

CENTLEC (SOC) Ltd.

SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

**APPENDIX C - SDBIP PLANNING
TEMPLATE**

2025/26

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

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Abbreviations

SDBIP	Service Delivery Business Plan
SDA	Service Delivery Agreement
MMM	Mangaung Metropolitan Municipality
SHERQ	Safety, Health, Environment, Risk and Quality
MFMA	Municipal Finance Management Act
IDP	Integrated Development Plan
AGSA	Auditor General South Africa
FBE	Free basic Electricity
TOU	Time of use
WSP	Work Skills Plan
FAR	Fixed Asset Register

1. INTRODUCTION AND BACKGROUND

CENTLEC (SOC) Ltd is currently the license holder and distributes electricity to over 196 572 customers in the area of Mangaung. CENTLEC's customer base consists of 97% of domestic customers and 3% commercial users.

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

- a) Development of an integrated detailed service plan within the framework of MMM's Integrated Development Plan (IDP).
- 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 (NRS047) approved tariffs.
- g) Provide its own Safety, Health, Environment, Risk and Quality (SHERQ) services; and
- h) Provide street and area lighting on behalf of MMM.

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 Service Delivery & Budget Implementation Plan (SDBIP), viz:

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- 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 (SOC) LTD

2.1 Definition of SDBIP

Section 1 of the Municipal Finance Management Act of 56 of 2003 (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 SDBIP

The development of SDBIP is a requirement in terms of section 53 of the 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

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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 Metropolitan Municipality). It will also facilitate the management, implementation, and monitoring of the entity's budget.

Compliant with the provisions of section 53 and 87 of the 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 considering the policy mandate of the entity as contained in the SDA, and the strategic direction and priorities set through the MMM's IDP and the entity's Multi-Year Business Plan.

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Reference was also made to various in-year reports and the previous year's annual report (2023/24) 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 of the MFMA 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 day; and
- f) any steps taken to rectify such financial problems.

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However, alongside the above stipulated responsibilities of the Accounting Officer in relation to implementation of the budget, section 105 (1) of the MFMA 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 as well as the 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 the 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 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) **Quarterly reports:** the structure, content and timing of quarterly budget reporting shall be in accordance with Circular 88 of the MFMA.
- c) **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 the MFMA. The Annual Report shall be submitted to the Auditor General of South Africa (AGSA) for auditing and shall be subject to oversight by the Board of Directors and the Council of the parent municipality.

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6. OFFICIAL SIGN-OFF

It is hereby certified that this 2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE):

- Was developed by the management of the CENTLEC (SOC) Ltd in consultation with Mangaung Metropolitan Municipality as the sole parent municipality.
- Takes into account all the relevant policies, legislation, and other mandates for which the CENTLEC is responsible.
- Accurately reflects the strategic outcome-oriented goals and objectives which CENTLEC Ltd will endeavour to achieve over the period this plan.

APPROVED FOR SUBMISSION TO BOARD BY:



M.S. Sekoboto

Chief Executive Officer
Designation

2025/05/13
Date

APPROVED FOR SUBMISSION TO COUNCIL BY:



M.C. Mokitlane

Chairperson of the Board
Designation

13/05/2025
Date

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Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 28 and 30	2nd Quarter Planned Budget as Table SA 25, 28 and 30	3rd Quarter Planned Budget as Table SA 25, 28 and 30	4th Quarter Planned Budget as Table SA 25, 28 and 30	Total Budget allocated
				1	2		3	4	5	6	7	8	9	10	(7+8+9+10)
PRESCRIBED NATIONAL INDICATORS ISSUED BY NATIONAL TREASURY															
FINANCE															
	4.1	95% revenue collection rate as per Circular 71 to be maintained monthly during 2025/26	100.44%	Monthly revenue collection rate of 95% on all outstanding Debt during 2025/26	- BP249 report for revenue collected on area debt. - Print out of TB for expenditure incurred. - Revenue Collection schedule. - Debtors age analysis of MMM. - Bad debt report.	- Monthly revenue collection of 95% on outstanding debt by 30th of September 2025 - Monthly revenue collection of 95% on outstanding debt by 31st of December 2025 - Monthly revenue collection of 95% on outstanding debt by 31st of March 2026 - Monthly revenue collection of 95% on outstanding debt by 30th of June 2026	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00

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							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 28 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 28 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
						- Gross debtors Report. - Trial balance.									
ENGINEERING WIRES															
EE3.11	5.1	Percentage of unplanned outages that are restored to supply within industry standard timeframes	Area 94.37% Single 77.27%	Percentage of unplanned outages that are restored to supply within industry standard timeframes	Spreadsheet with calculations	98% within 24 hours	98% within 24 hours	98% within 24 hours	98% within 24 hours	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
EE3.21	5.2	Percentage of planned maintenance performed	New KPI	Complete 95% of planned maintenance by 30 June 2026	Maintenance plan with calculations	95%	95%	95%	95%	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
EE1.13	5.3	Percentage of valid customer applications	58% of new electricity	90% of valid customer applications for	1. Excel spreadsheet for	90%	90%	90%	90%	CENTLEC Internal Resources	CENTLEC Internal Resources	CENTLEC Internal Resources	CENTLEC Internal Resources	CENTLEC Internal Resources	R 0.00

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							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table 8A 25, 29 and 30	2nd Quarter Planned Budget as Table 8A 25, 29 and 30	3rd Quarter Planned Budget as Table 8A 25, 29 and 30	4th Quarter Planned Budget as Table 8A 25, 29 and 30	
			for new electricity connections processed in terms of municipal services	connections processed	new electricity connections processed in terms of municipal services during 2025/26 FY	connections completed. 2. Meter installation form. 3. Flimsy					will be utilised on all activities	will be utilised on all activities	be utilised on all activities	s will be utilised on all activities	
	EE1.11	5.4	Number of dwellings provided with connections to the mains electricity supply of the municipality	479	1 500 dwellings provided with electricity connections by 30 June 2026	Certificate of compliance and meter installation form	Surveying, Wayleave Applications and Designing of the networks	Drilling and planting of poles	Stringing of MV and LV networks, Earthing, transformer installation and energization of the network	1 500 dwellings provided with electricity connections	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	Estimated R 100 000 000.00
ENGINEERING RETAIL															
		6.1	Provision of 3% of total residential electricity allocated as Free Basic Electricity	3.85%	3% of residential electricity provision allocated as Free Basic Electricity (FBE) by 30 June 2026	- MMR / CENTVEN D / ONTEC reports - Detailed calculations for	3%	3%	3%	3%	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00

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			by 30 June 2026			determination of percentage of total residential electricity provision allocated as FBE									
		6.2	Monitor and report the variance of the Distribution Losses based on the NERSA guidelines for the entire financial year 2025/26	9.81%	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines for the entire financial year 2025/26	- Report of distribution losses - The supporting evidence to substantiate the calculations of the distribution losses	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines	Monitor that the Distribution Losses are below the 12% threshold as per the NERSA guidelines	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00	
	EE4.5	6.3	Municipal electricity consumption	2024/25 Performance	Municipal electricity consumption per	Detailed calculations of the Municipal	N/A	N/A	N/A	Municipal electricity consumption	CENTLEC Internal Resources	CENTLEC Internal Resources	CENTLEC Internal Resources will	CENTLEC Internal Resource	R 0.00

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			per 10 000 of the population by 30 June 2026		10 000 of the population by 30 June 2026	electricity consumption per 10 000 of the population supported with relevant POEs				per 10 000 of the population by 30 June 2026	will be utilised on all activities	will be utilised on all activities	will be utilised on all activities	s will be utilised on all activities	
MUNICIPAL INDICATORS															
OFFICE OF THE CHIEF EXECUTIVE OFFICER															
		1.1	Annual risk assessment conducted during the 2025/26 financial year	Annual Risk assessment FY 2024/25	Conduct annual risk assessment workshop completed by 30 June 2026	Risk Assessment report	Quarterly monitoring of strategic, ICT and fraud risks including emerging related risks	Quarterly monitoring of strategic, ICT and fraud risks including emerging related risks	Quarterly monitoring of strategic, ICT and fraud risks including emerging related risks	Annual risk assessment workshop completed by 30 June 2026	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
		1.2	Ensure the performance assessment of Executives should be assessed as per performance	2024/25 Performance assessment	Ensure the performance assessment of Executives should be assessed as per performance	Completed assessment	Q4 2024/25 assessment of all Executives to be completed by 30 September 2025	Q1 2025/26 assessment of all Executives to be completed by the 31 December 2025	Q2 2025/26 assessment of all Executives to be completed by the 31 March 2026	Q3 2025/26 assessment of all Executives to be completed by the 30 June 2026	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00

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							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	
			agreements of FY 2025/26		agreements of FY 2025/26											
OFFICE OF THE COMPANY SECRETARY																
		2.1	Submit the 2024 Statutory Annual Return of the company to CIPC as required by the Companies Act No. 71 of 2008 by 03 July 2026	2024 Statutory Annual Return	Submit the 2025 Statutory Annual Return of the company to CIPC as required by the Companies Act No. 71 of 2008 by 03 July 2026	Proof of submission	Submit the 2025 Statutory Annual Return of the company to CIPC as required by the Companies Act No. 71 of 2008 by 03 July 2026	N/A	N/A	N/A	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities		R 0.00
		2.2	Company policies including Board Charter and Terms of	New KPI	Ensure all Company policies including Board Charter are approved by	Copy of signed minutes	N/A	N/A	N/A	Company policies including Board Charter approved by the	CENTLEC Internal Resources will be utilised on	CENTLEC Internal Resources will be utilised on	CENTLEC Internal Resources will be utilised on	CENTLEC Internal Resources will be utilised on		R 0.00

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							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	
			Reference for Board Committees are approved by CENTLEC Board by 30 June 2026.		CENTLEC Board by 30 June 2026.					CENTLEC Board	all activities	utilised on all activities			on all activities	
		2.3	Board procedures are followed and regularly reviewed by 30 June 2026	New KPI	Board procedures are followed and regularly reviewed by 30 June 2025	Proof of meeting notice, agenda, attendance register and declaration of interest.	Board procedures are followed and regularly reviewed by 30 June 2025	Board procedures are followed and regularly reviewed by 30 June 2025	Board procedures are followed and regularly reviewed by 30 June 2025	Board procedures are followed and regularly reviewed by 30 June 2025	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00	
		2.4	Training for Board members by 30 June 2026.	Trainings conducted for Board members	Annual training for Board members by 30 June 2026	Copy of booking and invoice of service provider	N/A	Training for Board members	N/A	Training for Board members	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00	
HUMAN RESOURCE SERVICES																
		3.1	Conduct workshop per	Workshops were conducted	a) Conduct one (1) workshop on		a) Conduct one (1) workshop on	a) Conduct one (1) workshop on	a) Conduct one (1) workshop on	a) Conduct one (1) workshop on	CENTLEC Internal	CENTLEC Internal	CENTLEC Internal	CENTLEC Internal	R 0.00	

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							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
			directorate on collective agreements, condition of service and employee benefits by 30 June 2026	for all directorates on collective agreements, condition of service and employee benefits	agreements, conditions of service and employee benefits as per schedule authorized by Executive manager: by 30 June 2026	- Invites send to directorates for workshops - Attendances - Registers. - Presentations on material(s).	Collective agreements, conditions of service and employee benefits for Finance, Human Resource directorate, and Office of the Company Secretary by 30 September 2025.	collective agreements, conditions of service and employee benefits for Office of the CEO, Performance and Compliance by 31 December 2025.	collective agreements, conditions of service and employee benefits for Engineering Retail directorate by 31 March 2026	collective agreements, conditions of service and employee benefits for Engineering Wires directorate by 30 June 2026	Resources will be utilised on all activities	Resources will be utilised on all activities	Resources will be utilised on all activities	Resources will be utilised on all activities	R 0.00
					b) Conduct one (1) workshop per quarter on collective agreements and disciplinary procedures as per schedule authorized by Executive		b) Conduct one (1) workshop on collective agreements on disciplinary hearings for Office of the Finance, Human Resource directorate, and Office of the Company	b) Conduct one (1) workshop on collective agreements on disciplinary hearings for Office of the CEO, Performance and Compliance by 31	b) Conduct one (1) workshop on collective agreements and disciplinary procedures for Engineering Retail directorate by 31 March 2026	b) Conduct one (1) workshop on collective agreements and disciplinary procedures for Engineering Wires directorate by 30 June 2026	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	

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Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	ROE to be provided	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter					
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	
					Manager by 30 June 2026		Secretary by 30 September 2025	December 2025.								
		3.2	Development and approval of institutional development plan by 30 September 2025	Approved Development and approval of institutional development plan	Submission of institutional development plan to CEO for approval by 30 September 2025	Approved Institutional Development Plan for 2025/26 FY	Submission of institutional development plan to CEO for approval by 30 September 2025	N/A	N/A	N/A	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
		3.3	Implement the institutional development plan by 30 June 2026	2024/25 development plans implemented	Implement institutional plan by 30 June 2026	- Attendance register(s) - Proof of registration. - Certificate of attendance/ completion. - Invoice	N/A	3 institutional development programs implemented	5 institutional development programs implemented	10 institutional development programs implemented	N/A	R 1 million	R 2 million	R 5 million	R 8 million	
FINANCE																

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26SDBIP per Quarter					Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
		4.2	98% actual readings in the amount billed per month throughout the 2025/26 financial year	98.66% actual readings in the amount billed per month	98% actual readings in the amount billed per month throughout 2025/26 FY year	- The actual valid monthly meter readings in the area of MMM - Monthly report of readings uploaded and billing report (BM/30) on accounts. - Schedule indicating total number of meters read and billed	98% actual readings in the amount billed per month throughout Quarter 1	98% actual readings in the amount billed per month throughout Quarter 2	98% actual readings in the amount billed per month throughout Quarter 3	98% actual readings in the amount billed per month throughout Quarter 4		R 422 091	R 422 091	R 422 091	R 422 091	R 1 688,366

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
		4.3	Monthly financial reports in terms of Section 87 of the Municipal Finance Management Act, No. 56 of 2003, submitted to the Parent Municipality during 2025/26 FY	2024/25 twelve (12) monthly Financial Reports	Twelve (12) signed-off monthly financial reports in terms of Sections 87 of the Municipal Finance Management Act, No. 56 of 2003, submitted to the Parent Municipality during 2025/26 FY	- Section 87 monthly reports. - Proof of submission of section 87 monthly reports to MMM within 7 working days after each month-end	Three (3) signed-off monthly financial reports submitted to the Parent Municipality within seven (7) working days after the closure of each month end.	Three (3) signed-off monthly financial reports submitted to the Parent Municipality within seven (7) working days after the closure of each month end.	Three (3) signed-off monthly financial reports submitted to the Parent Municipality within seven (7) working days after the closure of each month end.	Three (3) signed-off monthly financial reports submitted to the Parent Municipality within seven (7) working days after the closure of each month end.	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
		4.4	Compile and submit one (1) Mid-term financial performance & budget assessment report by 20 January 2026	2024/25 Mid-term financial performance & budget assessment report	Compile and submit one (1) Mid-term financial performance & budget assessment report by 20 January 2026 as per Section 88 (1)	Proof of submission to MMM	N/A	N/A	Compile and submit one (1) Mid-term financial performance & budget assessment report by 20 January 2026 as per Section 88 (1)	N/A	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter					
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated	
			as per Section 88 (1) (a) and (b) of the MFMA.		(a) and (b) of the MFMA.			(a) and (b) of the MFMA.								
		4.5	Prepare 2024/25 Annual Financial Statements in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and Section 122 of the MFMA along with an audit file that supports the financial	2023/24 Audited Annual Financial statements and the 2023/24 audit file	Prepare 2024/25 Annual Financial Statements in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and Section 122 of the MFMA along with an audit file that supports the financial statements by 31 August 2025	Proof of submission to MMM and AGSA	Prepare Annual Financial Statements in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and Section 122 of the MFMA along with an audit file that supports the financial statements by 31 August 2025	N/A	N/A	N/A	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference e-code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
			statements by 31 August 2025												
		4.6	100% disconnections as per Disconnection list to be maintained monthly during 2025/26.		Monthly Disconnection rate of 100% on the Disconnection List during 2025/26	• Proof of warning notices sent to the customers. • List of customers to be connected. • Disconnection Feedback forms • Disconnection Report	Monthly Disconnection rate of 100% on outstanding debt by 30 September 2025	Monthly Disconnection rate of 100% on the Disconnection List by 31 March 2026	Monthly Disconnection rate of 100% on the Disconnection List by 30 June 2026	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities		R 0.00
ENGINEERING-WIRES															

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
		5.5	Number of new high mast lights installed within Mangaung Metropolitan Municipality area of supply	40	30 new high mast lights installed within Mangaung Metropolitan Municipality area of supply	Pictures of installed high mast lights	Councillor engagement on the location of high mast lights in their ward and designs	Foundations to be pegged, casted, cured and procurement of material	Delivery and erection of high mast	Connections and commissioning of high masts light	R0.00	R12 000 000	R0.00	R4 000 000	Estimated R 35 200 000.00
		5.6	Maintain the Fleet according to the 2024/25 Fleet Maintenance Plan by 30 June 2026	One hundred and fifty-seven (157) vehicles maintained as per maintenance schedule	The number of fleet maintained as per the maintenance schedule by 30 th of June 2026	- Maintenance schedule. - Invoices	The number of fleet maintained as per the approved maintenance schedule for 2025/26	The number of fleet maintained as per the approved maintenance schedule for 2025/26	The number of fleet maintained as per the approved maintenance schedule for 2025/26	The number of fleet maintained as per the approved maintenance schedule for 2025/26	R700 000	R700 000	R700 000	R700 000	R2 800 000
ENGINEERING-RETAIL															
		6.4	Conduct inspection on Time of Use (ToU) connections to ensure	1868 Time of Use (ToU) inspected.	Inspection of 1900 Time of Use (ToU) connections 30 June 2026	Signed, reviewed and sequentially numbered	Inspect 550 Time of Use (ToU) connections for period 01 st of July 2025 and	Inspect 450 Time of Use (ToU) connections for period 01 st of October 2025	Inspect 500 Time of Use (ToU) connections for period 01 st of January 2026	Inspect 400 Time of Use (ToU) connections for period 01 st of April 2026 and	CENTLEC Internal Resources will be utilised on	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
			optimum functionality by 30 June 2026			- meter inspection forms - Register of meter inspections conducted. - Live link report. - The actual valid meter readings. - Readings uploaded and billed on accounts. - Schedule indicating total	30 th of September 2025	and 31 st of December 2025	and 31 st of March 2026	30 th of June 2026	all activities			on all activities	
		6.5	98% actual readings in the amount billed per month throughout the 2025/26 year	98% actual readings	98% actual meter readings in the amount billed per month throughout 2025/26 FY year	- The actual valid meter readings. - Readings uploaded and billed on accounts. - Schedule indicating total	98% actual meter readings in the amount billed per month throughout Quarter 1	98% actual meter readings in the amount billed per month throughout Quarter 2	98% actual meter readings in the amount billed per month throughout Quarter 3	98% actual meter readings in the amount billed per month throughout Quarter 4	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
						number of meters read and billed									
COMPLIANCE & PERFORMANCE															
		7.1	Compile and submit reviewed SDBIP FY 2025/26, Mid-term report 2025/26 and first Draft FY 2026/27 SDBIP to Mangaung Metropolitan Council by 20 th of January 2026	2024/25 performance	Compile and submit reviewed SDBIP 2025/26 FY, Mid-term performance report 2025/26 FY to Mangaung Metropolitan Council by 20 th of January 2026	Proof of submission to MMM	N/A	N/A	Compile and submit reviewed SDBIP 2025/26 FY, Mid-term performance report 2025/26 FY to Mangaung Metropolitan Council by 20 th of January 2026	N/A	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
					Compile and submit first Draft SDBIP 2026/27 FY to Mangaung Metropolitan				Compile and submit first Draft SDBIP 2026/27 FY to Mangaung Metropolitan						

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
					Council by 20 th of January 2026				Council by 20 th of January 2026						
		7.2	Submit final draft Multi-Year Business Plan and SDBIP FY 2025/26 to Mangaung Metropolitan Council by 31 st March 2026	2024/25 Multi-Year Business Plan, SDBIPs	Submit final draft Multi-Year Business Plan and SDBIP FY 2025/26 to Mangaung Metropolitan Council by 31 st March 2026	Proof of submission to MMM	N/A	N/A	Submit final Multi-Year Business Plan and SDBIP FY 2025/26 to Mangaung Metropolitan Council by 31 st of March 2026	N/A	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
		7.3	Signed Performance agreement of Executives for FY 2025/26 submitted to Marketing to be posted on	2024/25 signed performance agreements	Signed Performance agreement of Executives for FY 2025/26 submitted to Marketing to be posted on	- Proof of publication request. - Proof of publication.	Performance agreements of Executives for 2025/26 FY posted on the CENTLEC Website by 31 st of July 2025	N/A	N/A	N/A	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter				
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated
			CENTLEC website by 31 st of July 2025		CENTLEC website by 31 st of July 2025										
		7.4	Implementation of the recommendations as stipulated in the latest Annual Security Assessment Report	2024/25 NKP Security Assessment Report	Implementation of the recommendations as stipulated in the latest Annual Security Assessment Report by the Government Security Regulator (NKP)	- Approved implementation plan. - Implementation report. - Security assessment report.	a) N/A	a) N/A	a) N/A	a) Develop and approval of the 2026/27 FY implementation plan	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
							b) Quarterly monitoring of the 2025/26 FY Security Implementation plan	b) Quarterly monitoring of the 2025/26 FY Security Implementation plan	b) Quarterly monitoring of the 2025/26 FY Security Implementation plan	b) Quarterly monitoring of the 2026/27 FY Security Implementation plan	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	CENTLEC Internal Resources will be utilised on all activities	R 0.00
							c) N/A	c) N/A	c) Annual Security Assessment for 2026/27 FY by the Government	c) N/A	CENTLEC Internal Resources will be utilised on	CENTLEC Internal Resources will be	CENTLEC Internal Resources will be utilised on	CENTLEC Internal Resources will be	R 0.00

CENTLEC (SOC) Ltd
2025/26 SDBIP (APPENDIX C - SDBIP PLANNING TEMPLATE)

Sector	National Treasury Reference code	KPI Ref No.	Performance Indicator (Output level only)	Baseline (Annual Performance of 2024/25 estimated)	Annual target for 2025/26	POE to be provided	Target for 2025/26 SDBIP per Quarter				Resources Allocated for 2025/26 SDBIP per Quarter						
							1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target	1st Quarter Planned Budget as Table SA 25, 29 and 30	2nd Quarter Planned Budget as Table SA 25, 29 and 30	3rd Quarter Planned Budget as Table SA 25, 29 and 30	4th Quarter Planned Budget as Table SA 25, 29 and 30	Total Budget allocated		



M. SEKOBOTO
CHIEF EXECUTIVE OFFICER