within the specific deadlines stipulated within the policy.
5-2.2(a)	Ensure Optimal Service Delivery	Ensure regular maintenance and upgrading of distribution and supply infrastructure and	Planning	Erection of 30 high mast lights within the MMM area by 30 June 2017.	Number of high mast lights erected in the MMM area by 30 June 2017.	2015/16 Annual Performance Report	30 erected and commissioned high mast lights within the MMM area by 30 June 2017.	Identification of 30 high mast lights positions by 30 September 2016.	Casting of foundations for the 30 high mast lights by 31 December 2016.	Erection of 15 masts and commissioning thereof by 31 March 2017.	Erection of 15 masts and commissioning thereof by 30 June 2017.

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5-2.2(b)	Ensure Optimal Service Delivery	<p>Improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.</p> <p>Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.</p>	Network Services, SFS, System Utilisation & Process Engineering.	Complaints received regarding single fault lights to be handled and completed within 3 days and area faults within 5 days of receipt.	% of single faults received in MMM area resolved by 3 days and area faults resolved by 5 days.	N/A: KPI not reported on in 2015/16 financial year	90% complaints received regarding single street fault lights to be handled and completed within 3 days and area faults within 5 days of receipt during 2016/17.	90% of complaints received regarding single fault lights to be handled and completed within 3 days and area faults within 5 days of receipt between 1 July 2016 and 30 September 2016.	90% of complaints received regarding single fault lights to be handled and completed within 3 days and area faults within 5 days of receipt between 1 October 2016 and 31 December 2016.	90% of complaints received regarding single fault lights to be handled and completed within 3 days and area faults within 5 days of receipt between 1 January and 31 March 2016.	90% of complaints received regarding single fault lights to be handled and completed within 3 days and area faults within 5 days of receipt between 1 April 2017 and 30 June 2017.

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5-2.2(c)	Ensure Optimal Service Delivery	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Network Services, SFS, System Utilisation & Process Engineering.	Single power failure complaints received to be handled and completed within an average of 2,5 hours from receipt.	% of single power failure complaints received in MMM area resolved within 2, 5 hours of receipt by 30 June 2017.	N/A: KPI not reported on in 2015/16 financial year	90% of single power failure complaints received to be handled and completed within an average of 2,5 hours from receipt by 30 June 2017.	90% of single power failure complaints received handled and completed within an average of 2, 5 hours of receipt between 1 July 2016 and 30 September 2016.	90% of single power failure complaints received handled and completed within an average of 2,5 hours of receipt between 1 October 2016 and 31 December 2016.	90% of single power failure complaints received handled and completed within an average of 2,5 hours of receipt between 1 January 2017 and 31 March 2017.	90% of single power failure complaints received handled and completed within an average of 2,5 hours of receipt between 1 April 2017 and 30 June 2017.
5-2.2(d)	Ensure Optimal Service Delivery	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and	Network Services, SFS, System Utilisation & Process Engineering.	Reduce area (i.e over 5 household connections in a circuit) power failure complaints by 1 month to month basis by 30 June	% of area power failure reduction during on a month to month basis during 2016/17 by 30 June 2017 year.	N/A: KPI not reported on in 2015/16 financial year	Reduce area (i.e over 5 household connections in a circuit) power failure complaints by 1 % on a month to month basis by 30 June 2017.	Reduce area (i.e over 5 household connections in a circuit) power failure complaints by 1 % on a month to month basis by 31	Reduce area (i.e over 5 household connections in a circuit) power failure complaints by 1 % on a month to month basis by 31	Reduce area (i.e over 5 household connections in a circuit) power failure complaints by 1 % on a month to month basis by 31	Reduce area (i.e over 5 household connections in a circuit) power failure complaints by 1 % on a month to month basis by 31

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS				ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE							
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		effectiveness of other service delivery support systems and infrastructure.		2017.			to month basis by 30 June 2017.	month basis by 30 September 2016.	December 2016.	March 2017.	to month basis by 30 June 2017.

Key Performance Area 3: Local Economic Development											
PERFORMANCE OBJECTIVES AND INDICATORS				ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE							
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5-3.1	Ensure reliable and continuous electricity supply in order to create an environment that stimulates business growth and development	Invest in expanding electricity infrastructure to keep up pace with increasing electricity demands around	System Utilisation	Develop the project plan for a credible and accurate system to measure the down time costs associated with power outages by 31 December 2016.	Number of submissions of a project plan for a credible and accurate system to measure the downtime costs associated with	N/A: KPI not reported on in 2015/16 financial year	1 Submission of a project plan for a credible and accurate system to measure the downtime costs associated with	N/A	1 Submission of a project plan for a credible and accurate system to measure the downtime costs associated with	N/A	N/A

Key Performance Area 3: Local Economic Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		the city and put in place mechanisms to reduce power outages and the impact thereof on the local economy.			power outages by 31 December 2016.		power outages by 31 December 2016.		power outages by 31 December 2016.		

VOTE 6:
ENGINEERING-RETAIL

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
6-2.2(a)	Ensure Optimal Service Delivery	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Revenue Management	Replacement of prepaid and bulk meters in accordance to the Meter Maintenance Plan as stipulated by the Meter Policy during 2016/17.	Number of prepaid and bulk meters replaced vs. the 2016/17 Meter Maintenance Plan by 30 June 2017.	2015/16 Maintenance Report from the Metering database	Replacement of 10,704 Prepaid and 20 Bulk meters in accordance to the Meter Maintenance Plan as stipulated by the Meter Policy by 30 June 2017.	Replacement of 2,676 Prepaid and 5 Bulk meters in accordance to the Meter Maintenance Plan by 30 September 2016.	Replacement of 2,676 Prepaid and 5 Bulk meters in accordance to the Meter Maintenance Plan by 31 December 2016.	Replacement of 2,676 Prepaid and 5 Bulk meters in accordance to the Meter Maintenance Plan by 31 March 2017.	Replacement of 2,676 Prepaid and 5 Bulk meters in accordance to the Meter Maintenance Plan by 30 June 2017.
6-2.2(b)	Ensure Optimal Service Delivery	Ensure regular maintenance and upgrading of distribution and supply	Revenue Management	Inspection of meters and meter boxes to perform preventative maintenance during	Number of inspections done on meters and meter boxes to perform	2015/16 Annual Performance Report	Complete 60,000 normal meter inspections by 30 June 2017.	Complete 15,000 normal meter inspections by 30 September	Complete 15,000 normal meter inspections by 31 December	Complete 15,000 normal meter inspections by March 2017.	Complete 15,000 normal meter inspections by 30 June 2017.

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI) 2016/17	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.		2016/17	preventative maintenance during 2016/17.		2016.	2016.	2016.		
							Complete 55,028 Prepaid maintenance inspections by 30 June 2017.	Complete 13,756 Prepaid maintenance inspections by 30 September 2016.	Complete 13,756 Prepaid maintenance inspections by 31 December 2016.	Complete 13,756 Prepaid maintenance inspections by 31 March 2017.	Complete 13,756 Prepaid maintenance inspections by 30 June 2017.
							Complete 400 Bulk meter inspections by 30 June 2017.	Complete 100 Bulk meter inspections by 30 September 2016.	Complete 100 Bulk meter inspections by 31 December 2016.	Complete 100 Bulk meter inspections by 31 March 2017.	Complete 100 Bulk meter inspections by 30 June 2017.
							Complete 1, 812 Meter boxes inspections by 30 June 2017.	Complete 453 Meter boxes inspections by 30 September 2016.	Complete 453 Meter boxes inspections by 31 December 2016.	Complete 453 Meter boxes inspections by 31 March 2017.	Complete 453 Meter boxes inspections by 30 June 2017.

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016- 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
6-2.2(c)	Ensure Optimal Service Delivery	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Revenue Management	Ensure that 100% of tokens collected by registered indigents in the MMM area receive Free Basic Electricity on a monthly basis throughout 2016/17	% of tokens collected by registered indigents in the MMM area that receive Free Basic Electricity on a monthly basis throughout 2016/17	2015/16 reports	Ensure that 100% of tokens collected by registered indigents in the MMM area receive Free Basic Electricity on a monthly basis throughout 2016/17	Ensure that 100% of tokens collected by registered indigents in the MMM area receive Free Basic Electricity on a monthly basis for the period 1 July 2016 to 30 September 2016.	Ensure that 100% of tokens collected by registered indigents in the MMM area receive Free Basic Electricity on a monthly basis for the period 1 October 2016 to 31 December 2016.	Ensure that 100% of tokens collected by registered indigents in the MMM area receive Free Basic Electricity on a monthly basis for the period 1 January 2017 to 31 March 2017.	Ensure that 100% of tokens collected by registered indigents in the MMM area receive Free Basic Electricity on a monthly basis for the period 1 April 2017 to 30 June 2017.
6-2.2(d)	Ensure Operational and capital optimisation	Increase and maintain spending levels on capital expenditure at 95% of the approved budget	Trading Services	Integration of all systems identified in the project scope within Centlec to enable automation of key business processes.	% completion of integration layer for all systems identified	Identification of all systems that runs on SQL database	100% Implementation of the integration layer for all systems identified in the project scope	Installation of 1 central database for the System Integration project by 30 September 2016.	Complete the Integration requirements and specifications (scope of the project) by 31	50% Implementation of the integration layer for all systems identified in the project scope by	100% Implementation of the integration layer for all systems identified in the project scope

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				normal working days and 08h00 - 12h00 during weekends and holidays throughout 2016/17 financial year.			ensure that 97% of them are open and operational stations between 8h00-17h00 during normal working days and 08h00 -12h00 during weekends and holidays throughout 2016/17 financial year.	ensure that 97% of them are open and operational stations between 8h00-17h00 during normal working days and 08h00 -12h00 during weekends and holidays throughout this quarter.	ensure that 97% of them are open and operational stations between 8h00-17h00 during normal working days and 08h00 -12h00 during weekends and holidays throughout this quarter.	open and operational stations between 8h00-17h00 during normal working days and 08h00 -12h00 during weekends and holidays throughout this quarter.	ensure that 97% of them are open and operational stations between 8h00-17h00 during normal working days and 08h00 -12h00 during weekends and holidays throughout this quarter.

Key Performance Area 3: Local Economic Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
6-3.1	Reliable continuous electricity supply in order to create an environment that stimulates business growth and development	Reduce non-technical electricity losses and the impact thereof on the local economy.	Trading Services	Reduce non-technical electricity losses by 1% year-on-year by 30 June 2017.	% of non-technical losses for the period 1 July 2016 to 30 June 2017.	N/A: KPI not reported on in 2015/16 financial year	Decrease the non-technical losses with 1% from 2015/16 by 30 June 2017.	Decrease the non-technical losses with 0.25% from 2015/16 by 30 September 2016	Decrease the non-technical losses with 0.25% from 2015/16 by 31 December 2016.	Decrease the non-technical losses with 0.25% from 2015/16 by 31 March 2017.	Decrease the non-technical losses with 0.25% from 2015/16 by 30 June 2017.

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
6-5.1(a)	Good governance & Public Participation	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	Trading Services	Implement and report on the extent of alignment of ICT governance, security systems, security and infrastructure and the efficiency thereof during 2016/17.	Number of quarterly reports submitted on the extent of alignment of ICT governance, security systems, security and the efficiency thereof during 2016/17.	N/A: KPI not reported on in 2015/16 financial year	4 Quarterly reports on the extent of the alignment of ICT governance, security systems, security, infrastructure and efficiency thereof during 2016/17.	1 Quarterly report on the extent of the alignment of ICT governance, security, infrastructure and efficiency thereof by 30 September 2016.	1 Quarterly report on the extent of alignment of the ICT governance, security, systems, security and efficiency thereof by 31 December 2016.	1 Quarterly report on the extent of alignment of the ICT governance, security, infrastructure and efficiency thereof by 31 March 2017.	1 Quarterly report on the extent of alignment of the ICT governance, security, systems, security, infrastructure and efficiency thereof by 30 June 2017.

VOTE 7:

COMPLIANCE & PERFORMANCE

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
7-2.2(a)	Ensure Optimal Service Delivery	To maintain and upgrade facilities in line with the standard regulations and OHS Act 85 of 1993.	Facility Management	Initiate and complete internal processes for sourcing of a competent service provider / contractor for the purpose of upgrading, maintenance and repairs to the entity's facilities by 30 June 2017.	% of upgrades, maintenance and repairs to facilities according to the 2016/17 Facilities Maintenance Plan by 30 June 2017.	2015/16 Performance Report	Initiate and complete internal processes for sourcing of a competent service provider / contractor for the purpose of upgrading, maintenance and repairs to the entity's facilities by 30 June 2017.	Completion of all Bid and RFQ documentation relating to facilities maintenance to SCM by 30 September 2016.	Appointment of service provider(s) to implement the 2016/17 Facilities Maintenance Plan by 31 December 2016.	Monitoring and report on progress of the projects of the appointed service provider(s) against the 2016/17 Facilities Maintenance Plan by 31 March 2017.	Monitoring and report on progress of the projects of the appointed service provider(s) against the 2016/17 Facilities Maintenance Plan by 30 June 2017.
7-2.2(b)	Ensure Optimal Service Delivery	To perform assessment of security threats to the property and employees of the company as part	Security Management	Conduct an annual security assessment during 2016/17 to ensure efficient allocation of resources to the	Number of annual security assessments conducted during 2016/17 by 30 June	2015/16 Security Assessment Report	1 Annual security assessments conducted during 2016/17 by 30 June	N/A	1 Annual security assessments conducted during 2016/17 by 15 October	N/A	N/A

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		of effective risk management		most vulnerable areas in order to reduce possible losses by 30 June 2017.	2017.		2017.		2016.		
7-2.2(c)	Ensure Optimal Service Delivery	To ensure fleet management activities in line with the approved plan so as to ensure optimum resource utilisation and improved service delivery.	Fleet Management	Procure and maintain the Centlec Fleet 100% according to the 2016/17 Fleet Replacement & Maintenance Plan by 30 June 2017.	% of Centlec Fleet procured and maintained according to the 2016/17 Fleet Replacement & Maintenance Plan by 30 June 2017.	2015/16 Replacement & Maintenance Reports	Procure and maintain the Centlec Fleet 100% according to the 2016/17 Fleet Replacement & Maintenance Plan by 30 June 2017.	Execute 100% of all fleet procurement and maintenance planned activities for the period 1 July 2016 – 31 August 2016 by 30 September 2016.	Execute 100% of all fleet procurement and maintenance planned activities for the period 1 September 2016– 30 November 2016 by 31 December 2016.	Execute 100% of all fleet procurement and maintenance planned activities for the period 1 December 2016 – 28 February 2017 by 31 March 2017	Execute 100% of all fleet procurement and maintenance planned activities for the period 1 March 2017 – 31 May 2017 by 30 June 2017

Key Performance Area 2: Basic Service Delivery & Infrastructure Development											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
7-2.2(d)	Ensure Optimal Service Delivery	Ensure regular maintenance and upgrading of distribution and supply infrastructure and improving overall efficiency and effectiveness of other service delivery support systems and infrastructure.	Power Generation	Maintain the Power Station to ensure generation of 30 MW each during each of the 3 winter months (i.e June, July & August) in 2016/17.	Number of Megawatts generated during each of the 3 winter months in 2016/17.	N/A – Target Not being reported on in 2015/16 financial year	Maintain the Power Station to ensure generation of 30 MW each during each of the 3 winter months (i.e June, July & August) in 2016/17.	Maintain the Power Station to ensure generation of 30 MW during July and August 2016.	N/A	N/A	Maintain the Power Station to ensure generation of 30 MW during June 2017.

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
7-5.1(a)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	Performance & Compliance Management	Review Multi-Year Business Plan for 2017/18, ensure that the related Budget, SDBIP Performance Plans and Agreements of the Executives are compiled and submitted for approval by 31 March 2017.	Proof of submission of reviewed Multi-Year Business Plan, Budget, SDBIPs, Performance Plans and Agreements of the Executives are compiled and submitted for approval by 31 March 2017.	N/A	Review Multi-Year Business Plan for 2016/17, ensure that the related Budget, SDBIP Performance Plans and Agreements of the Executives are compiled and submitted for approval by 31 March 2017.	N/A	N/A	Review Multi-Year Business Plan for 2016/17, ensure that the related Budget, SDBIP Performance Plans and Agreements of the Executives are compiled and submitted for approval by 31 March 2017.	N/A

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016 – 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
7-5.1(b)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by the designated oversight structures and other stakeholders.	Performance & Compliance Management	Collect and verify performance information and verify relevance of Departmental Performance Reports in line with the SDBIP and submit to Internal Audit by the quarterly deadline.	Number of Departmental Performance Reports submitted to Internal Audit by the set quarterly deadline.	N/A: Target was not reported on in 2015/16 financial year.	Quarterly submissions of the Departmental Performance Reports to Internal Audit by the quarterly deadline.	1 Quarterly submission of the 7 Departmental Performance Reports to Internal Audit by 15 July 2016.	1 Quarterly submission of the 7 Departmental Performance Reports to Internal Audit by 15 October 2016.	1 Quarterly submission of the 7 Departmental Performance Reports to Internal Audit by 15 January 2017.	1 Quarterly submission of the 7 Departmental Performance Reports to Internal Audit by 15 April 2017.
7-5.1(c)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the	Performance & Compliance Management	Completion of the mid-year and annual performance report of the entity and submission of these reports to the Board	Number of mid-year and annual performance report submitted to the Board and MMM.	Mid-year performance report of the entity for 2015-16	Completion of the mid-year and annual performance report of the entity and submission of	Annual performance report for Centlec to be compiled and submitted to the Board and MMM	N/A	Mid-year performance report of the entity, compiled and submitted to Board and MMM by 20 January	N/A

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
7-5.1(d)	To ensure good governance practices and stakeholder engagement	performance of the entity by designated oversight structures and other stakeholders. Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	Performance & Compliance Management	and MMM by 20 January 2017 and 31 August 2017.	Number of quarterly Performance Assessment reports of the performance of Executives	N/A – Target Not being reported on in 2015/16 financial year	Ensure that the performance of Executives is assessed quarterly as prescribed in their respective Performance Agreements and that it is internally audited and reports are submitted to the Audit Committee and the Board by 30 June 2017.	Ensure that the performance of Executives for the period ended 30 June 2016 is assessed by 31 July 2016	Ensure that the performance of Executives for the period ended 30 September 2016 is assessed by 31 October 2016	Ensure that the performance of Executives for the period ended 31 December 2016 is assessed by 31 January 2017	Ensure that the performance of Executives for the period ended 31 March 2017 is assessed by 30 April 2017.

Key Performance Area 5: Good Governance & Public Participation											
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE						
FOR THE PERIOD 1 JULY 2016– 30 JUNE 2017											
Ref.	Strategic Objective	Strategies	Responsible Unit	Proposed Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target 2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
7-5.1(e)	To ensure good governance practices and stakeholder engagement	Put in place all systems and structures that are necessary to facilitate effective and continuous oversight over the performance of the entity by designated oversight structures and other stakeholders.	Performance & Compliance Management	Quarterly Centlec audit improvement dashboard developed and submitted to the AG with the prescribed time frames for 2016/17.	Quarterly updated Centlec audit improvement dashboard submitted to the AG with the prescribed time for 2016/17.	N/A – Target Not being reported on in 2015/16 financial year	Audit Committee and the Board by 30 June 2017. Quarterly Centlec audit improvement dashboard developed and submitted to the AG with the prescribed time frames for 2016/17.	Quarterly Centlec audit improvement dashboard updated with the latest information and submitted to the AG by 15 July 2016 for this quarter	Quarterly Centlec audit improvement dashboard updated with the latest information and submitted to the AG 15 October 2016 for this quarter	Quarterly Centlec audit improvement dashboard updated with the latest information and submitted to the AG 15 January 2017 for this quarter	Quarterly Centlec audit improvement dashboard updated with the latest information and submitted to the AG 15 April 2017 for this quarter

COMPONENT 4:
Ward Information for Expenditure and Service Delivery

In line with the National Treasury guidelines, the information below is provided to support effective management and facilitate accountability.

Table: 9.1 - Ward Information for Expenditure and Service Delivery

Project Name	Ward No	Project Description / Type of Structure	Outputs
VOTE 1: OFFICE OF THE CEO			
MARKETING COMMUNICATION – (Bandings & Communication Equipment)	All	Communication & Marketing Tools	Communication & Marketing Tools
VOTE 3: HUMAN RESOURCE MANAGEMENT			
TRAINING & DEVELOPMENT	All	Human Resource Development	Human Resource Development
VOTE 5: ENGINEERING WIRES			
CLOVER & VISTA DC's PARK ACCESS CONTROL (CCTV)	18	Electricity Infrastructure	Electricity Infrastructure
REPLACEMENT OF LOW VOLTAGE DECREPIT 2,4,8 WAY BOXES	All	Electricity Infrastructure	Electricity Infrastructure
REPLACEMENT OF BRITTLE OVERHEAD CONNECTIONS	All	Electricity Infrastructure	Electricity Infrastructure
REMEDIAL WORK 132KV SOUTHERN LINES	All	Electricity Infrastructure	Electricity Infrastructure
REPLACEMENT OF 2 & 4 WAY FIBREGLAS BOX IN SECTION H	All	Electricity Infrastructure	Electricity Infrastructure
INSTALLATION OF PREPAID METERS (INDIGENTS)	All	Electricity Infrastructure	Electricity Infrastructure
ELECTRIFICATION CONNECTIONS (INEP)	27	Electricity Infrastructure	Electricity Infrastructure
VANSTRADENSURUS PHASE 2 ELECTRIFICATION (NALEDI)	All	Electricity Infrastructure	Electricity Infrastructure
SERVITUDES AND LAND (INCLUDING INVESTIGATION, REMUNERATION, REGISTRATION)	45	Administrative	Administrative
PUBLIC ELECTRICITY CONNECTIONS	All	Electricity Infrastructure	Electricity Infrastructure
EXTENSION AND UPGRADING OF THE 11KV NETWORK	All	Electricity Infrastructure	Electricity Infrastructure
FICHARDTPARK DC: 132KV/11KV 20MVA DC	25	Electricity Infrastructure	Electricity Infrastructure
CECELIA DC: 132KV/11KV 30MVA DC	26	Electricity Infrastructure	Electricity Infrastructure
132KV NORTHERN RING FROM NOORDSTAD DC TO HARVARD DC	44	Electricity Infrastructure	Electricity Infrastructure
BOTSHABELO: ESTABLISHMENT OF 132KV CONNECTION	All	Electricity Infrastructure	Electricity Infrastructure
ELITE SUBSTATION (AIRPORT NODE)	30	Electricity Infrastructure	Electricity Infrastructure
REPLACEMENT OF DECREPIT 11KV LINES AND CABLE	19	Electricity Infrastructure	Electricity Infrastructure
TRANSFORMER REPLACEMENT AND OTHER RELATED EQUIPMENT	All	Electricity Infrastructure	Electricity Infrastructure
SMART STREETLIGHTS (BLOEMFONTEIN)	All	Electricity Infrastructure	Electricity Infrastructure
ELECTRIFICATION INTERNAL PROJECTS	ALL	Electricity Infrastructure	Electricity Infrastructure
REFURBISHMENT OF PROTECTION AND SCADA SYSTEMS AT DISTRIBUTION CENTRE AND SUB-STATIONS INCLUDING TEST EQUIPMENT	All	Electricity Infrastructure	Electricity Infrastructure
INSTALLATION OF PUBLIC LIGHTING	All	Electricity Infrastructure	Electricity Infrastructure
MAPHIKELA DC 132/11KV	All	Electricity Infrastructure	Electricity Infrastructure
REPLACEMENT OF OIL PLANT	All	Electricity Infrastructure	Electricity Infrastructure
REPLACEMENT OF DECREPIT HAMILTON SUBSTATION	All	Electricity Infrastructure	Electricity Infrastructure

Project Name	Ward No	Project Description / Type of Structure	Outputs
REPLACEMENT OF 110V BATTERIES	All	Electricity Infrastructure	Electricity Infrastructure
REPLACEMENT OF 11KV SWITCHGEARS	All	Electricity Infrastructure	Electricity Infrastructure
REPLACEMENT OF 32V BATTERIES	All	Electricity Infrastructure	Electricity Infrastructure
VOTE 6: ENGINEERING RETAIL			
IMPLEMENTATION OF BUSINESS CONTINUITY AND DISASTER RECOVERY INFRASTRUCTURE	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure
WEBSITE	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure
VENDING BACK OFFICE	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure
UPGRADE AND REFURBISHMENT OF CENTLEC COMPUTER NETWORK	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure
SYSTEMS INTEGRATION	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure
METER PROJECT (BLOEMFONTEIN)	All		
BULK METER REFURBISHMENT	All	Improvement of Infrastructure	Improvement of Infrastructure
METERING SYSTEMS	N/A		
VOTE 7: COMPLIANCE & PERFORMANCE			
REVITALIZATION OF OLD POWERSTATIONS (FORTSTREET)	All	Improvement of Infrastructure	Improvement of Infrastructure
FURNITURE AND OFFICE EQUIPMENT	All	Office Equipment	Office Furniture
SECURITY EQUIPMENT (CCTV CAMERAS AND ALARM SYSTEM)	All	Improvement of Infrastructure	Improvement of Infrastructure
SOLAR FARM GENERATION PLANT	All	Electricity Infrastructure	Electricity Infrastructure
OFFICE BUILDING	All	Improvement of Infrastructure	Improvement of Infrastructure
VEHICLES	All	Acquisition of Fleet	Acquisition of Fleet

**COMPONENT 5:
Detailed Capital Works Plan Over Three Years**

A detailed three year capital works plan is required to ensure sufficient detail is available to measure and monitor delivery of planned infrastructure projects.

Project Name	MITREF ESTIMATES			Ward No	Project Description / Type of Structure	Outputs	Project Duration	
	2016/2017	2017/2018	2018/2019				Planned Start Date	Planned Completion Date
PROGRAMME 1: OFFICE OF THE CEO								
MARKETING COMMUNICATION – (Banding & Communication Equipment)	5 000 000	5 290 000	5 596 820	N/A	Communication & Marketing Tools	Communication & Marketing Tools	01 July 2015	30 June 2019
PROGRAMME 3: HUMAN RESOURCE MANAGEMENT								
TRAINING & DEVELOPMENT	1 400 000	1 481 200	1 567 110	All	Human Resource Development	Human Resource Development	01 July 2015	30 June 2019
PROGRAMME 5: ENGINEERING WIRES								
CLOVER & VISTA DCs PARK ACCESS CONTROL (CCTV)	0	0	0	18	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REPLACEMENT OF LOW VOLTAGE DECREPT 2,4,8 WAY BOXES	690 000	730 020	772 361	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REPLACEMENT OF BRITTLE OVERHEAD CONNECTIONS	1 000 000	1 058 000	1 119 364	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REMEDIAL WORK 132KV SOUTHERN LINES	2 000 000	2 116 000	2 238 728	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REPLACEMENT OF 2 & 4 WAY FIBREGLAS BOX IN SECTION H	1 200 000	1 269 600	1 343 237	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
INSTALLATION OF PREPAID METERS (INDIGENTS)	500 000	529 000	559 682	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
ELECTRIFICATION CONNECTIONS (INEP)	5 934 500	17 500 000	17 500 000	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
VANSTRADENSURUS PHASE 2 ELECTRIFICATION (NALEDI)	2 565 500	7 500 000	7 500 000	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2015	30 June 2019
SERVITUDES AND LAND (INCLUDING INVESTIGATION, REMUNERATION, REGISTRATION)	400 000	423 200	447 746	45	Administrative	Administrative	01 July 2015	30 June 2019
PUBLIC ELECTRICITY CONNECTIONS	22 744 351	24 109 010	25 555 551	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2015	30 June 2019
EXTENSION AND UPGRADING OF THE 11KV NETWORK	5 000 000	5 290 000	5 596 820	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2015	30 June 2019
FICHARDTPARK DC: 132KV/11KV 20MVA DC	2 800 000	2 962 400	3 134 219	25	Electricity Infrastructure	Electricity Infrastructure	01 July 2015	30 June 2019
CECELIA DC: 132KV/11KV 30MVA DC	10 000 000	5 000 000	2 500 000	26	Electricity Infrastructure	Electricity Infrastructure	01 Jan 2015	30 June 2019
132KV NORTHERN RING FROM NOORDSTAD DC TO HARVARD DC	5 000 000	5 290 000	5 596 820	44	Electricity Infrastructure	Electricity Infrastructure	01 July 2014	30 June 2019
BOTSHABELO: ESTABLISHMENT OF 132KV CONNECTION	10 000 000	5 000 000	2 500 000	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019

Project Name	MTREF ESTIMATES			Ward No	Project Description / Type of Structure	Outputs	Project Duration	
	2016/2017	2017/2018	2018/2019				Planned Start Date	Planned Completion Date
ELITE SUBSTATION (AIRPORT NODE)	11 000 000	5 500 000	2 750 000	30	Electricity Infrastructure	Electricity Infrastructure	01 Nov 2014	30 June 2019
REPLACEMENT OF DECREPIT 11KV LINES AND CABLE	3 665 590	3 879 252	4 104 249	19	Electricity Infrastructure	Electricity Infrastructure	01 July 2015	30 June 2019
TRANSFORMER REPLACEMENT AND OTHER RELATED EQUIPMENT	9 000 000	9 522 000	10 074 276	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2015	30 June 2019
SMART STREETLIGHTS (BLOEMFONTEIN)	15 000 000	15 000 000	15 000 000	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2014	30 June 2019
ELECTRIFICATION INTERNAL PROJECTS	6 000 000	6 348 000	6 716 184	ALL	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REFURBISHMENT OF PROTECTION AND SCADA SYSTEMS AT DISTRIBUTION CENTRE AND SUB-STATIONS INCLUDING TEST EQUIPMENT	5 000 000	5 280 000	5 596 820	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2014	30 June 2019
INSTALLATION OF PUBLIC LIGHTING	15 000 000	7 500 000	3 750 000	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2015	30 June 2019
MAPHIKELA DC 132/11KV	3 000 000	3 174 000	4 851 988	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2015	30 June 2019
REPLACEMENT OF OIL PLANT	850 000	899 300	951 459	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REPLACEMENT OF DECRIPIT HAMILTON SUBSTATION	1 700 000	1 798 600	1 902 919	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REPLACEMENT OF 110V BATTERIES	1 100 000	1 163 800	1 231 300	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REPLACEMENT OF 11KV SWITCHGEARS	1 300 000	1 375 400	1 455 173	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
REPLACEMENT OF 32V BATTERIES	500 000	529 000	559 682	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
PROGRAMME 5: ENGINEERING RETAIL								
IMPLEMENTATION OF BUSINESS CONTINUITY AND DISASTER RECOVERY INFRASTRUCTURE	1 000 000	500 000	500 000	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure	01 July 2016	30 June 2019
WEBSITE	500 000	350 000	250 000	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure	01 July 2016	30 June 2019
VENDING BACK OFFICE	500 000	0	0	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure	01 July 2016	30 June 2017
UPGRADE AND REFURBISHMENT OF CENTLEC COMPUTER NETWORK	5 000 000	6 000 000	7 000 000	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure	01 July 2016	30 June 2019
SYSTEMS INTEGRATION	3 000 000	1 500 000	1 000 000	N/A	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure	01 July 2016	30 June 2019
METER PROJECT (BLOEMFONTEIN)	12 600 000	13 330 800	14 103 986	All	Improvement of ICT Infrastructure	Improvement of ICT Infrastructure	01 July 2016	30 June 2019

Project Name	MTRF ESTIMATES			Ward No	Project Description / Type of Structure	Outputs	Project Duration	
	2016/2017	2017/2018	2018/2019				Planned Start Date	Planned Completion Date
BULK METER REFURBISHMENT	1 000 000	750 000	500 000	All	Improvement of Infrastructure	Improvement of Infrastructure	01 July 2016	30 June 2019
METERING SYSTEMS	5 000 000	0	0	N/A			01 July 2016	30 June 2017
PROGRAMME 7: COMPLIANCE & PERFORMANCE								
REVITALIZATION OF OLD POWERSTATIONS (FORTSTREET)	674 700	713 833	755 235	All	Improvement of Infrastructure	Improvement of Infrastructure	01 July 2015	30 June 2019
FURNITURE AND OFFICE EQUIPMENT	717 000	899 143	878 602	All	Office Equipment	Office Furniture	01 July 2015	30 June 2019
SECURITY EQUIPMENT (CCTV CAMERAS AND ALARM SYSTEM)	4 000 000	4 232 000	4 477 456	All	Improvement of Infrastructure	Improvement of Infrastructure	01 July 2016	30 June 2019
SOLAR FARM GENERATION PLANT	1 000 000	1 058 000	1 119 364	All	Electricity Infrastructure	Electricity Infrastructure	01 July 2016	30 June 2019
OFFICE BUILDING	10 500 000	14 109 000	14 927 322	All	Improvement of Infrastructure	Improvement of Infrastructure	01 July 2015	30 June 2019
VEHICLES	5 500 000	5 819 000	6 156 502	All	Acquisition of Fleet	Acquisition of Fleet	01 July 2015	30 June 2019
TOTAL	200 342 641	196 789 558	194 140 976					