

VICTOR KHANYE LOCAL MUNICIPALITY

**A repositioned municipality for a better and sustainable
service delivery for all**



Final 2020/21 Service Delivery Budget Implementation Plan

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1. INTRODUCTION

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA."

As the budget gives effect to the strategic priorities of the municipality, it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that "the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillor's, municipal manager, senior managers and community."



2. LEGISLATION

The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (SDBIP) as: a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

(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

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Victor Khanye Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

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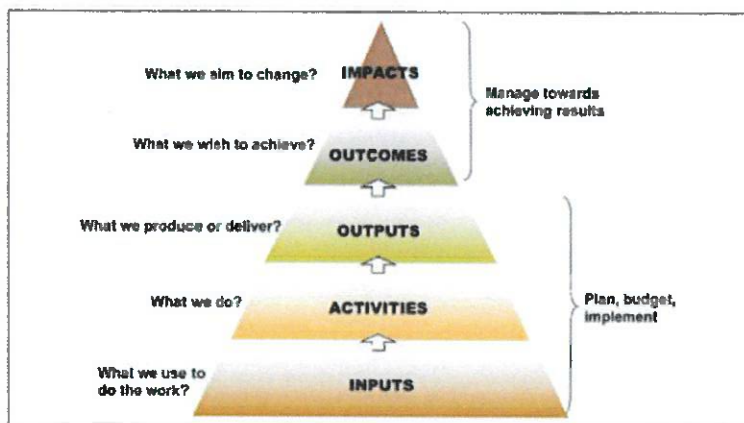
3. METHODOLOGY AND CONTENT

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Victor Khanye Local Municipality is aligned to the Key Performance Areas (KPA) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by the municipality in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information¹ (FMPPI) that was published in May 2007. The accompanying figure as an extract from the FMPPI is hereby indicated.

The Logic Model was followed whereby desired impacts were identified for each strategic objective with measurements and targets contributing to the achievement of those impacts. This was followed by the identification of programmes and associated outcomes and measurements and targets contributing to the achievement of those outcomes. Then SMART programme objectives and short, medium and long terms strategies were developed to achieve the outcomes and associated output indicators and targets.

Thereafter projects were identified with required budget as well as appropriate human resources, furniture and equipment (inputs). This process was used to prioritise projects, capital items to be acquired and the personnel budget.



¹ The Framework for Managing Programme Performance Information is available at: www.treasury.gov.za

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The strategies of the municipality, which are linked to programmes, measurement and targets as well as projects focus on and are aligned to the National and Provincial priorities.

The key performance indicators and targets as well as the projects that are contained in this SDBIP are to measure, monitor and report on the implementation of the outcomes and strategies identified in the strategic phase of the IDP. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. The second layer of the SDBIP, that need not be made public, will deal with the breakdown of more details of outputs per directorate and will be contained in the directorates' SDBIPs.



4. VISION AND MISSION

The strategic vision of the organisation establishes the long term goal that the Municipality wants to achieve. Victor Khanye Local Municipality's vision is one that remains steadfast on its commitment to deliver on its mandate as contained in their vision statement. The vision developed by the Municipality is striving to be:

"A repositioned municipality for a better and sustainable service delivery for all"

A mission statement reflects the way in which the municipality will conduct their everyday tasks. It describes the purpose of the municipality and the areas to focus on in order to achieve its vision. The mission addresses the objects of government as stipulated in Section 152 of the Constitution: Democratic and accountable governance, sustainable services, social and economic development, safe and healthy environment and encouraged community involvement. This is illustrated in the mission statement of the Victor Khanye Local Municipality:

"Provide public value for money.

To create a conducive environment for job creation and economic growth

To deepen democracy through public participation and communication"

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5. STRATEGIC ALIGNMENT

The SDBIP of the Victor Khanye Local Municipality is aligned to the Key Performance Areas (KPA) as prescribed by the Performance Management Guide for Municipalities of 2001 and within the context of its vision, the following key strategic thrusts and developmental goals have been developed as reflected in the following table.

Key Performance Area	Strategic Thrust	Strategic Goal
KPA 1 - Basic Service Delivery and Infrastructure	Service Delivery	Improved provision of basic services to the residents of VKLM
		Improved social protection and education outcomes
KPA 2: Financial Viability and Finance Management	Financial Viability	Improved compliance to MFMA and VKLM policy Framework
	Financial Management	
KPA 3: Institutional Development and Transformation	Organisational Development	Improved efficiency and effective of the Municipal Administration
	Performance Management	
	Operational Efficiency	
KPA 4: Good Governance and Public Participation	Accountability	Improve community confidence in the system of local government
	Good Governance	
	Customer Relationship Management	
KPA 5 : Spatial Development	Land Tenure and Spatial Development	Increase regularization of built environment
KPA 6: Local Economic Development	Economic Growth and Development	Increased economic activity and job creation

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6. PROJECTED MONTHLY REVENUE AND EXPENDITURE

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality MUST ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be collected and should reconcile to the cash flow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than accrued (billed) revenue is to ensure that expenditure does not exceed actual income.

The expenditure projections relate to cash paid and should reconcile to the cash flow (reconciliation between revenue and expenditure per month) It is necessary to manage and monitor cash flow on a monthly basis to ensure that expenditure do not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

This section of the document is based upon the Budget and MBRR A1 Schedules that serve as supporting documentation for the budget, in particular Schedules SA 25 – SA 30 and will deal with the following:

Monthly Revenue Projections:	Monthly Expenditure Projections:	Cash Flow Projections:
a. Revenue by source; b. Revenue by vote; c. Revenue in terms of standard classifications.	a. Expenditure by type; b. Overall expenditure: i. By vote ii. In terms of standard classifications c. Capital expenditure: i. By vote ii. In terms of standard classifications	a. Cash receipts by source b. Cash payments by type

The SDBIP information on revenue and expenditure will be monitored and reported monthly in terms of section 71 of the MFMA

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Supporting Table SA25 Consolidated budgeted monthly revenue by source

Description		Budget Year 2020/21												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2	
R thousand	Revenue By Source																
	Property rates	6 565	6 565	6 565	6 565	6 565	6 565	6 565	6 565	6 565	6 565	6 565	6 565	78 784	85 087	91 894	
	Service charges - electricity revenue	18 061	18 061	18 061	18 061	18 061	18 061	18 061	18 061	18 061	18 061	18 061	18 061	216 729	230 383	244 897	
	Service charges - water revenue	4 039	4 039	4 039	4 039	4 039	4 039	4 039	4 039	4 039	4 039	4 039	4 039	48 471	57 488	68 149	
	Service charges - sanitation revenue	1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238	14 855	16 340	17 974	
	Service charges - refuse revenue	943	943	943	943	943	943	943	943	943	943	943	943	11 321	12 453	13 699	
	Rental of facilities and equipment	253	253	253	253	253	253	253	253	253	253	253	253	3 041	3 180	3 330	
	Interest earned - external investments	-	-	-	-	-	-	-	-	-	-	-	-	58 665	61 833	65 172	
	Interest earned - outstanding debtors	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	-	-	-	-
	Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fines, penalties and forfeits	92	92	92	92	92	92	92	92	92	92	92	92	1 100	1 150	1 204	
	Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Transfers and subsidies	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	120 252	128 314	139 107	
	Other revenue	160	160	160	160	160	160	160	160	160	160	160	160	1 920	2 009	2 103	
	Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Revenue (excluding capital transfers and contributions)		47 656	47 656	47 656	47 656	47 656	47 656	47 656	47 656	47 656	47 656	47 656	47 656	571 871	616 055	666 667

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Supporting Table SA25 Consolidated budgeted monthly expenditure by type

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
Expenditure By Type															
Employee related costs	15 021	15 021	15 021	15 021	15 021	15 021	15 021	15 021	15 021	15 021	15 021	15 021	180 258	214 252	211 922
Remuneration of councillors	824	824	824	824	824	824	824	824	824	824	824	824	9 892	10 348	10 834
Debt impairment	6 251	6 251	6 251	6 251	6 251	6 251	6 251	6 251	6 251	6 251	6 251	6 251	75 018	78 468	82 078
Depreciation & asset impairment	4 644	4 644	4 644	4 644	4 644	4 644	4 644	4 644	4 644	4 644	4 644	4 644	55 731	58 295	61 034
Finance charges	250	250	250	250	250	250	250	250	250	250	250	250	3 000	3 138	3 283
Bulk purchases	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	200 000	209 200	219 032
Other materials	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	20 855	21 281	22 575
Contracted services	5 595	5 595	5 595	5 595	5 595	5 595	5 595	5 595	5 595	5 595	5 595	5 595	67 144	67 503	67 003
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	3 165	3 165	3 165	3 165	3 165	3 165	3 165	3 165	3 165	3 165	3 165	3 165	37 982	38 323	41 421
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	649 881	700 808	719 184
Surplus/(Deficit)	(6 501)	(6 501)	(6 501)	(6 501)	(6 501)	(6 501)	(6 501)	(6 501)	(6 501)	(6 501)	(6 501)	(6 501)	(78 010)	(84 753)	(52 516)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	24 768	26 621	27 977
Transfers and subsidies - capital (in-kind - all)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(53 242)	(58 132)	(24 539)
Surplus/(Deficit) after capital transfers & contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(53 242)	(58 132)	(24 539)

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Supporting Table SA26 Consolidated budgeted monthly revenue (municipal vote)

Description		Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
Revenue by Vote																
	Vote 1 - Office of the Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 2 - Budget and Treasury	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	176 866	189 131	202 171
	Vote 3 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 4 - Community and Social Services	322	322	322	322	322	322	322	322	322	322	322	322	3 860	1 140	1 193
	Vote 5 - Sport and Recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 6 - Public Safety	109	109	109	109	109	109	109	109	109	109	109	109	1 313	1 373	1 437
	Vote 7 - Housing	258	258	258	258	258	258	258	258	258	258	258	258	3 091	3 233	3 385
	Vote 8 - Health Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 9 - Planning and Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Vote 10 - Roads Transport	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	24 768	26 621	27 977
	Vote 11 - Electricity Services	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	226 870	240 591	255 115
	Vote 12 - Water Services	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	80 775	93 521	108 088
	Vote 13 - Waste Water Management	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	41 315	45 476	49 776
	Vote 14 - Solid Waste Management	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	37 781	41 589	45 501
	Vote 15 - Name of Vote	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	596 639	642 676	694 644

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Supporting Table SA26 Consolidated budgeted monthly expenditure (municipal vote)

R thousand	Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
	Expenditure by Vote to be appropriated															
	Vote 1 - Office of the Municipal Manager	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	43 248	59 103	61 870
	Vote 2 - Budget and Treasury	6 011	6 011	6 011	6 011	6 011	6 011	6 011	6 011	6 011	6 011	6 011	6 011	72 133	75 216	78 782
	Vote 3 - Corporate Services	2 730	2 730	2 730	2 730	2 730	2 730	2 730	2 730	2 730	2 730	2 730	2 730	32 764	34 923	36 560
	Vote 4 - Community and Social Services	1 432	1 432	1 432	1 432	1 432	1 432	1 432	1 432	1 432	1 432	1 432	1 432	17 185	29 146	18 431
	Vote 5 - Sport and Recreation	47	47	47	47	47	47	47	47	47	47	47	47	560	586	613
	Vote 6 - Public Safety	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	30 578	31 602	33 085
	Vote 7 - Housing	136	136	136	136	136	136	136	136	136	136	136	136	1 631	1 762	1 784
	Vote 8 - Health Services	60	60	60	60	60	60	60	60	60	60	60	60	715	748	783
	Vote 9 - Planning and Development	710	710	710	710	710	710	710	710	710	710	710	710	8 526	8 876	9 285
	Vote 10 - Roads Transport	4 471	4 471	4 471	4 471	4 471	4 471	4 471	4 471	4 471	4 471	4 471	4 471	53 652	56 015	58 631
	Vote 11 - Electricity Services	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	213 981	223 511	233 970
	Vote 12 - Water Services	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	108 628	113 625	118 949
	Vote 13 - Waste Water Management	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	3 523	42 281	40 907	40 462
	Vote 14 - Solid Waste Management	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	23 999	24 786	25 979
	Vote 15 - Name of Vote	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Expenditure by Vote	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	649 881	700 808	719 184
	Surplus/(Deficit) before assoc.	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(53 242)	(58 132)	(24 539)
	Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Surplus/(Deficit)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(53 242)	(58 132)	(24 539)

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Supporting Table SA27 Consolidated budgeted monthly revenue (functional classification)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
Revenue - Functional															
Governance and administration	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	176 866	189 131	202 171
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	14 739	176 866	189 131	202 171
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety	689	689	689	689	689	689	689	689	689	689	689	689	8 263	5 746	6 016
Community and social services	322	322	322	322	322	322	322	322	322	322	322	322	3 860	1 140	1 193
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	109	109	109	109	109	109	109	109	109	109	109	109	1 313	1 373	1 437
Housing	258	258	258	258	258	258	258	258	258	258	258	258	3 091	3 233	3 385
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	24 768	26 621	27 977
Planning and development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	24 768	26 621	27 977
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	32 228	32 228	32 228	32 228	32 228	32 228	32 228	32 228	32 228	32 228	32 228	32 228	386 741	421 178	458 480
Energy sources	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	18 906	226 870	240 581	255 115
Water management	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	6 731	80 775	93 521	108 088
Waste water management	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	3 443	41 315	45 476	49 776
Waste management	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	3 148	37 781	41 589	45 501
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	49 720	596 639	642 676	694 644

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Supporting Table SA27 Consolidated budgeted monthly expenditure (functional classification)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
R thousand															
Expenditure - Functional															
Governance and administration	13 375	13 375	13 375	13 375	13 375	13 375	13 375	13 375	13 375	13 375	13 375	13 375	160 499	182 165	190 735
Executive and council	2 957	2 957	2 957	2 957	2 957	2 957	2 957	2 957	2 957	2 957	2 957	2 957	35 485	50 984	53 368
Finance and administration	10 418	10 418	10 418	10 418	10 418	10 418	10 418	10 418	10 418	10 418	10 418	10 418	125 014	131 181	137 366
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety	5 306	5 306	5 306	5 306	5 306	5 306	5 306	5 306	5 306	5 306	5 306	5 306	63 668	77 442	88 934
Community and social services	2 515	2 515	2 515	2 515	2 515	2 515	2 515	2 515	2 515	2 515	2 515	2 515	30 185	42 744	32 688
Sport and recreation	47	47	47	47	47	47	47	47	47	47	47	47	580	586	613
Public safety	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	2 548	30 578	31 602	33 085
Housing	136	136	136	136	136	136	136	136	136	136	136	136	1 631	1 762	1 784
Health	60	60	60	60	60	60	60	60	60	60	60	60	715	748	783
Economic and environmental services	3 117	3 117	3 117	3 117	3 117	3 117	3 117	3 117	3 117	3 117	3 117	3 117	37 406	38 926	40 793
Planning and development	710	710	710	710	710	710	710	710	710	710	710	710	8 526	8 876	9 285
Road transport	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	2 358	28 298	29 495	30 870
Environmental protection	49	49	49	49	49	49	49	49	49	49	49	49	582	554	637
Trading services	32 359	32 359	32 359	32 359	32 359	32 359	32 359	32 359	32 359	32 359	32 359	32 359	388 308	402 275	418 723
Energy sources	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	17 832	213 981	223 511	233 970
Water management	9 372	9 372	9 372	9 372	9 372	9 372	9 372	9 372	9 372	9 372	9 372	9 372	112 458	115 913	118 982
Waste water management	3 204	3 204	3 204	3 204	3 204	3 204	3 204	3 204	3 204	3 204	3 204	3 204	38 451	38 620	40 429
Waste management	1 951	1 951	1 951	1 951	1 951	1 951	1 951	1 951	1 951	1 951	1 951	1 951	23 417	24 232	25 342
Total Expenditure - Functional	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	54 157	649 881	700 808	719 184
Surplus/(Deficit) before assoc.															
Surplus/(Deficit)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(4 437)	(53 242)	(58 132)	(24 539)

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Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2018/19	Budget Year +2 2020/21
R thousand															
<u>Single-year expenditure to be appropriated</u>															
Vote 1 - Office of the Municipal Manager	17	17	17	17	17	17	17	17	17	17	17	17	200	418	438
Vote 2 - Budget and Treasury	17	17	17	17	17	17	17	17	17	17	17	17	200	209	209
Vote 3 - Corporate Services	6	6	6	6	6	6	6	6	6	6	6	6	70	73	77
Vote 4 - Community and Social Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Sport and Recreation	89	89	89	89	89	89	89	89	89	89	89	89	1 070	73	1 655
Vote 6 - Public Safety	30	30	30	30	30	30	30	30	30	30	30	30	365	382	399
Vote 7 - Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Health Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development	358	358	358	358	358	358	358	358	358	358	358	358	4 300	6 314	5 328
Vote 10 - Roads Transport	853	853	853	853	853	853	853	853	853	853	853	853	10 238	22 831	31 399
Vote 11 - Electricity Services	829	829	829	829	829	829	829	829	829	829	829	829	9 942	10 000	10 000
Vote 12 - Water Services	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	13 938	-	-
Vote 13 - Waste Water Management	329	329	329	329	329	329	329	329	329	329	329	329	3 952	1 188	-
Vote 14 - Solid Waste Management	-	-	-	-	-	-	-	-	-	-	-	-	-	14 622	15 000
Vote 15 - Name of Vote	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	44 275	56 091	64 505
Total Capital Expenditure	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	44 275	56 091	64 505

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Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2018/19	Budget Year +2 2020/21
Capital Expenditure - Functional															
Governance and administration															
Executive and council	373	373	373	373	373	373	373	373	373	373	373	373	4 470	12 701	20 723
Finance and administration	17	17	17	17	17	17	17	17	17	17	17	17	200	418	438
	356	356	356	356	356	356	356	356	356	356	356	356	4 270	12 282	20 286
Community and public safety															
Community and social services	120	120	120	120	120	120	120	120	120	120	120	120	1 435	455	2 054
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety	89	89	89	89	89	89	89	89	89	89	89	89	1 070	73	1 655
Economic and environmental services															
Road transport	30	30	30	30	30	30	30	30	30	30	30	30	365	382	399
Trading services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources	878	878	878	878	878	878	878	878	878	878	878	878	10 538	17 145	16 727
Water management	358	358	358	358	358	358	358	358	358	358	358	358	4 300	6 314	5 328
Waste water management	520	520	520	520	520	520	520	520	520	520	520	520	6 238	10 831	11 399
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	44 275	56 091	64 505
Funded by:															
National Government	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	35 070	36 621	37 977
Provincial Government / District															
Transfers recognised - capital	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	2 923	35 070	36 621	37 977
Internally generated funds	767	767	767	767	767	767	767	767	767	767	767	767	9 205	19 470	26 528
Total Capital Funding	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	44 275	56 091	64 505

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Supporting Table SA30 Consolidated budgeted monthly cash flow (Cash Receipts by Source)

MONTHLY CASH FLOWS	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
Cash Receipts By Source															
Property rates	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	5 252	63 027	68 069	73 515
Service charges - electricity revenue	14 449	14 449	14 449	14 449	14 449	14 449	14 449	14 449	14 449	14 449	14 449	14 449	173 383	184 306	195 917
Service charges - water revenue	3 231	3 231	3 231	3 231	3 231	3 231	3 231	3 231	3 231	3 231	3 231	3 231	38 776	45 991	54 519
Service charges - sanitation revenue	990	990	990	990	990	990	990	990	990	990	990	990	11 884	13 072	14 379
Service charges - refuse revenue	755	755	755	755	755	755	755	755	755	755	755	755	9 057	9 963	10 959
Rental of facilities and equipment	253	253	253	253	253	253	253	253	253	253	253	253	3 041	3 180	3 330
Interest earned - external investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - outstanding debtors	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	6 283	75 399	79 650	84 311
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	22	22	22	22	22	22	22	22	22	22	22	22	263	276	289
Agency services	87	87	87	87	87	87	87	87	87	87	87	87	1 049	1 097	1 149
Transfer receipts - operational	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	10 021	120 252	128 314	139 107
Other revenue	142	142	142	142	142	142	142	142	142	142	142	142	1 707	1 786	1 870
Cash Receipts by Source	41 487	41 487	41 487	41 487	41 487	41 487	41 487	41 487	41 487	41 487	41 487	41 487	497 839	535 705	579 345
Other Cash Flows by Source															
Transfers and subsidies - capital (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises & Corporations, Higher Educational Institutions)															
Proceeds on disposal	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	2 064	24 768	26 621	27 977
Total Cash Receipts by Source	43 551	43 551	43 551	43 551	43 551	43 551	43 551	43 551	43 551	43 551	43 551	43 551	582 298	624 763	672 631

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Supporting Table SA30 Consolidated budgeted monthly cash flow (Cash Payments by Type)

MONTHLY CASH FLOWS		Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2	
Cash Payments by Type	15 846	15 846	15 846	15 846	15 846	15 846	15 846	15 846	15 846	15 846	15 846	15 846	190 150	224 600	222 756	
Employee related costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Remuneration of councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Finance charges	11 667	11 667	11 667	11 667	11 667	11 667	11 667	11 667	11 667	11 667	11 667	11 667	140 000	146 440	153 323	
Bulk purchases - Electricity	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000	62 760	65 710	
Bulk purchases - Water & Sewer	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	1 738	20 855	21 281	22 575	
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Contracted services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers and grants - other	9 011	9 011	9 011	9 011	9 011	9 011	9 011	9 011	9 011	9 011	9 011	9 011	108 126	108 964	111 708	
Other expenditure	43 261	43 261	43 261	43 261	43 261	43 261	43 261	43 261	43 261	43 261	43 261	43 261	519 132	564 045	576 071	
Cash Payments by Type	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	3 690	44 275	56 091	64 505	
Other Cash Flows/Payments by Type	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Cash Flows/Payments	46 951	46 951	46 951	46 951	46 951	46 951	46 951	46 951	46 951	46 951	46 951	46 951	563 407	620 135	640 576	
Total Cash Payments by Type	(3 400)	(3 400)	(3 400)	(3 400)	(3 400)	(3 400)	(3 400)	(3 400)	(3 400)	(3 400)	(3 400)	(3 400)	18 891	4 628	32 055	
NET INCREASE/(DECREASE) IN CASH HELD	15 255	11 855	8 455	5 055	1 655	(1 745)	(5 145)	(8 545)	(11 945)	(11 945)	(11 945)	(11 945)	15 255	34 146	38 774	
Cash/cash equivalents at the month/year begin:	11 855	8 455	5 055	1 655	(1 745)	(5 145)	(8 545)	(11 945)	(15 345)	(15 345)	(15 345)	(15 345)	34 146	38 774	70 829	
Cash/cash equivalents at the month/year end:																

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7. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. The high level indicators and targets per Department follows:

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT													
Strategic Goal: Improved provision of basic services to the residents of VKLM													
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline		2020/21			
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual
Service Delivery	Sanitation	Number of households with access to basic levels of sanitation by 30 June 2021 – (GKPI)	1.1	ED:TS	N/A	500	Capex	101.2%	N/A	N/A	50	50	Connection certificate/Site certificate
	Water	Number of households with access to basic levels of water by 30 June 2021 (GKPI)	1.2	ED:TS	N/A	1 287	Capex	87.11%	N/A	N/A	210	210	Connection certificate
	Water	Number of quarterly reports showing non-revenue water submitted to the MM by 30 June 2021		ED:TS	1.2.1	0	Opex	New	1	1	1	4	Quarterly Report submitted to the MM



KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved provision of basic services to the residents of VKLM														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Service Delivery	Sanitation	Number of households in Formal Human Settlements provided with (alternative sanitation) by June 2021	1.1	ED:TS	1.1.1	3 591	MIG	150	N/A	N/A	N/A	50	50	Site Certificate
	Water	WSDP developed and approved by Council by 30 June 2021	1.2	ED:TS	1.2.3	800	DBSA	New	N/A	1	N/A	1	2	Approved WSDP and Council Resolution
		Water and Sanitation Master Plan developed and approved by Council by 30 June 2021		ED:TS	1.2.2	500	DBSA	New	N/A	1	N/A	1	2	Approved Water and Sanitation Master Plan & Council Resolution
	Housing	Number of monthly progress reports approved by the MM with respect to the # of new RDP Housing units provided by the PDoHS by 30 June 2021	1.3	ED:TS	N/A	0	Opex	11	3	3	3	3	12	Copies of monthly progress reports approved by the MM



KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved provision of basic services to the residents of VKLM														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2017/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Service Delivery	Project Management	Number of Capital projects (infrastructure) completed in terms of agreed schedule excluding NDM funded projects by 30 June 2021	1.4	ED:TS	1.4.2	23 510	Capex	6	N/A	N/A	N/A	5	5	Copies of practical completion certificates
		% of expenditure of Capital projects in terms of budget excl., NDM funded projects by 30 June 2021		ED:TS	1.4.3	24 748	Capex	100%	25%	50%	75%	100%	100%	Monthly expenditure report
		% spend on conditional MIG grant by 30 June 2021		ED:TS	1.4.4	24 748	MIG	100%	25%	50%	75%	100%	100%	MIG expenditure report
		% of new Capital projects started on time In terms of the appointment of consultants / contractors excluding NDM funded projects by 30 Sept 2020		MM	1.4.1	0	Opex	50%	100%	N/A	N/A	N/A	100%	Copies of the individual project appointment letters in terms of consultants/c ontractors



KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved provision of basic services to the residents of VKLM														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21				POE	
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Service Delivery	Improved Community awareness Waste removal	Number of community awareness campaigns held in terms of waste management per quarter	1.5	ED:CSS	1.5.1	0	Opex	4	1	1	1	1	4	Copy of close-out report for each campaign
		Number of formal household areas with refuse collection services per week as per approved schedule (including repeated areas) (GKPI)		ED:CSS	1.5.2	10 000	Opex	100	25	25	25	25	25	Copies of weekly approved waste removal collection schedules signed by the Workman



KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE											
Strategic Goal: Improved provision of basic services to the residents of VKLM											
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	2020/21			
								Baseline 2018/19	1st Qtr	2nd Qtr	POE
Service Delivery	Waste Removal	Number of formal businesses with access to waste collection utilising mass containers as per the approved schedule per week.	1.5	ED:CSS	1.5.3	3 500	Opex	21	20	20	Copy of a signed register by the business representative
		Number of formal streets with street cleaning services per week as per schedule		ED:CSS	1.5.4	2 000	Opex	22	22	22	Copies of weekly street registers signed by the Workman

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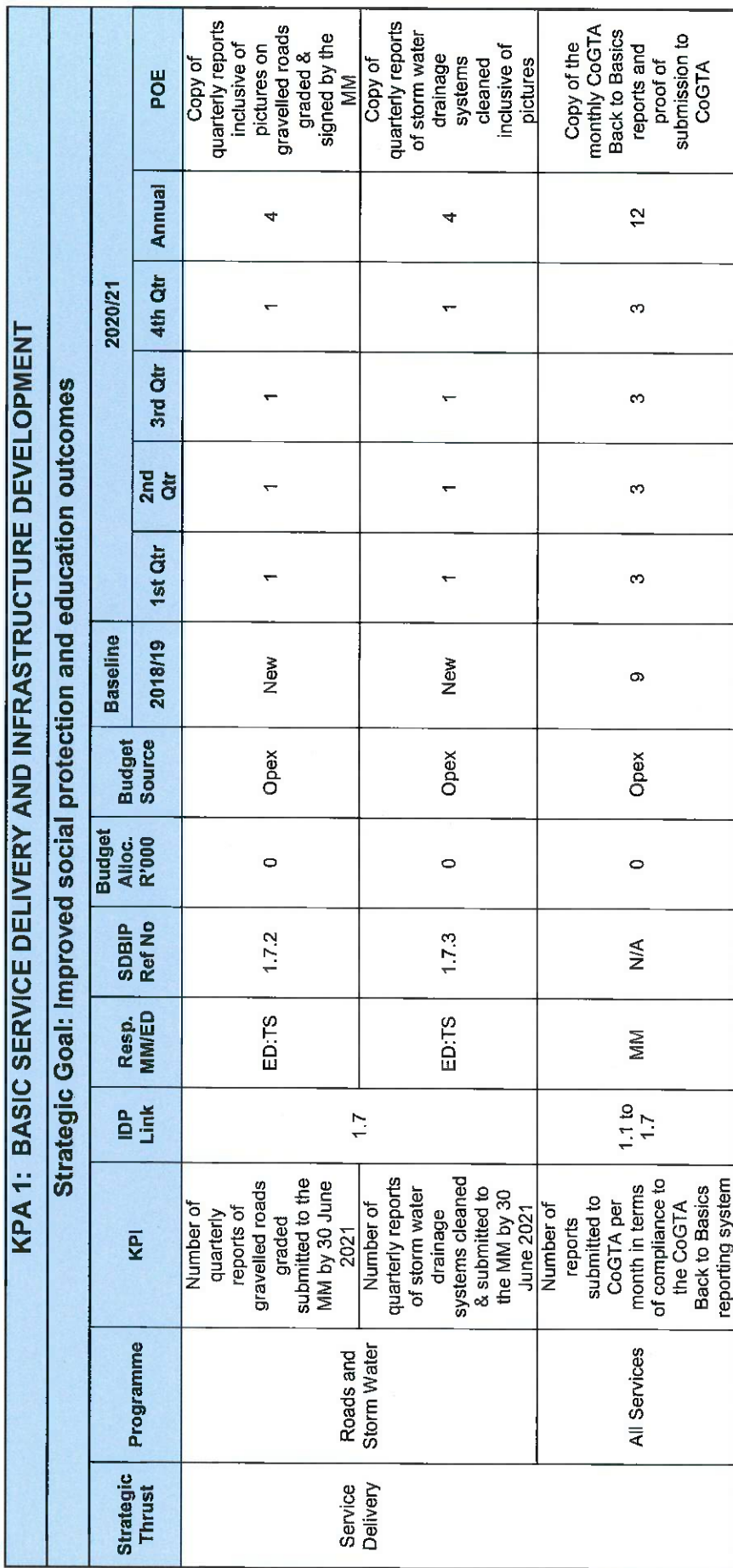
KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE														
Strategic Goal: Improved provision of basic services to the residents of VKLM														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Service Delivery	Waste Removal	Number of spots cleared of illegal dumping per quarter as per schedule (including repeated areas).	1.5	ED-CSS	1.5.5	2 000	Opex	169	30	30	30	30	Copies of quarterly approved schedule signed by the Workman	

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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved provision of basic services to the residents of VKLM														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	2020/21					Annual	POE
								Baseline 2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		
Service Delivery	Electricity	Number of households with access to basic levels of electricity by 30 June 2021 (GKPI)	1.6	ED:TS	N/A	0	INEP	93.5%	N/A	N/A	N/A	800	800	Certificate of Compliance (CoC)
		Draft Electricity Master Plan submitted to Council by 30 June 2021		ED:TS	1.6.1	500	Opex	New	N/A	1	N/A	1	2	Draft Electricity Master Plan & Council Resolution
		Number of reports of households disconnected due to electricity tempering submitted to MM per quarter		ED:TS	1.6.2	0	Opex	New	1	1	1	1	4	Quarterly Reports approved by the MM
	Roads and Storm Water	Number of Kms of tarred roads constructed by 30 June 2021	1.7	ED:TS	N/A	7 000	MIG	0.76 Kms	N/A	N/A	N/A	0.5km	0.5km	Practical / Completion certificates
		Number of monthly reports of potholes patched submitted to the MM by 30 June 2021		ED:TS	1.7.1	0	Opex	New	3	3	3	3	12	Copy of a monthly pothole patching report signed by the MM



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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved social protection and education outcomes														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Service Delivery	Road Safety	Number of road safety awareness campaigns held per quarter	1.9	ED:CSS	1.9.1	0	Opex	7	N/A	2	2	2	6	Copy of close-out reports for each campaign

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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved provision of basic services to the residents of VKLM														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	2020/21					POE	
								Baseline 2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Service Delivery	Disaster Management	% availability of emergency response vehicles per quarter to comply to the codes of practice (SANS 10090)	1.10	ED:CSS	1.10.1	600	Opex	77%	70%	70%	70%	70%	70%	Copies of monthly statistics register
		Number of community awareness programmes conducted per quarter with respect to emergency / disaster risk awareness		ED:CSS	1.10.2	0	Opex	8	1	1	2	2	6	Copies of the Public Education and Awareness Report
		% response time normal hours (5 min) with respect to the request for emergency services received per month to vehicles out the gate		ED:CSS	1.10.3	0	Opex	86%	85%	80%	85%	85%	80%	Copies of monthly statistics register

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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved social protection and education outcomes														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Service Delivery	Disaster Management	% response time after hours (10 min) with respect to the request for emergency services received per month to vehicles out the gate	1.10	ED:CSS	N/A	0	Opex	99.2%	80%	80%	85%	85%	80%	Copies of monthly statistics register

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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved social protection and education outcomes														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	2020/21						
								Baseline 2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Service Delivery	Indigent	Number of households earning less than R3600 per month provided with access to free basic services by 30 June 2021 (GKPI)	1.11	CFO	N/A	0	Opex	0%	125	125	125	125	500	Copy of a list of households provided with FBS

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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Strategic Goal: Improved social protection and education outcomes														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Service Delivery	Mandela Day	Number of events held to commemorate Nelson Mandela's Birthday by the 30th Sept 2020	1.12	MM	1.12.3	80	Opex	0	1	N/A	N/A	N/A	1	Copy of close-out reports for each event held
	Community Upliftment	Number of initiatives focused on improving the life of designated groups by the 30th June 2021		MM	1.12.4	900	Opex	3	1	2	2	1	6	Copy of close-out reports for each initiative
		Number of learners provided with financial support (Mayoral community programme) by the 31st March 2021		MM	N/A	200	Opex	30	N/A	N/A	30	N/A	30	Copies of successful learner applications and report on Registration Fee Assistance Fund allocation and Copy of close-out reports
	Environmental Protection	Number of trees planted in public spaces per quarter		ED:CSS	1.12.12	140	Opex	267	N/A	100	100	N/A	200	Copy of close out reports

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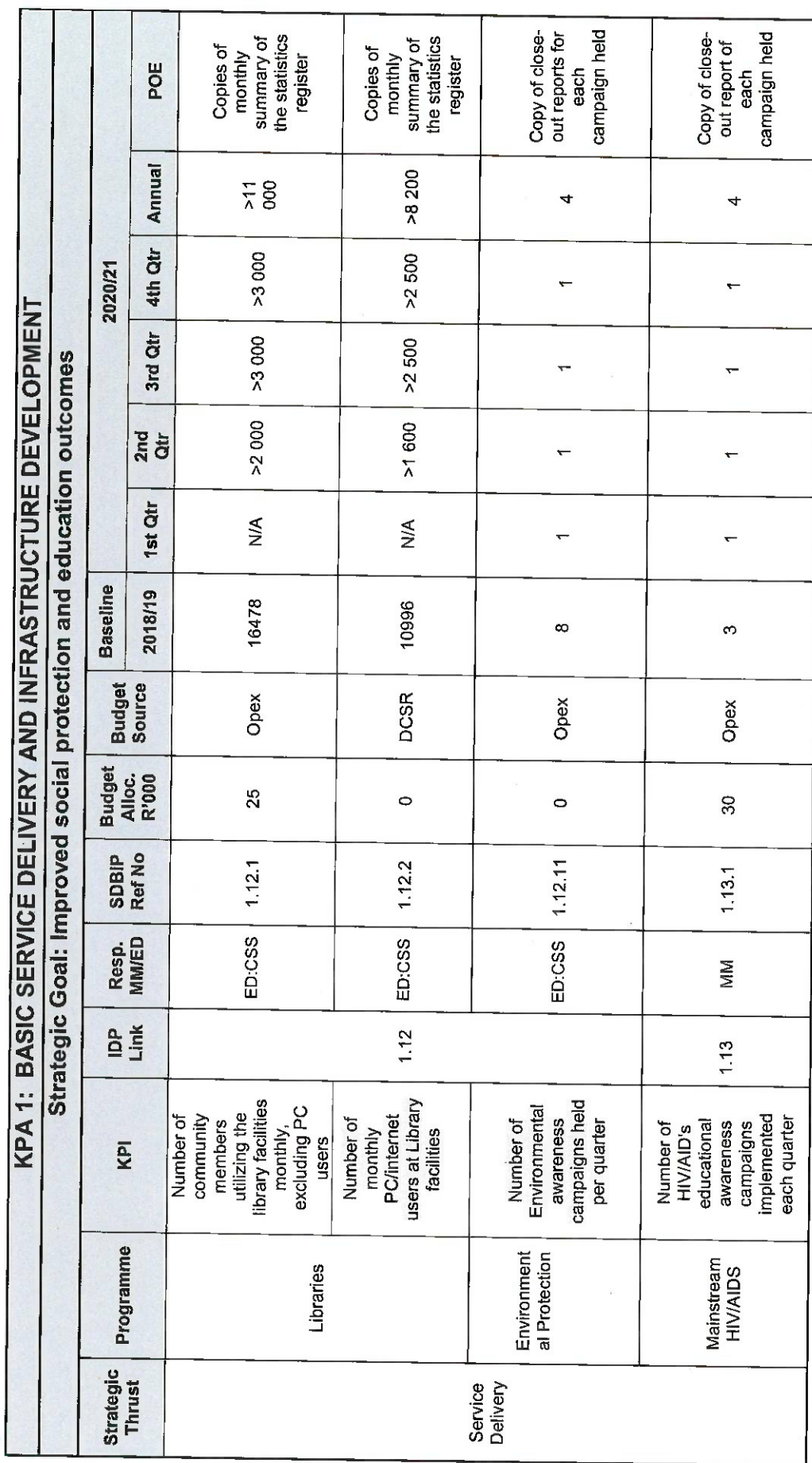
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KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Goal: Improved social protection and education outcomes											
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Source R'000	Budget Source	Baseline			
								2018/19	1st Qtr	2nd Qtr	2020/21
Service Delivery	Mainstream Disability and Gender	Number of events scheduled and held in terms of mainstreaming of gender (man and woman), disabled, elderly and children by the 30th June 2021	1.12	MM	1.12.5	60	Opex	14	2	2	6
	Youth	Number of educational initiatives implemented in terms of the Youth by 30th June 2021		MM	1.12.6	300	Opex	8	2	3	9
		Number of Sports and Arts and Culture events held in terms of the youth by 30th June 2021		MM	1.12.7	500	Opex	0	N/A	2	4
		Number of Youth Imbizo's held by 30 June 2021		MM	1.12.9	200	Opex	2	1	1	4
	Parks	Number of main municipal intersections with ornamental structures maintained per month		ED/CSS	1.12.13	0	Opex	New	3	3	12
											Copy of close-out reports for each event
											Copy of close-out reports for each initiative
											Copy of close-out reports for each event
											Copy of close-out reports for each Imbizo's held
											Copy of main municipal intersections with ornamental structures maintained with pictures

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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT															
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework															
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline				2020/21			
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE	
Financial Viability	Financial Viability	Approval of MTREF Budget by the 31st May 2021	2.1	CFO	N/A	0	Opex	1	N/A	N/A	1	1	Copy of the approved Final Annual budget		
		% of amounts of households billed collected per quarter		CFO	N/A	0	Opex	70.75%	75%	75%	75%	Copy of monthly Section 71 report			
		% of amounts of businesses billed collected per quarter		CFO	N/A	0	Opex	70.75%	75%	75%	75%	Copy of monthly Section 71 report			
Financial Management	Financial Management	Unaudited Annual Financial Statements (AFS) submitted on or before the 31st Aug 2020	2.2	CFO	N/A	1 500	Opex	1	1	N/A	N/A	1	Copy of the Unaudited AFS & Acknowledgement from AG		
		Number of interim financial statements prepared and submitted to Provincial Treasury by 31 March 2021		CFO	2.2.29	1 500	Opex	New	N/A	N/A	1	Interim financial statements & acknowledgement of receipt from Provincial Treasury			

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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline		2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Financial Management	Financial Management	Number of monthly section 71 MFMA reports submitted to Mayoral committee within legislative timeframes	2.2	CFO	2.2.1	0	Opex	18	3	3	3	3	12	Copy of monthly section 71 report
		Midyear section 72 MFMA report submitted to Mayoral committee within legislative timeframes by 25 January 2021		CFO	2.2.2	0	Opex	1	N/A	N/A	1	N/A	1	Copy of the Section 72 Report
		Number of quarterly section 52(d) MFMA reports submitted to Mayoral committee within legislative timeframes		CFO	2.2.3	0	Opex	4	1	1	1	1	4	Copy of the quarterly section 52(d) report

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KPA 2: Financial Viability and Finance Management														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21				POE	
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Financial management	Financial Management	% of approved (compliant) invoices paid within 30 days	2.2	CFO	2.2.4	0	Opex	46.5%	100%	100%	100%	100%	100%	Copy of the monthly creditors reconciliation report
		% spend on conditional FMG grant per quarter		CFO	2.2.6	1 770	FMG	100%	25%	50%	75%	100%	100%	Copies of the monthly FMG Report
		% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (Finance only)		CFO	2.2.10	0	Opex	4%	0%	0%	0%	0%	0%	Copies of approved financial overtime schedule report & Council Resolution
		% Debt coverage ratio (GKPI) by 30th June 2021		CFO	2.2.12	0	Opex	3%	45%	N/A	N/A	N/A	45%	Statement of financial position and statement of financial performance

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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline		2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Financial management	Financial Management	% outstanding service debtors to revenue (GKPI) by 30th June 2021	2.2	CFO	2.2.13	0	Opex	37%	32%	N/A	N/A	N/A	32%	Statement of Financial Position, Statement of Financial Performance , Notes to the AFS,
		Cost coverage ratio (GKPI) by 30th June 2021		CFO	2.2.14	0	Opex	1.3:1	1:7.8	N/A	N/A	N/A	1:7.8	Statement of Financial Performance , Notes to the AFS.

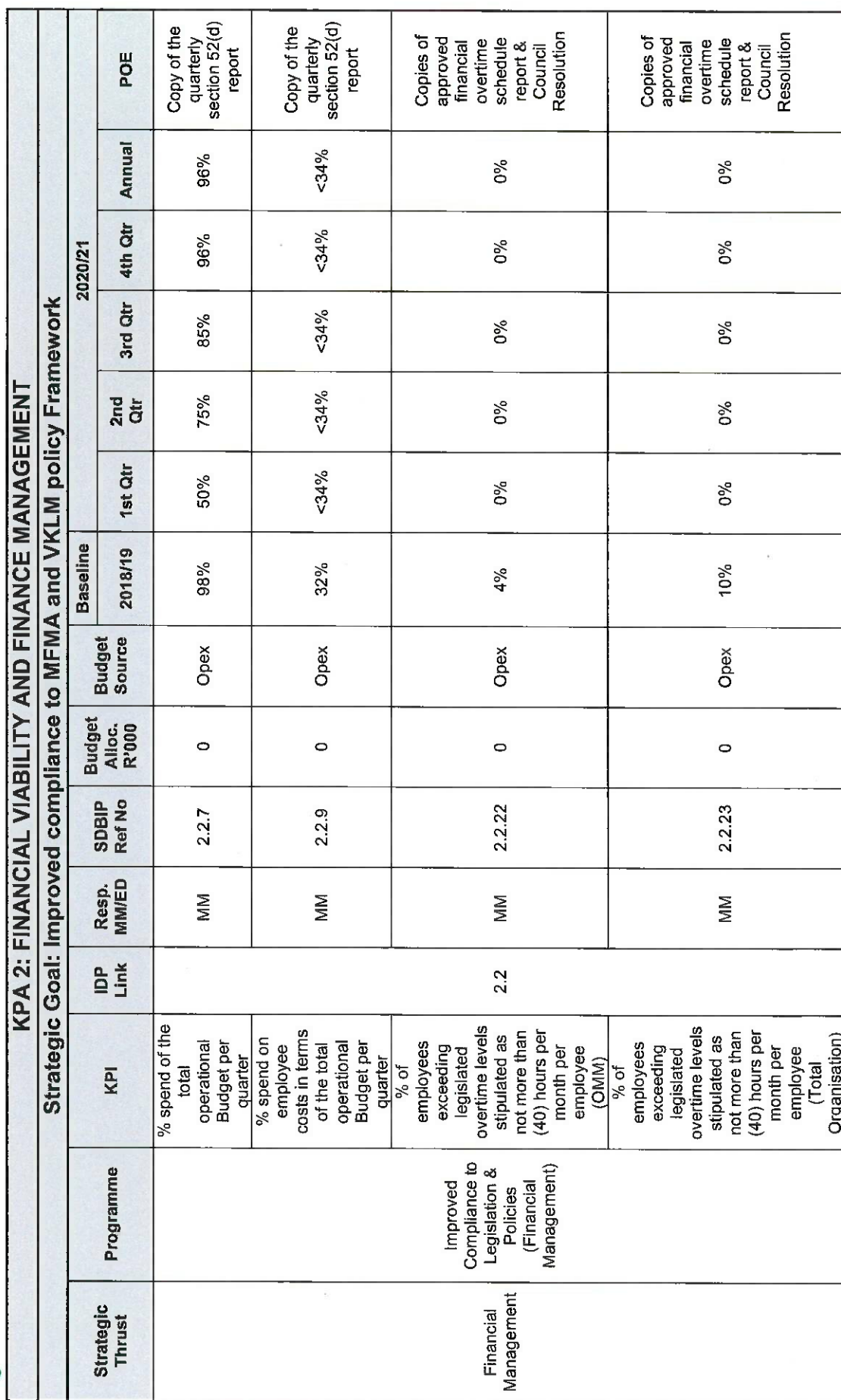
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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21				POE	
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Financial management	Supply Chain Management	Number of days taken to conclude and award tenders above R200 000 by 30 June 2021	2.3	CFO	2.3.1	0	Opex	90	<90	<90	<90	<90	<90	Copy of the SCM Register
		Number of monthly deviation reports submitted to the MM (Total organisation)		CFO	2.3.2	0	Opex	6	3	3	3	12	Copy of the quarterly SCM deviation report	
		Number of monthly SCM reports submitted to the Executive Mayor		CFO	N/A	0	Opex	8	3	3	3	12	Copy of the monthly SCM report	
		Number of monthly UIFW reports submitted to the MM		CFO		0	Opex	New	3	3	3	12	Copy of monthly UIFW register	
		Annual submission of the asset verification report to the MM by 31 st July 2021		CFO	2.3.3	0	Opex	1	1	N/A	N/A	1	Copy of the fixed asset verification report	
	Asset Management													

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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Financial Management	Improved Compliance to Legislation & Policies (Financial Management)	% of employees exceeding legislated overtime levels stipulated as not more than (45) hours per month per employee (Total Organisation)	2.2	MM	2.2.26	0	Opex	29.2%	0%	0%	0%	0%	0%	Copies of approved financial overtime schedule report
		Number of monthly reports submitted to Council in terms of legislated overtime levels (Total Organisation)		ED:CS	2.2.19	0	Opex	12	3	3	3	12	Copies of monthly overtime reports & Council Resolution	
		% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (CS only)		ED:CS	2.2.20	0	Opex	0%	0%	0%	0%	0%	Copies of approved financial overtime schedule report & Council Resolution	

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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT															
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework															
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline				2020/21			
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE	
Financial Management	Improved Compliance to Legislation & Policies (Financial Management)	% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (CSS only) (excl., essential services)	2.2	ED:CSS	2.2.16	0	Opex	0%	0%	0%	0%	0%	Copies of approved financial overtime schedule report & Council Resolution		
		% of employees exceeding legislated overtime levels stipulated as not more than (45) hours per month per employee (CSS only) (essential services)		ED:CSS	2.2.17	0	Opex	16%	0%	0%	0%	Copies of approved financial overtime schedule report & Council Resolution			



KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Source R'000	Budget Source	Baseline		2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Financial Management	Improved Compliance to Legislation & Policies (Financial Management)	% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (TS) (excl., essential services)	2.2	ED:TS	2.2.24	0	Opex	10%	0%	0%	0%	0%	0%	Copies of approved financial overtime schedule report & Council Resolution
		% of employees exceeding legislated overtime levels stipulated as not more than (45) hours per month per employee (TS) (essential services)		ED:TS	2.2.25	0	Opex	29.2%	0%	0%	0%	0%	Copies of approved financial overtime schedule report & Council Resolution	

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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Source R'000	Budget Source	2020/21					POE	
								Baseline 2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Financial Management	Financial Management & Revenue Enhancement	Number of road traffic safety operations conducted per quarter	2.2	ED:CSS	2.2.27	0	Opex	8	1	1	1	1	4	Copy of close up report for road traffic safety operations conducted
		Number of flammable liquids permits issued by 30 June 2021		ED:CSS	2.2.20	15	Opex	40	N/A	N/A	N/A	34	34	Copy of permits register
		Number of business licenses issued by 30 June 2021	ED:CSS	2.2.28	0	Opex	New	N/A	N/A	N/A	15	15	Copies of license register.	



KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT														
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Source R'000	Budget Source	Baseline		2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Financial Management	Financial Management & Revenue collection	Number of monthly debtors reconciliation submitted to Council by 30 June 2021	2.2	CFO	2.2.29	0	Opex	New	3	3	3	3	12	Monthly debtors reports and Council Resolution
		Number of monthly government debts reports submitted to Council by 30 June 2021		CFO	2.2.30	0	Opex	New	3	3	3	3	12	Monthly government debts reports and Council Resolution
		Number of quarterly reports on the implementation of credit control and debt collection policies submitted to Council by 30 June 2021		CFO	2.2.31	0	Opex	New	1	1	1	1	4	quarterly reports on the implementation of credit control and debt collection policies & Council Resolution

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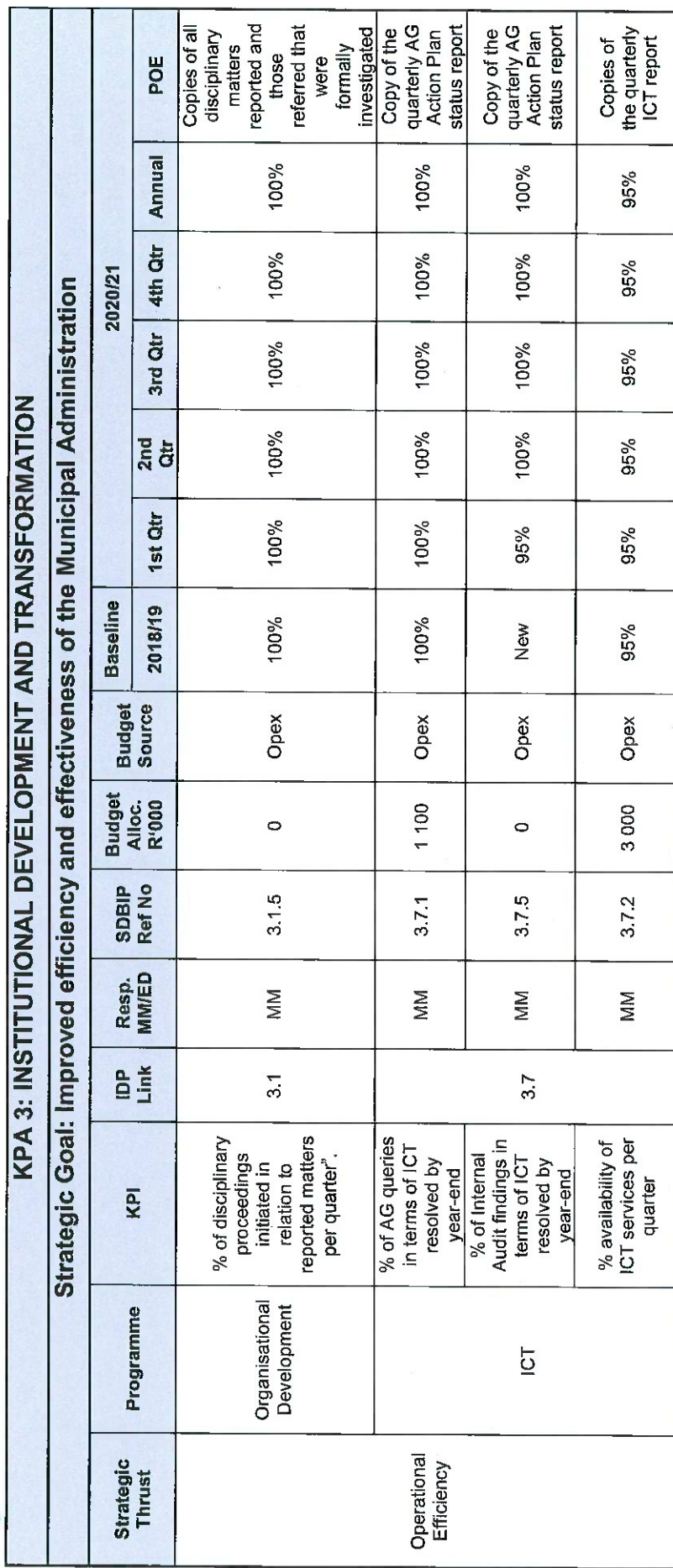


KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Operational Efficiency	Performance Management	% of KPIs attaining organisational targets by 30 th June 2021 (Total organisation)	3.4	MM	N/A	0	Opex	56.4%	75%	85%	90%	100%	100%	Copies of the quarterly consolidated performance report
	Organisational Development	% approved critical positions processed within (5) months (Sec 56/54 A) which will become vacant during 2020/21	3.1	ED:CS	N/A	0	Opex	0%	100%	100%	100%	100%	100%	Copies of Progress report submitted to the Executive Mayor
		Submit a Final report to the MM after conducting an employee satisfaction by 30 June 2021		ED:CS	N/A	0	Opex	1	N/A	N/A	N/A	1	1	Copy of final satisfaction survey evaluation report signed by MM
		Calendar of events developed and approved by Council by 30 June 2021		MM	3.1.10	0	Opex	New	N/A	N/A	N/A	1	1	Approved calendar of events and Council Resolution



KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Organisational Development	Organisational Development	% of employees from previously disadvantaged groups appointed in the three highest Task Grades of management as per the approved 2015-18 EE plan (GKPI)	3.2	ED:CS	N/A	0	Opex	3%	N/A	N/A	N/A	85%	85%	Copies of appointment letters
		% of budget spent implementing the Workplace Skills Plan (GKPI) by 30 June 2021	3.3	ED:CS	N/A	1 300	SETA GRANT	100%	N/A	N/A	N/A	100%	100%	Signed copies of the WSP and section 52 (d) report

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KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21				POE	
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Operational Efficiency	ICT	Number of ICT Projects implemented per quarter	3.7	MM	3.7.3	3 600	Opex	4	1	1	1	1	4	Quarterly reports on implementation of ICT projects
		Number of the ICT Steering Committee meetings held per quarter		MM	3.7.4	0	Opex	0	N/A	1	N/A	2	Quarterly reports of ICT Steering Committee meetings held	
	Legal Services	Number of quarterly reports on the status of municipal service level agreements approved by the MM by 30 June 2021	3.1	MM	3.1.7	0	Opex	New	N/A	1	1	1	3	Quarterly Reports on the status of municipal service level agreements approved by the MM
		Number of quarterly reports on the status of municipal legal cases that the municipality is involved in approved by the MM by 30 June 2021		MM	3.1.8	0	Opex	New	N/A	1	1	1	3	Quarterly reports on the status of municipal legal cases that the municipality is involved in approved by the MM

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Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline				2020/21																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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Operational Efficiency	Performance Management	% of KPIs attaining organisational targets by 30th June 2021 (OMM)	3.4	MM	3.4.2	0	Opex	47%	75%	85%	90%	100%	100%	Copy of the quarterly consolidated performance reports																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
		% of KPIs attaining organisational targets by 30th June 2021 (Finance)		CFO	3.4.6	0	Opex	52.2%	75%	85%	90%	100%	Copy of the quarterly consolidated performance report																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
		% of KPIs projects attaining organisational targets by 30 June 2021 (CS)		ED:CS	3.4.4	0	Opex	66.7%	75%	85%	90%	100%	Copy of the quarterly consolidated performance report																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
		% of KPIs attaining organisational targets by 30 June 2021 (CSS)		ED:CSS	3.4.5	0	Opex	65.5%	75%	85%	90%	100%	Copy of the quarterly consolidated performance report																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
		% of KPIs attaining organisational targets by 30 June 2021 (TS)		ED:TS	3.4.3	0	Opex	66.7%	75%	85%	90%	100%	Copy of the quarterly consolidated performance report																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											

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KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline		2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Organisational Development	Organisational Development	Review and submit organisational structure (aligned to the IDP and Budget) to Council for approval before June 2021	3.1	ED:CS	3.1.1	0	Opex	1	N/A	N/A	N/A	1	1	Copy of an approved annual organogram
		Number of monthly staff turnover reports submitted to Council		ED:CS	3.1.2	0	Opex	12	3	3	3	12	Copies of monthly staff turnover reports	
		% of approved vacant posts (below Sec 56/54 A)(previously filled) processed within (3) months		ED:CS	3.1.3	0	Opex	100%	100%	100%	100%	100%	Copies of appointment letters	
	Fleet	Number of quarterly fleet management reports submitted and approved by the MM by 30 June 2021		ED:TS	3.1.9	0	Opex	New	1	1	1	1	4	Fleet management reports approved by the MM

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KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Organisational Development	Organisational Development	Number of job descriptions signed and uploaded on the Task JES submitted to the LLF by 30 June 2021	3.1	ED:CS	3.1.6	0	Opex	1	N/A	1	N/A	1	2	Copies of job descriptions report submitted to LLF
	Workplace Skills Development	Workplace Skills Plan (WSP) and Annual Training Report (ATR) submitted on due date 30 April 2021	3.3	ED:CS	3.3.1	0	Opex	1	N/A	N/A	N/A	1	1	Copies of WSP and ATR submitted to the LG SETA
		Number of quarterly training status reports submitted to the District		ED:CS	3.3.4	0	Opex	4	1	1	1	4	Copy of quarterly training status report submitted to the District and proof of submission	
		Number of employees trained per quarter in line with the approved 2020/21 WSP		ED:CS	3.3.3	1 300	SETA GRANT	47	10	10	10	40	Copies of the approved WSP report and quarterly training status report submitted to the Council	

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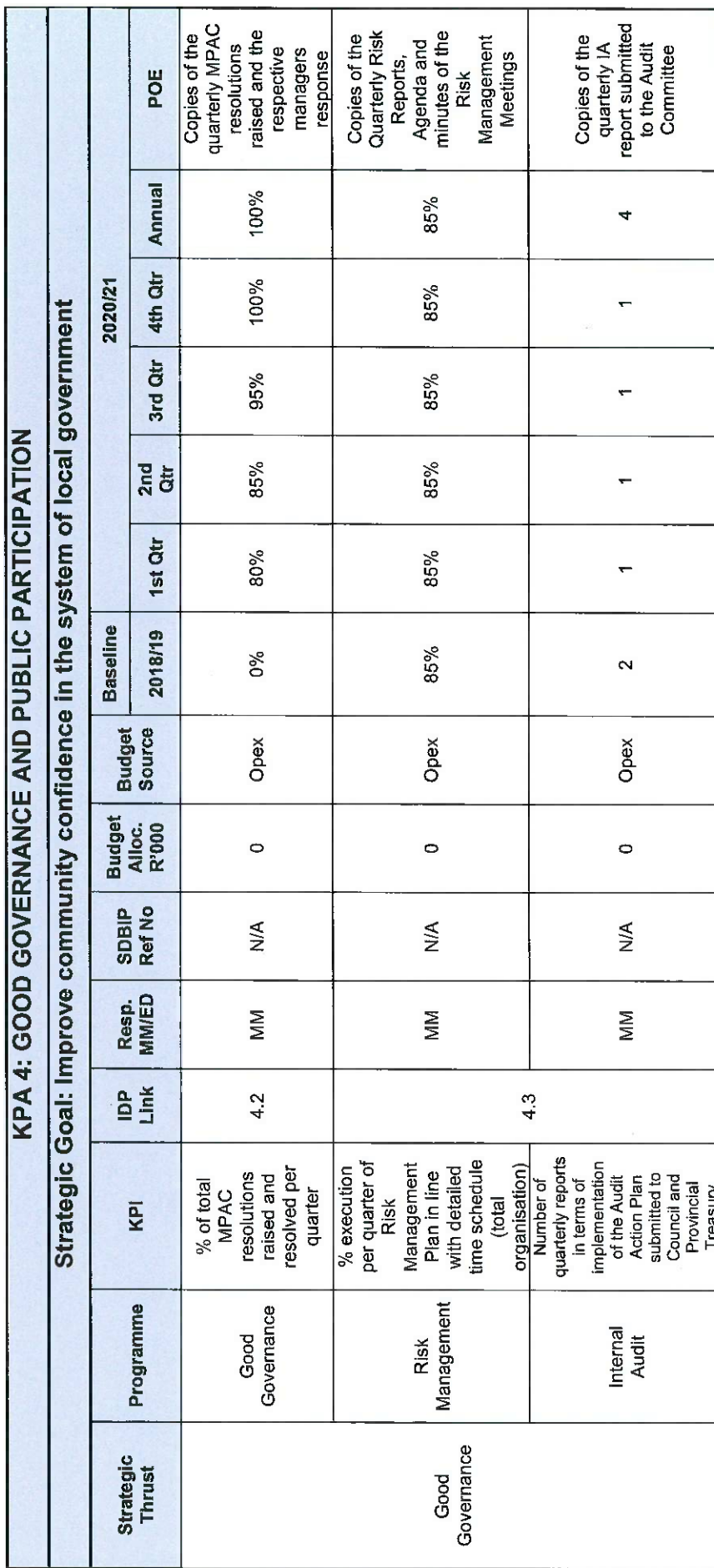


KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Organisational Development	Workplace Health and Safety	Number of monthly workplace inspections conducted and submitted to the MM	3.5	ED:CS	3.5.4	0	Opex	300	3	3	3	3	12	Copies of monthly inspection reports signed by the MM
		Number of quarterly SHE related reports submitted to the MM		ED:CS	3.5.2	0	Opex	8	1	1	1	1	4	Copy of the quarterly SHE related reports signed by the MM
		Number of employees who have participated in the approved 2020/21 Wellness programmes per quarter		ED:CS	3.5.3	300	Opex	222	50	50	50	200	Copy of the quarterly Employee Wellness Programme (EWP) register	
	Labour Relations	Number of Local Labour Forum (LLF) meetings agendas processed every second month as per approved Calendar of Events	3.6	ED:CS	3.6.1	0	Opex	1	2	1	1	2	6	Copy of the agenda signed by the Chairperson

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KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION														
Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Operational Efficiency	Performance Management	Number of formal bi-annual performance reviews conducted with Section 56 employees	3.4	MM	3.4.1	30	Opex	0	N/A	N/A	1	1	2	Performance Assessment Reports
		PMS Framework and Procedure Manual reviewed by Council by 30 June 2021		MM	3.4.7	1 500	Opex	New	N/A	1	N/A	N/A	1	Approved PMS Framework and Procedure Manual & Council Resolution
		Performance Agreements of Senior Managers signed by 01 Aug. 2021		MM	3.4.8	0	Opex	New	1	N/A	N/A	N/A	1	Signed Performance Agreements and proof of submission to CoGTA
		Compilation of the Annual Performance Report (2019/20 fy) and submitted to AG by 31 Aug. 2020		MM	3.4.9	0	Opex	New	1	N/A	N/A	N/A	1	Copy of APR and proof of submission to AG
		Number of quarterly SDBIP performance reports submitted to Council by 30 June 2021		MM	3.4.10	0	Opex	New	1	1	1	1	4	Quarterly SDBIP performance report & Council Resolution





KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Goal: Improve community confidence in the system of local government													
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
Good Governance	Good Governance	Obtain an Unqualified opinion from the annual audit outcome from the Auditor General	4.2	MM	N/A	0	Opex	Disclaimer Opinion	N/A	Unqualified Opinion	N/A	Unqualified Opinion	Copy of the Auditor General's audited annual management letter
	Internal Audit	% of AG Management Letter findings resolved by 30th June 2021 (Total organization)	4.7	MM	N/A	0	Opex	37.8%	N/A	N/A	50%	100%	Copy of the quarterly AG Action Plan status report



KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Goal: Improve community confidence in the system of local government													
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline 2018/19	2020/21				POE
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
Accountability	Community Participation	Number of Ward operational plans submitted to Council per annum	4.1	MM	4.1.1	200	Opex	9	9	N/A	N/A	9	Copy of annual Ward operational plans submitted to Council
		Number of Ward Committees meetings held per quarter		MM	4.1.2	0	Opex	62	27	27	27	108	Copies of quarterly ward committee's reports submitted to Council
		Number of Community stakeholder meetings facilitated and attended by 30 June 2021		MM	4.1.3	200	Opex	17	0	0	9	18	Registers and any other documentary evidence relating to the meeting
		Review of the Public Participation Strategy and approved by Council by 30 June 2021		MM	4.1.4	200	Opex	New	N/A	1	N/A	2	Reviewed Public Participation Strategy and Council Resolution
Good Governance	Good Governance	Draft Consolidated Annual Report submitted on or before the 31st Aug 2020	4.2	MM	4.2.10	0	Opex	1	1	N/A	N/A	1	Copy of Draft Consolidated Annual Report

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Good Governance	Submission of final audited consolidated Annual Report to Council by the 31 Jan 2021	4.2	MM	4.2.11	0	Opex	1	N/A	N/A	1	N/A	1	Copy of Final Annual Report
		Submission of Oversight Report to Council by the 30 March 2021		MM	4.2.12	0	Opex	0	N/A	N/A	1	N/A	1	Annual Oversight Report
		2020/21 IDP review Process Plan approved by 30 July 2020		MM	4.2.13	0	Opex	1	1	N/A	N/A	N/A	1	Copy of approved IDP review Process Plan
		Final IDP tabled and approved by Council by the 31 May 2020		MM	4.2.14	0	Opex	1	N/A	N/A	N/A	1	1	Copy of Final IDP and Council resolution item reference approving the document
		Number of new/reviewed ICT policies/strategies approved by Council by the 30 June 2021		MM	4.2.15	0	Opex	5	N/A	N/A	N/A	13	13	Copies of approved reviewed / new Policies

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Goal: Improve community confidence in the system of local government													
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
Good Governance	Good Governance	Number of Section 79 Committee meetings held per quarter	4.2	MM	4.2.3	0	Opex	26	9	6	9	33	Copies of agenda and minutes of each of Section 79 Committee meeting convened
		Final SDBIP approved by Executive Mayor within 28 days after approval of Budget		MM	4.2.16	0	Opex	1	N/A	N/A	N/A	1	Copy of Final approved SDBIP

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21				POE	
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Good Governance	Good Governance	Adjusted Budget and SDBIP approved by Executive Mayor by the end of February 2021	4.2	MM	4.2.17	0	Opex	1	N/A	N/A	1	N/A	1	Copy of Adjustment Budget and SDBIP
		% of Council meetings resolutions resolved within the prescribed timeframe of (3) months (Total organisation)		MM	4.2.18	0	Opex	56.5%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions resolved	
		% of Council meeting resolutions resolved per quarter (OMM)		MM	4.2.19	0	Opex	67.8%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions resolved	
		% of Council meetings resolutions resolved per quarter (Finance only)		CFO	4.2.9	0	Opex	50%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions resolved	
		% of Council meeting resolutions resolved per quarter (CS only)		ED:CS	4.2.4	0	Opex	100%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions resolved	

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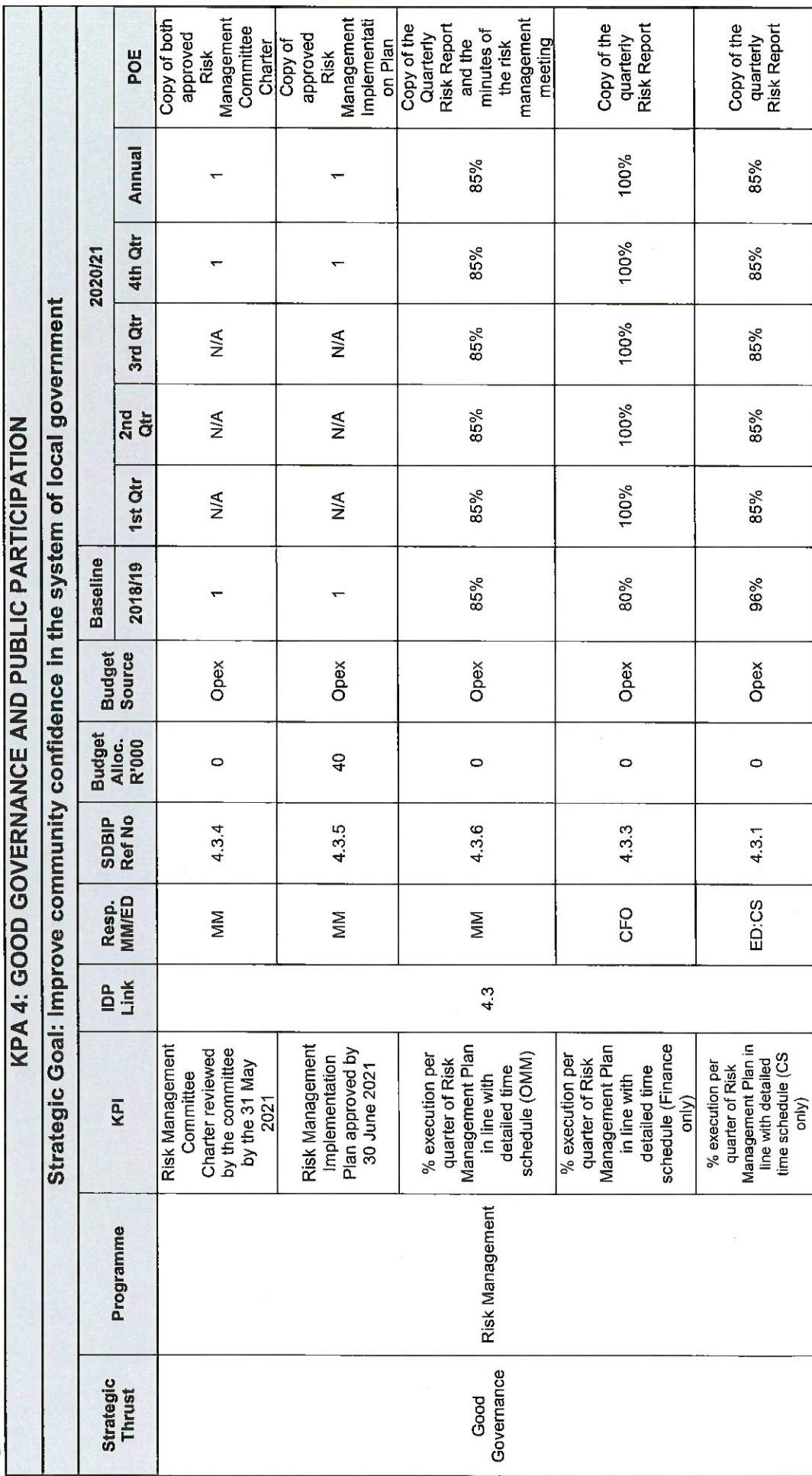
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Good Governance	% of Council meeting resolutions resolved per quarter (CSS only)	4.2	ED:CSS	4.2.7	0	Opex	62.3%	100%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions resolved
		% of Council meeting resolutions resolved per quarter (TS)		ED:TS	4.2.5	0	Opex	100%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions resolved	
		Number of quarterly Compliance Register Reports submitted to Council		ED: CS	4.2.20	0	Opex	0	1	1	1	1	4	Copy of quarterly Compliance Register Report
		Number of ordinary Council meeting held by 30 June 2021 as per the approved Calendar of Events		MM	4.2.1	0	Opex	8	3	2	3	3	11	Council meeting minutes
		Number of ordinary MAYCO meetings held by 30 June 2021 as per the approved Calendar of Events		MM	4.2.2	0	Opex	9	3	2	3	3	11	Copies of MAYCO meeting minutes and attendance register

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Good Governance	Number of MPAC committee meetings held per quarter	4.2	MM	4.2.21	0	Opex	0	1	1	1	1	4	Copies of agenda, attendance register and minutes
		Number of MPAC committee reports submitted to Council per quarter		MM	4.2.22	0	Opex	0	1	1	1	4	Copies of agenda, attendance register and minutes	
		Draft 2020/21 IDP tabled before Council for adoption by 31 March 2021		MM	4.2.23	0	Opex	1	N/A	N/A	1	N/A	1	Copy of the draft 2020/21 IDP and Council Resolution

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc R'000	Budget Source	Baseline		2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Risk Management	% execution per quarter of Risk Management Plan in line with detailed time schedule (CSS only)	4.3	ED:CSS	4.3.2	0	Opex	63%	80%	80%	80%	80%	80%	Copy of the quarterly Risk Report
		% execution per quarter of Risk Management Plan in line with detailed time schedule by (TS)		ED:TS	4.3.9	0	Opex	82%	100%	100%	100%	100%	Copy of the quarterly Risk Report	
		Number of Risk Management reports submitted to the Risk Management Committee per quarter		MM	4.3.7	0	Opex	4	1	1	1	1	4	Copy of quarterly Risk Management Committee report
		Number of Risk Management Committee reports submitted to Council per quarter		MM	4.3.8	0	Opex	3	1	1	1	1	4	Copies of Risk Management Committee reports

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Internal Audit	% of AG Management Letter findings resolved (in terms of the Audit Action Plan) by 30 June 2021 (OMM).	4.7	MM	4.7.7	0	Opex	100%	N/A	N/A	50%	50%	100%	Copy of the quarterly AG Action Plan status report
		% of AG Management Letter findings resolved by 30 June 2021 (Finance only)		CFO	4.7.5	0	Opex	37.8%	N/A	N/A	50%	50%	100%	Copy of the quarterly AG Action Plan status report
		% of AG Management Letter findings resolved by 30 June 2021 (CS only)		ED:CS	4.7.2	0	Opex	100%	N/A	N/A	50%	50%	100%	Copy of the quarterly AG Action Plan status report
		% of AG Management Letter findings resolved by 30 June 2021 (CSS only)		ED:CSS	4.7.3	0	Opex	14%	N/A	N/A	50%	50%	100%	Copy of the quarterly AG Action Plan status report
		% of AG Management Letter findings resolved by 30 June 2021 (TS)		ED:TS	4.7.11	0	Opex	100%	N/A	N/A	50%	50%	100%	Copy of the quarterly AG Action Plan status report



KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline		2020/21				POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Internal Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (Total Organisation)	4.7	MM	4.7.8	0	Opex	38%	N/A	N/A	50%	50%	100%	Copy of the quarterly IA report submitted to the Audit Committee
		Number of Internal Audit reports submitted to the Audit Committee per quarter		MM	4.7.9	0	Opex	10	1	1	1	4	Copy of the quarterly IA progress report	
		Action Plan on issues raised by the Auditor General compiled and tabled to Council by 31 Jan 2021		MM	4.7.10	0	Opex	1	N/A	N/A	1	N/A	1	Copy of approved Action Plan
Customer Relationship Management	Customer/ Stakeholder Relationship Management	Number of quarterly Customer Complaint reports submitted to Council (inclusive of Presidential Hotline)	4.1	MM	4.1.5	0	Opex	3	1	1	1	1	4	Copy of quarterly Customer Complaint reports and Council Resolution

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Goal: Improve community confidence in the system of local government													
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
Good Governance	Internal Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (OMM only)	4.7	MM	4.7.13	0	Opex	75%	100%	100%	100%	100%	Copy of the quarterly internal audit report
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (Finance only)		CFO	4.7.6	0	Opex	25%	100%	100%	100%	100%	Copy of the quarterly internal audit report
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (CS only)		ED:CS	4.7.1	0	Opex	100%	100%	100%	100%	100%	Copy of the quarterly internal audit report
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (CSS only)		ED:CSS	4.7.4	0	Opex	39.3%	100%	100%	100%	100%	Copy of the quarterly internal audit report
		% of Internal Audit Findings resolved per quarter as per the Audit Plan by 30 June 2021 (TS)		ED:TS	4.7.12	0	Opex	100%	100%	100%	100%	100%	Copy of the quarterly internal audit report

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Improve community confidence in the system of local government

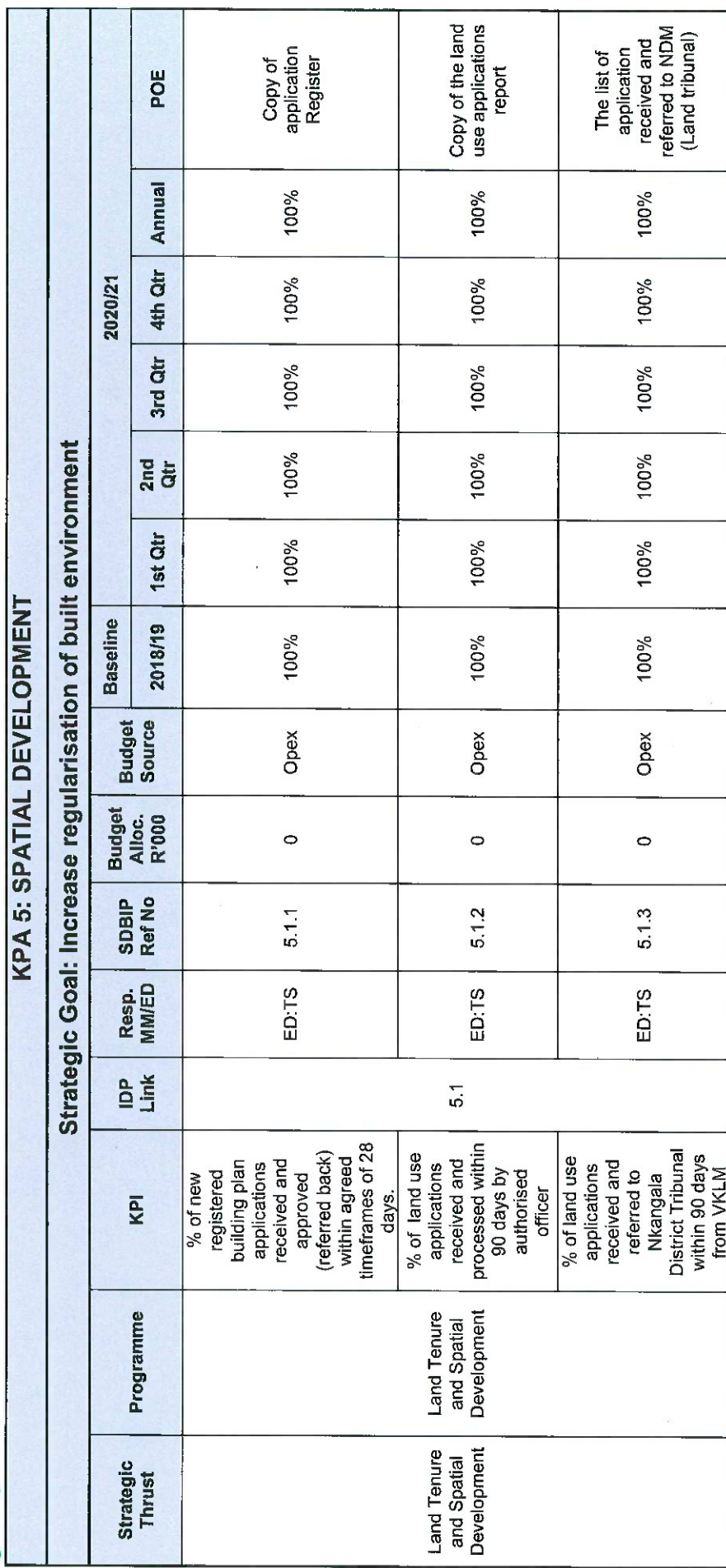
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline 2018/19	2020/21					POE
									1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Good Governance	Good Governance	Number of new/reviewed policies and By-Laws approved by Council by 30 June 2021 (Finance only)	4.2	CFO	4.2.8	0	Opex	18	N/A	N/A	N/A	18	18	Copies of approved reviewed / new Policies and Council Resolution
		Number of new/reviewed policies approved by Council by 30 June 2021 (CS only)		ED:CS	4.2.14	0	Opex	7	N/A	N/A	N/A	10	10	Copies of approved reviewed / new Policies and Council Resolution
		Number of new/reviewed policies and By-Laws approved by 30 June 2021 (CSS only)		ED:CSS	4.2.6	0	Opex	4	N/A	N/A	N/A	3	3	Copies of approved reviewed / new Policies and By-Laws
	Improved Compliance to Legislation & Policies (Public Safety)	Number of Municipal firearms inspections performed by 30 June 2021		ED:CSS	4.2.24	0	Opex	3	3	3	3	3	12	Copies of firearms inspection report
	Improved Cemeteries Management	Number of Cemeteries Management Forum Meetings Scheduled & held per quarter		ED:CSS	4.2.25	0	Opex	3	1	1	1	1	4	Close out report for each forum meeting to include minutes & attendances registers

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
Strategic Goal: Improve community confidence in the system of local government														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21				POE	
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		Annual
Customer Relationship Management	Customer/ Stakeholder Relationship Management	Number of Customer satisfaction survey conducted by 30 June 2021	4.1	MM	4.1.6	0	Opex	New	N/A	N/A	N/A	1	1	Report on Customer satisfaction survey submitted to the MM
		Number of quarterly newsletters published		MM	4.1.7	100	Opex	New	1	1	1	1	4	Copy of quarterly newsletters published

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KPA 5: SPATIAL DEVELOPMENT														
Strategic Goal: Increase regularisation of built environment														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Land Tenure and Spatial Development	Land Tenure and Spatial Development	% of quarterly Buildings Contraventions notices issued by 30 June 2021	5.1	ED:TS	5.1.5	0	Opex	New	100%	100%	100%	100%	100%	Copy of quarterly building contravention notices issued
		Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2020		ED:CSS	5.1.4	200	Opex	1	N/A	1	N/A	1	2	Copy of close out reports for rehabilitated illegal dumping sites

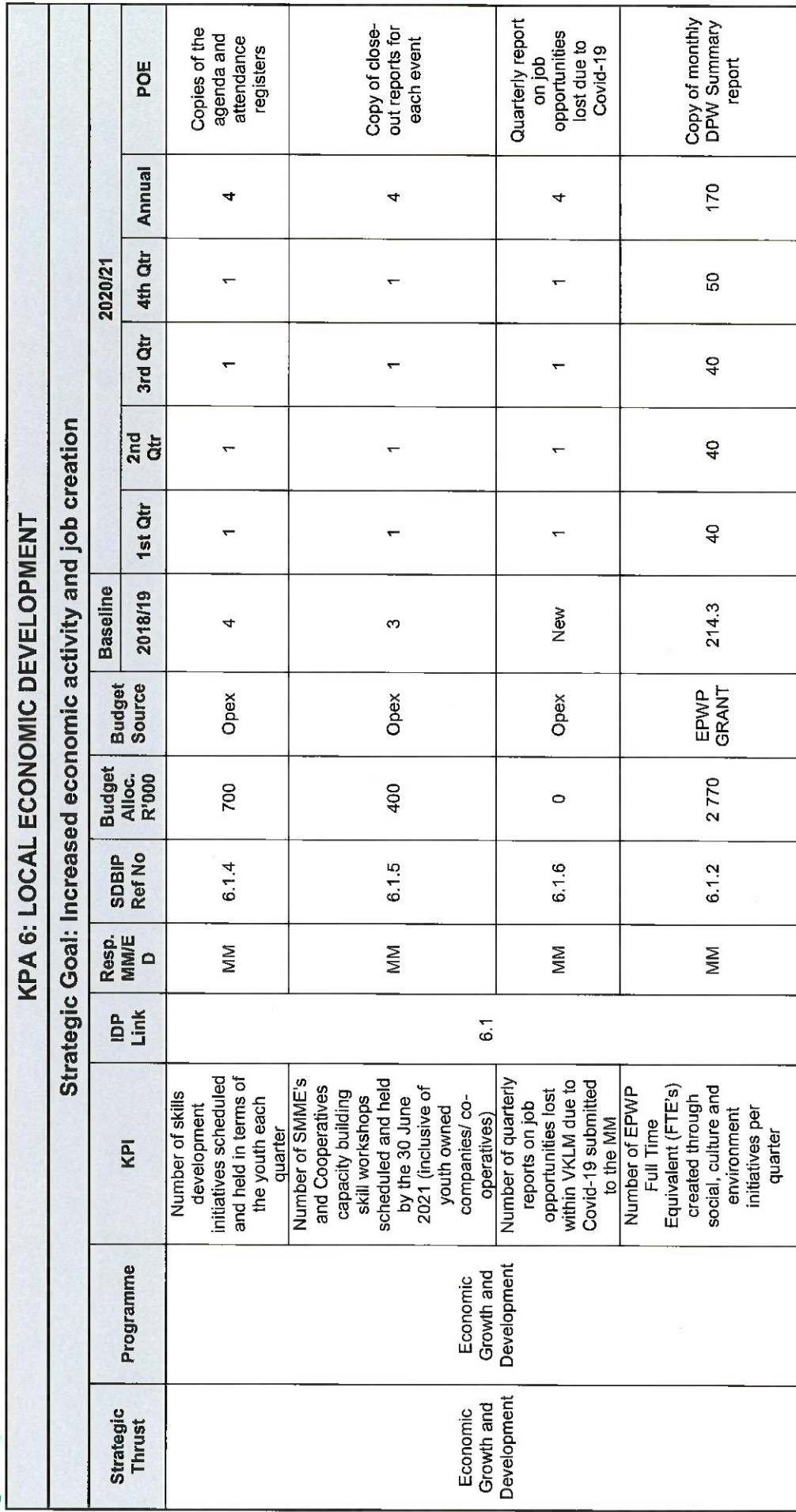
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KPA 6: LOCAL ECONOMIC DEVELOPMENT														
Strategic Goal: Increased economic activity and job creation														
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	
Economic Growth and Development	Economic Growth and Development	Number of MOU's signed with respect to external Social Responsibility Programmes by 30 June 2021	6.1	MM	N/A	0	Opex	1	N/A	N/A	N/A	2	2	Copy of the MOU's signed
		Number of EPWP Full Time Equivalent (FTE's) job opportunities provided through the implementation of Capital projects by 30 June 2021 (GKPI)		ED:TS	N/A	0	Opex	17	N/A	N/A	N/A	8	8	Job opportunity report
		Number of reports submitted to Council with respect to the Corporate Social Investment (CSI) programmes of both Business and Mining organisations (bi-annual)		MM	6.1.3	0	Opex	4	N/A	N/A	N/A	2	2	Copies of quarterly reports submitted to Council

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KPA 6: LOCAL ECONOMIC DEVELOPMENT															
Strategic Goal: Increased economic activity and job creation															
Strategic Thrust	Programme	KPI	IDP Link	Resp. MM/ED	SDBIP Ref No	Budget Alloc. R'000	Budget Source	Baseline	2020/21					Annual	POE
								2018/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr			
Economic Growth and Development	Economic Growth and Development	Number of Capital projects (infrastructure) that provide employment through EPWP initiatives per quarter	6.1	ED:TS	6.1.1	0	Capex	6	N/A	N/A	5	N/A	5	Project registration summary report	
		Number of LED Strategy reviewed by 30 June 2021		MM	6.1.7	300	Opex	New	N/A	1	N/A	N/A	1	Reviewed LED Strategy with Council Resolution	
	Youth Development	Number of Youth Development Summits held by 30 June 2021	6.2	MM	6.2.2	650	Opex	0	N/A	N/A	1	N/A	1	Council resolution to host the event and close out summit report	

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8. VKLM CAPITAL PROJECTS

A three-year capital works plan has been developed that will be funded in part through MIG funding. The budget has been aligned to the Strategic and Developmental Objectives and Outcomes crafted in the process of the IDP review cycle, to enable the strategic intent and mandate of the 2020/21 IDP to be attained. It should be noted that the Municipality is faced with serious financial constraints to cater for all Capital and Operational needs identified and has therefore prioritised as deemed appropriate to address the strategies developed during the annual review of the IDP.

VICTOR KHANYE LOCAL MUNICIPALITY									
CAPITAL PROGRAM									
2020/2021 to 2022/2023									
	DETAILS	BUDGETED SPENDING - 2020/2021							
		IDP	PURCHASED / CONSTRUCTED		TOTAL	FUNDING	2021/2022	2022/2023	
		Program	NEW	REPLACEMENT		SOURCE			
1	2	3	4	5	7	8	7	8	
	CAPITAL EXPENDITURE								
1	Executive & Council	PP	200 000	0	200 000		418 400	437 646	
	Office furniture & equipment		200 000	0	200 000	Revenue	418 400	437 646	



2	Budget & Treasury	RE / GGC	200 000	0	200 000		209 200	218 823
	Finance: Office furniture equipment, Computer Equipment		200 000	0	200 000	Revenue	209 200	218 823
3	Corporate Services	TSD	70 000	0	70 000		209 200	218 823
	Office furniture & equipment		70 000	0	70 000	Revenue	209 200	218 823

4	Community Parks (including Nurseries)	CS	70 000		70 000		209 200	218 823
	Office furniture & equipment		70 000		70 000	Revenue	209 200	218 823
5	Fleet Management		4 000 000	0	4 000 000		12 000 000	20 000 000
	Acquisition of Fleet		3 700 000	0	4 000 000	Revenue	12 000 000	20 000 000
	Roadblock trailer for Traffic department		300 000		300 000	Revenue	0	0
6	Police Forces, Traffic and Street Parking Control	PFT	200 000	0	200 000		209 200	218 823

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	Office furniture & equipment		200 000	0	200 000	Revenue	209 200	218 823
				0				
7	Fire Fighting and Protection	FF	165 000		165 000		172 590	180 529
	Water Pump for fire truck		135 000		135 000	Revenue	141 210	147 706
	Office furniture & equipment		30 000		30 000	Revenue	31 380	32 823
8	Town Planning Building Regulations and Enforcement and City Engineer	TPB	4 300 000		4 300 000		6 313 800	5 328 235
	Land Purchased		4 000 000		4 000 000	Revenue	6 000 000	5 000 000
	Office furniture & equipment		300 000		300 000	Revenue	313 800	328 235
9	Waste management: Solid Waste	EWB	0	0	0		14 622 400	15 000 000
	Development of 2nd phase landfill site in Delmas		0	0	0	MIG	14 622 400	15 000 000

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1	Parks, Sport & Recreation	PCC	0	1 000 000	1 000 000	1 000 000	0	1 578 150
0	Upgrading of Existing Sport Facilities and Construction of Related Ancillary Facilities_Phase 2		0	1 000 000	1 000 000	MIG	0	1 578 150
	Purchase of Kudu equipments		0	0	0	Revenue	0	0
1	Waste Management: Sanitation	WS	3 591 636	0	3 591 636		1 167 550	0
1	Provision of sanitation in rural areas		3 591 636	0	3 591 636	MIG	1 167 550	0
1	Road Transport	RSW	6 238 400	0	6 238 400		10 831 050	11 398 850
2	Tarring of roads and stormwater drainage		5 000 000	0	5 000 000	MIG	9 500 000	10 000 000
	5% PMU		1 238 400		1 238 400	MIG	1 331 050	1 398 850
1	Water	WS	13 937 964	0	13 937 964		0	0
3	Provision of boreholes in Delmas		13 937 964	0	13 937 964	MIG	0	0



1	Electricity	ES	9 942 000	0	9 942 000		10 000 000	
4	Electrification of houses - INEP		9 942 000		9 942 000	INEP	10 000 000	
	TOTAL CAPITAL EXPENDITURE		42 915 000	1 000 000	43 915 000		56 362 590	64 798 702
	SOURCE OF FINANCE							
	Contributions from revenue		9 205 000	0	9 205 000		19 741 590	26 821 702
	Municipal Infrastructure Grant (MIG)		23 768 000	1 000 000	24 768 000		26 621 000	27 977 000
	Integrated National Electrification programme (INEP)		9 942 000	0	9 942 000		10 000 000	10 000 000
	Other: Grant: Nkangala DM		22 195 000		22 195 000		20 035 000	20 095 000
	TOTAL CAPITAL FUNDING		65 110 000	1 000 000	66 110 000		76 397 590	84 893 702

NOTE: 1. Carry-over projects are only an estimation at this stage as the actual figure will be determined with greater accuracy closer to financial year-end.



9. CONCLUSION

The SDBIP is a vital monitoring tool for the Executive Mayor and Council to monitor in-year performance of the municipality. The SDBIP gives meaning to the budget and the IDP and will inform both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and section 46 (end-of-year annual reports). This enables the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP provides the top layer of information for the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

SIGNED:

DATE: 09/07/2020

EXECUTIVE MAYOR: Cllr KV Buda

SIGNED:

DATE: 09/07/2020

MUNICIPAL MANAGER: Ms ST Matladi