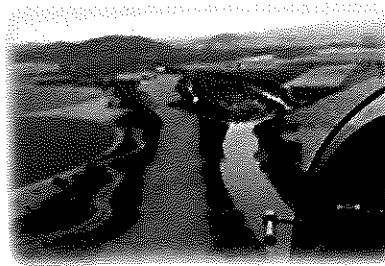
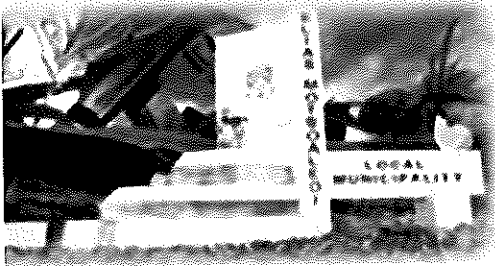


ELIAS MOTSOLEDI LOCAL MUNICIPALITY

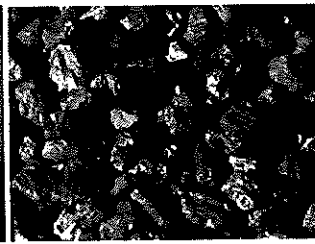
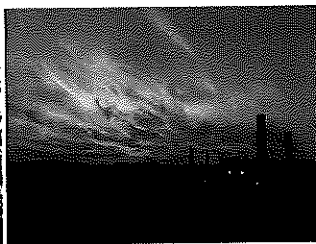


REVISED 2020/2021 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



"Thé agro-economical and ecotourism heartland"

Motto: The sunshine valley



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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, councilor'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 Elias Motsoaledi Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
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

¹ Section 1 of the MFMA defines a "vote" as:

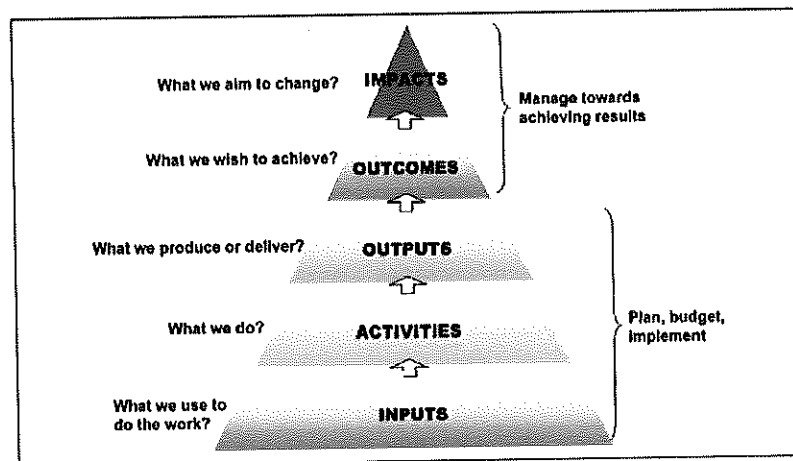
- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

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 Elias Motsoaledi Local Municipality is aligned to the Key Performance Areas (KPAs) 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 Information (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 quarterly activities and required budget as well as required human resources, furniture and equipment (inputs). This process was used to prioritise projects, capital items to be acquired and the personnel budget.

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 department and will be contained in the departmental managers SDBIPs.

² The Framework for Managing Programme Performance Information is available at: www.treasury.gov.za

4. VISION, MISSION AND VALUES

The strategic vision of the organisation sets the long term goal the Municipality wants to achieve. Elias Motsoaledi Local Municipality's vision is one that "wishes" for a future that deals with the many challenges and needs of the community in building the first city since 1994. The **Vision** of Elias Motsoaledi Local Municipality is:

"Thé agro-economical and ecotourism heartland"

Motto:

The sunshine valley

Elias Motsoaledi Local Municipality has summarized its objectives into the following mission statement that should provide everyone involved with the municipality (either as employee, stakeholder or community member) with the answer to justify the reason for its existence.

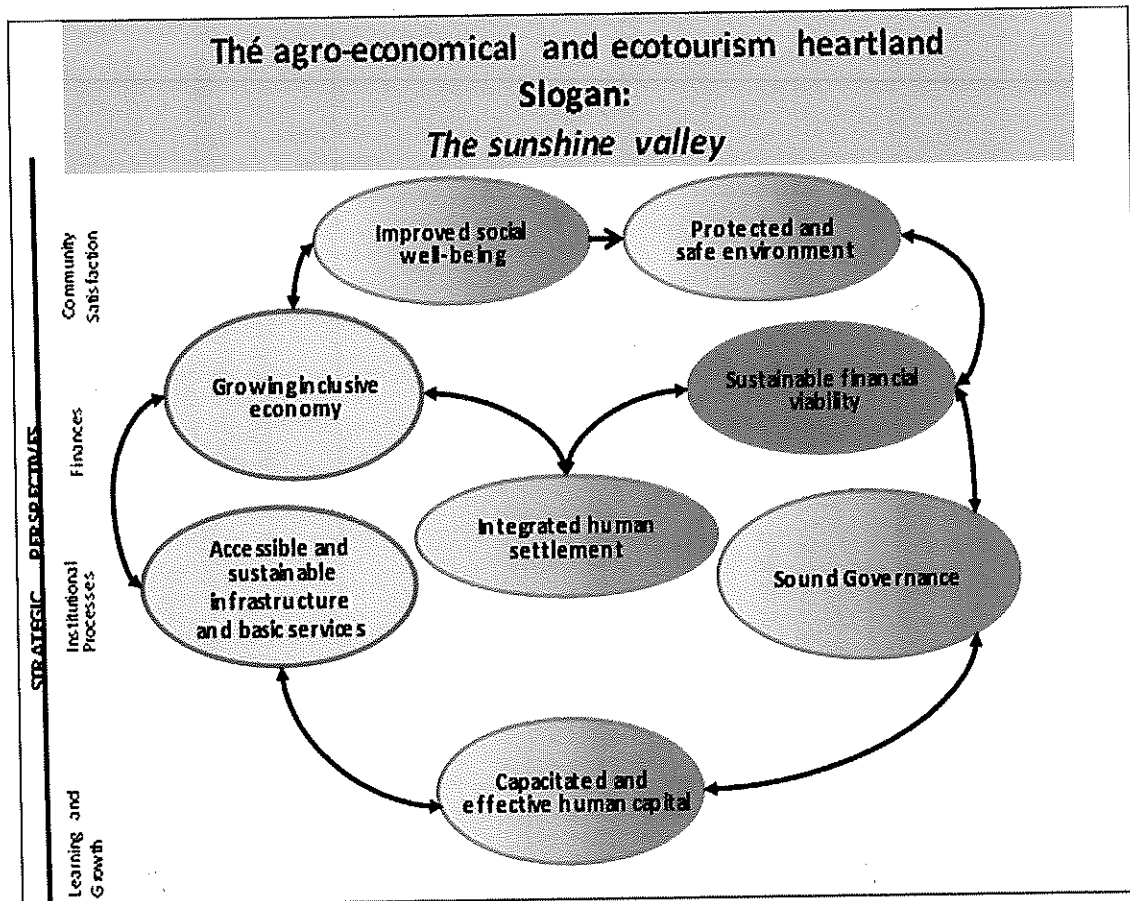
- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

The **Value** system of Elias Motsoaledi Local Municipality is articulated in the table below as follows:

Value	Description
People first	Everybody is empowered within the whole community
Transparency	Invite and encourage public sharing and democratic participation in council's activities.
Commitment	Focus and concentrate on council's core activities in a consistent manner.
Integrity	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Environmental Conscious	Taking care of the sensitive environment to ensure that the vision is achieved.
Empowerment	To be seen to be empowering our people, knowledge is power.
Service excellence	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.
Change	In order to move to a better quality life, something different needs to be done from what is being done now. In this regard change will be the main driver of doing things differently

5. STRATEGIC OBJECTIVES

The Strategy Map below developed during the Strategic Planning Workshop held on the 18th-19th January 2016 inclusive depicts the Strategic Objectives on how the Elias Motsoaledi Local Municipality will be able to achieve its vision. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All the outputs contained in the SDBIP are aligned to the attainment of one or more of these objectives:



6. STRATEGIC ALIGNMENT

The strategy developed for Elias Motsoaledi Local Municipality (EMLM) should adhere to, incorporate and support various strategies and intentions of government both at national and provincial levels. Based on these strategic plans and priorities or objectives, Elias Motsoaledi Local Municipality has developed the following tabular matrix to plot how the strategic objectives will align to the different objectives and priorities developed from various spheres of government, as follows:

Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes
Putting people and their concerns first	Social protection	Contributing to a better Africa and a better world	11 Create a better South Africa and contribute to a better and safer Africa and World		Improved social well-being	Creation of a safe social environment with the provision of a centralized, accessible multi-disciplined service center (Thusong)
	Transforming society and uniting the country	Social cohesion and nation building	3 All people in South Africa feel and are safe			
	Building safer communities	Improving the quality of and expanding access to education and training	1 Improved quality of basic education			
Sound financial management and accounting	Fighting corruption	Fighting corruption and crime	9 A responsive, accountable, effective and efficient local government system	Implement a differentiated approach to municipal financing, planning and support	Sustainable financial viability	Increased generation of own revenue and sufficient reserves for investment into communities. Reduced grant dependency

7. 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 MBRR B1 Schedules that serve as supporting documentation for the budget, in particular Schedules SB 12 - SB 17 and will deal with the following:

Monthly Revenue Projections:	Monthly Expenditure Projections:	Cash Flow Projections:
<ul style="list-style-type: none"> a. Revenue by source; b. Revenue by vote; c. Revenue in terms of standard classifications. 	<ul style="list-style-type: none"> a. Expenditure by type; b. Overall expenditure: <ul style="list-style-type: none"> i. By vote ii. In terms of standard classifications c. Capital expenditure: <ul style="list-style-type: none"> i. By vote ii. In terms of standard classifications 	<ul style="list-style-type: none"> 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

LIM472 Elias Motsoaledi - Table SB12 Adjustment budget - monthly revenue and expenditure (municipal vote)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework				
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Full year budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget		Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Revenue by Vote																	
Vote 1 - Executive and Council	26 099	-	-	-	-	15 430	-	-	7 617	-	-	-	49 146	49 146	46 441	48 578	
Vote 2 - Municipal Manager	12 978	-	-	-	-	21 233	-	-	14 166	-	-	-	48 377	48 377	41 091	43 981	
Vote 3 - Budget and Treasury	9 250	4 581	17 256	4 866	4 497	19 299	5 085	3 280	4 458	3 280	4 714	1 771	82 337	82 337	69 408	73 672	
Vote 4 - Corporate Services	22 693	11	0	-	0	17 949	-	-	13 002	-	-	-	53 656	53 656	46 367	48 500	
Vote 5 - Community Services	6 071	1 130	1 236	1 308	1 129	26 892	1 173	8 250	5 864	7 197	5 383	17 035	82 668	82 668	144 075	153 595	
Vote 6 - Technical Services	38 229	12 836	13 938	15 064	12 406	42 478	16 561	14 623	37 705	12 794	11 951	6 304	234 888	234 888	253 636	257 151	
Vote 7 - Development Planning	2 586	172	199	187	198	13 630	137	644	545	31	29	300	18 658	18 658	15 325	16 030	
Vote 8 - Executive Support	12 133	-	-	-	-	7 950	-	-	5 019	-	-	-	25 102	25 102	23 536	24 619	
Total Revenue by Vote	130 039	18 729	32 630	21 424	18 230	164 861	22 957	26 797	88 376	23 301	22 077	25 410	594 831	594 831	639 880	666 126	
Expenditure by Vote																	
Vote 1 - Executive and Council	2 564	3 682	2 579	3 307	2 615	3 295	3 061	3 330	4 110	3 248	3 645	5 075	40 511	40 511	43 656	45 642	
Vote 2 - Municipal Manager	3 324	1 138	3 773	3 234	4 553	6 662	4 737	3 301	2 575	3 957	2 366	4 452	44 072	44 072	40 969	42 854	
Vote 3 - Budget and Treasury	3 307	2 907	3 743	9 072	3 632	10 564	3 994	4 509	3 395	3 738	4 756	14 262	67 880	67 880	60 906	63 708	
Vote 4 - Corporate Services	1 477	1 577	1 046	1 994	1 114	2 217	2 246	3 648	2 815	2 923	2 988	3 658	27 703	27 703	38 248	40 008	
Vote 5 - Community Services	5 201	4 878	5 123	4 993	5 826	7 784	6 295	9 883	10 057	8 166	9 901	9 288	87 405	87 405	103 178	106 965	
Vote 6 - Technical Services	11 695	3 696	21 564	5 960	11 406	12 879	9 973	19 270	39 990	25 997	34 115	21 067	217 613	217 613	215 258	229 343	
Vote 7 - Development Planning	545	465	526	446	614	1 250	544	852	835	920	863	1 041	8 892	8 892	10 016	10 477	
Vote 8 - Executive Support	2 074	1 552	1 554	1 656	1 539	3 141	2 600	1 800	1 822	1 311	1 192	2 012	22 253	22 253	17 709	18 523	
Total Expenditure by Vote	30 187	19 897	39 909	30 663	31 299	47 792	33 441	46 592	65 600	50 279	59 816	60 855	516 328	516 328	529 941	557 519	
Surplus/ (Deficit)	99 853	(1 168)	(7 279)	(9 238)	(13 070)	117 068	(10 484)	(19 795)	22 776	(26 978)	(37 738)	(35 444)	78 503	78 503	109 939	108 607	

LIM472 Elias Motsoaledi - Table SB13 Adjustment budget - monthly revenue and expenditure (by functional classification)

Description - Standard classification	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework										
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Full year budget	Budget Year		Year +1		Year +2					
														Outcome	Budget	Adjusted	Budget	Adjusted	Budget	Adjusted	Budget	Adjusted	Budget
														Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Revenue - Functional	93 598	4 592	4 598	4 866	4 497	88 204	5 085	3 280	56 280	3 280	4 714	5 000	277 913	277 913	243 227	255 487	255 487	255 487					
Governance and administration	27 078	-	-	-	-	17 808	-	-	10 974	-	-	-	55 860	55 860	52 584	55 003	55 003	55 003					
Executive and council	64 876	4 592	4 598	4 866	4 497	61 076	5 085	3 280	42 202	3 280	4 714	5 000	208 065	208 065	180 325	189 691	189 691						
Finance and administration	1 644	-	-	-	-	9 320	-	-	3 024	-	-	-	13 988	13 988	10 318	10 793	10 793						
Internal audit	3 916	44	34	53	5	15 443	108	4 812	4 319	2 885	2 514	2 873	37 006	37 006	99 862	105 455	105 455						
Community and public safety	1 661	9	3	21	4	4 004	13	1 014	1 913	895	946	894	11 376	11 376	11 502	13 031	13 031						
Community and social services	2 219	-	-	-	-	11 402	-	325	265	547	77	621	15 456	15 456	14 958	15 646	15 646						
Sport and recreation	36	35	31	31	1	36	96	3 473	2 141	1 444	1 491	1 358	10 174	10 174	73 402	76 778	76 778						
Housing																							
Health																							
Economic and environmental services	24 323	6 027	3 968	5 977	5 604	38 689	9 321	7 097	13 458	6 181	5 309	4 877	130 832	130 832	130 795	140 380	140 380						
Planning and development	3 798	172	199	187	198	16 575	137	944	976	1 031	1 029	1 725	26 971	26 971	22 932	24 987	24 987						
Road transport	19 475	5 855	3 769	5 791	5 406	21 547	9 184	6 154	11 452	5 150	4 280	2 565	100 627	100 627	105 445	111 863	111 863						
Environmental protection	1 050	-	-	-	-	567	-	-	1 030	-	-	587	3 234	3 234	2 419	3 500	3 500						
Trading services	8 203	8 067	24 030	10 528	8 124	22 526	8 442	11 607	14 399	10 955	9 540	12 660	149 081	149 081	165 996	164 804	164 804						
Energy sources	7 464	7 328	10 638	9 790	7 378	12 990	7 702	10 544	11 852	9 202	8 591	10 521	114 001	114 001	133 802	131 129	131 129						
Water management																							
Waste water management																							
Waste management	739	739	13 392	738	745	9 636	740	1 063	2 547	1 753	949	2 139	35 080	35 080	32 195	33 676	33 676						
Other	130 039	18 729	32 630	21 424	18 230	164 861	22 957	26 797	88 376	23 301	22 077	25 410	594 831	594 831	639 880	666 126	666 126						
Total Revenue - Functional	130 039	18 729	32 630	21 424	18 230	164 861	22 957	26 797	88 376	23 301	22 077	25 410	594 831	594 831	639 880	666 126	666 126						
Expenditure - Functional	12 920	12 078	14 817	20 354	14 224	26 541	17 409	16 584	28 130	16 006	22 391	20 491	221 947	221 947	219 928	229 950	229 950						
Governance and administration	2 876	4 082	3 044	3 469	2 828	3 954	3 343	3 842	5 566	3 749	4 040	4 295	45 088	45 088	51 497	53 843	53 843						
Executive and council	9 965	7 867	11 614	16 757	10 864	22 351	12 979	11 944	21 224	11 312	17 531	15 350	169 759	169 759	159 493	166 758	166 758						
Finance and administration	79	129	160	127	532	236	1 088	797	1 340	945	820	846	7 099	7 099	8 938	9 349	9 349						
Internal audit	2 262	2 194	2 242	2 224	2 399	3 650	2 636	5 641	5 928	5 844	5 711	4 991	45 423	45 423	69 121	72 191	72 191						
Community and public safety	518	451	460	450	444	790	499	723	1 001	1 555	811	1 087	8 789	8 789	8 026	8 395	8 395						
Community and social services	534	534	585	555	530	958	635	1 066	1 077	973	1 065	1 696	10 206	10 206	11 190	11 704	11 704						
Sport and recreation	1 211	1 209	1 197	1 220	1 426	1 902	1 502	3 852	3 849	3 016	3 835	2 208	26 428	26 428	49 905	52 091	52 091						
Public safety																							
Housing																							
Health																							
Economic and environmental services	3 138	3 074	3 118	3 379	5 425	5 675	3 685	9 589	18 475	10 558	17 590	15 257	98 963	98 963	99 116	103 675	103 675						
Planning and development	904	824	937	860	948	1 881	901	1 191	1 306	1 240	1 196	1 632	13 821	13 821	15 357	16 063	16 063						
Road transport	2 186	2 200	2 132	2 471	4 429	3 706	2 727	8 351	17 120	9 261	16 347	13 584	84 515	84 515	83 112	86 935	86 935						
Environmental protection	48	50	48	48	48	48	87	47	48	57	47	41	626	626	648	677	677						
Trading services	11 867	2 551	19 732	4 705	9 251	11 927	9 710	14 778	13 067	18 170	14 123	20 115	149 995	149 995	141 777	151 703	151 703						
Energy sources	9 671	485	17 483	2 561	6 482	8 835	6 777	12 757	10 639	13 961	11 119	15 520	116 490	116 490	117 368	127 021	127 021						
Water management																							
Waste water management																							
Waste management	2 195	2 066	2 248	2 144	2 769	3 092	2 932	2 021	2 227	4 210	3 004	4 596	33 505	33 505	24 409	24 682	24 682						
Other	30 187	19 897	39 909	30 663	31 299	47 792	33 441	46 592	65 600	50 279	59 816	60 855	417 365	417 365	529 941	557 519	557 519						
Total Expenditure - Functional	99 853	(1 168)	(7 279)	(9 238)	(13 070)	(117 068)	(10 484)	(19 795)	(22 776)	(26 978)	(37 738)	(35 444)	(177 466)	(177 466)	(109 939)	(108 607)	(108 607)						
Surplus/(Deficit) 1.																							

LIM472 Elias Motsoaledi - Table SB14 Adjustment budget – monthly revenue and expenditure (by source and type)

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework					
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Full year budget	Budget Year 2020/21	Budget Year +1 2021/22	Adjusted Budget	Adjusted Budget	
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget						
Revenue By Source																		
Property rates	3 283	3 277	3 265	3 257	3 277	3 279	3 283	3 195	3 195	3 195	3 195	2 641	38 345	38 345	40 109	41 954		
Service charges - electricity revenue	6 672	7 162	6 910	7 375	7 378	8 518	7 702	7 495	6 495	6 495	7 495	9 246	90 945	90 945	106 634	111 540		
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Service charges - refuse revenue	739	739	726	738	745	744	740	744	744	744	744	782	8 928	8 928	9 339	9 768		
Rental of facilities and equipment	41	50	45	43	70	59	58	98	82	102	94	94	834	834	1 276	1 335		
Interest earned - external investments	-	-	83	283	141	-	-	-	-	-	-	36	542	542	3 182	3 328		
Interest earned - outstanding debtors	1 207	1 246	1 948	1 279	980	1 336	1 362	1 626	1 682	1 566	1 699	2 015	17 946	17 946	6 962	7 283		
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Fines, penalties and forfeits	36	35	31	31	1	36	96	3 473	2 141	1 444	1 491	1 427	10 242	10 242	73 473	76 853		
Licences and permits	367	347	469	535	434	218	325	256	486	579	435	594	5 044	5 044	6 635	6 941		
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Transfers and subsidies	117 591	5 791	19 132	7 837	5 138	150 637	9 328	9 883	3 842	8 110	5 866	8 649	351 806	351 806	314 089	333 501		
Other revenue	102	82	21	46	65	35	62	27	48	66	57	27	639	639	974	1 018		
Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Revenue	130 039	18 729	32 630	21 424	18 230	164 861	22 957	26 797	18 716	23 301	22 077	25 509	525 270	525 270	562 673	593 520		
Expenditure By Type																		
Employee related costs																		
Remuneration of councillors	12 071	11 833	11 686	11 691	11 767	19 642	13 128	13 242	13 242	13 242	13 242	14 689	159 477	159 477	177 557	185 725		
Debt impairment	2 020	2 020	2 020	2 020	2 020	2 056	2 020	2 183	2 583	2 483	2 363	2 473	26 283	26 283	27 745	29 021		
Depreciation & asset impairment	-	-	-	-	-	-	-	-	10 000	-	-	9 858	19 858	19 858	49 850	52 143		
Finance charges	-	-	-	-	-	-	-	7 185	15 755	10 933	17 153	6 137	57 163	57 163	56 655	59 261		
Bulk purchases	-	115	1 185	101	90	608	270	40	80	52	49	65	2 633	2 633	83	15		
Other materials	9 286	186	16 974	2 217	5 890	6 421	6 204	8 959	9 410	8 760	9 800	9 941	94 047	94 047	98 937	107 743		
Contracted services	178	1 016	1 779	877	2 783	361	563	2 050	3 797	2 852	3 966	6 169	26 390	26 390	18 753	19 616		
Transfers and subsidies	4 711	2 528	4 351	6 653	6 142	10 605	7 867	8 177	6 045	7 572	7 850	6 121	78 622	78 622	57 320	59 107		
Other expenditure	244	192	358	260	244	354	252	347	347	347	347	348	3 642	3 642	3 605	3 747		
Losses	1 676	2 006	1 556	6 844	2 363	7 747	3 137	4 407	4 361	4 036	5 025	5 055	48 213	48 213	39 436	41 140		
Total Expenditure	30 187	19 897	39 909	30 663	31 299	47 792	33 441	46 592	65 600	50 279	59 816	60 855	516 328	516 328	529 941	557 519		
Surplus/(Deficit)	99 853	(1 168)	(7 279)	(9 238)	(13 070)	117 068	(10 484)	(19 795)	(45 884)	(26 978)	(37 738)	(35 345)	8 943	8 943	32 732	36 001		
Transfers and subsidies - capital (monetary allocations)	30 968	-	(5 000)	-	4 500	18 468	-	3 500	4 451	-	5 542	7 132	69 561	69 561	77 207	72 506		
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Surplus/(Deficit) after capital transfers & contributions	130 821	(1 168)	(12 279)	(9 238)	(8 570)	135 536	(10 484)	(16 295)	(42 433)	(26 978)	(32 196)	(28 214)	8 943	8 943	109 939	108 607		

LIM472 Elias Motsoaledi - Table SB15 Adjustment budget - monthly cash flow

Monthly cash flows	Budget Year 2020/21												Medium Term Revenue and Budget		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Full year budget	Budget Year 2020/21	Budget Year +1 2021/22
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Cash Receipts By Source															
Property rates	3 283	3 277	3 265	3 257	3 277	3 279	3 283	2 260	2 216	2 237	2 224	(5 017)	26 841	26 841	28 076
Service charges - electricity revenue	6 672	7 162	6 910	7 375	7 378	8 518	7 702	7 021	7 391	7 591	7 389	(1 217)	79 892	79 892	92 772
Service charges - water revenue															
Service charges - sanitation revenue															
Service charges - refuse	739	739	726	738	745	744	740	460	459	484	464	(1 591)	5 446	5 446	5 959
Rental of facilities and equipment	41	50	45	43	70	59	58	71	72	71	72	208	860	860	941
Interest earned - external investments															
Interest earned - outstanding debtors	1 207	1 246	1 948	1 279	980	1 336	1 362	70	82	60	210	1 658	11 437	11 437	1 392
Dividends received															
Fines, penalties and forfeits	36	35	31	31	1	36	96	981	821	931	991	(1 565)	2 426	2 426	12 554
Licences and permits	367	347	469	635	434	218	325	56	86	79	1 135	994	5 044	5 044	6 635
Agency services															
Transfers and Subsidies - Operational	117 591	5 791	19 132	7 837	5 138	150 637	9 328	1 549	77 136	58 486	-	(100 820)	351 806	314 089	333 501
Other revenue	102	82	21	46	65	35	62	76	90	62	100	(101)	639	639	974
Cash Receipts by Source	130 039	18 729	32 630	21 424	18 230	164 861	22 957	12 543	88 744	70 000	13 306	(108 531)	484 933	484 933	466 270
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations)	30 968	-	(5 000)	-	4 500	18 468	-	3 500	4 451	-	5 542	7 132	69 561	69 561	77 207
Transfers and subsidies - capital (monetary allocations)															
Proceeds on Disposal of Fixed and Intangible Assets		(125)		(59)	(97)		(45)		(62)		(39)	(73)	-	-	(480)
Short term loans															
Borrowing long term/refinancing															
Increase (decrease) in consumer deposits															
Decrease (increase) in non-current receivables															
Decrease (increase) in non-current investments															
Total Cash Receipts by Source	161 007	18 604	27 630	21 366	22 633	183 329	22 912	16 043	93 133	70 000	18 810	(101 472)	554 494	553 994	542 997
Cash Payments by Type															
Employee related costs															
Remuneration of councillors	12 071	11 833	11 686	11 691	11 767	19 642	13 128	13 242	13 242	13 242	13 242	14 689	159 477	159 477	177 557
Finance charges	2 020	2 020	2 020	2 020	2 020	2 056	2 070	2 183	2 183	2 183	2 183	3 373	26 283	26 283	27 745
Bulk purchases - Electricity		115	1 185	1 011	90	608	270	40	30	30	-	196	2 633	2 633	83
Bulk purchases - Water & Sewer	9 286	186	16 974	2 217	5 890	6 421	6 204	8 559	8 410	8 760	8 800	12 341	94 047	94 047	98 937
Other materials	178	1 016	1 779	877	2 783	361	563	756	926	757	966	6 872	17 833	17 833	12 707
Contracted services	4 711	2 528	4 351	6 653	6 142	10 605	7 867	4 177	3 045	3 572	3 850	21 002	78 503	78 503	57 320
Transfers and grants - other municipalities		192	358	260	244	354	252	347	247	247	247	648	3 642	3 605	3 747
Transfers and grants - other	244	2 006	1 556	8 844	2 363	7 747	3 137	2 407	4 361	3 036	3 025	8 962	47 119	47 119	39 436
Other expenditure	1 676	19 897	39 909	30 663	31 299	47 792	33 441	31 713	32 444	31 798	32 314	68 083	347 392	429 538	417 391
Cash Payments by Type	30 187	131 297	107 519	92 506	78 549	202 586	188 227	165 363	213 149	243 557	221 109	36 552	36 552	36 552	65 676
Other Cash Flows/Payments by Type															
Capital assets	1 043	6 449	10 619	4 827	4 391	10 490	3 012	6 265	11 965	6 846	7 987	14 023	87 918	87 918	93 994
Repayment of borrowing	862	871	880	890	899	909	918	928	938	948	958	979	10 980	10 980	2 489
Other Cash Flows/Payments															
Total Cash Payments by Type	32 092	27 217	51 409	36 379	36 589	59 192	37 371	38 906	45 347	39 591	41 258	83 085	446 290	528 436	513 874
NET INCREASE/(DECREASE) IN CASH HELD	128 915	(8 613)	(23 779)	(15 013)	(13 956)	124 137	(14 460)	(22 863)	47 786	30 409	(22 448)	(184 557)	108 203	25 558	29 123
Cash/cash equivalents at the month/year beginning:	10 995	139 910	131 297	107 519	92 506	78 549	202 586	188 227	165 363	213 149	243 557	36 552	10 995	10 995	36 552
Cash/cash equivalents at the month/year end:	139 910	131 297	107 519	92 506	78 549	202 586	188 227	165 363	213 149	243 557	221 109	36 552	36 552	36 552	65 676

LIM472 Elias Motsoaledi - Table SB16 Adjustment budget - monthly capital expenditure (municipal vote)

Description - Municipal Vote	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework			
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	
Multi-year expenditure appropriation																
Vote 1 - Executive and Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 2 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 3 - Budget and Treasury	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 4 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-	-	-	650	1 000	
Vote 5 - Community Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 6 - Technical Services	-	1 605	2 222	-	648	2 759	-	-	562	251	201	267	720	-	-	
Vote 7 - Development Planning	-	-	-	-	-	-	-	-	-	-	833	-	8 629	40 910	70 948	
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital Multi-year expenditure sub-total	-	1 605	2 222	-	648	2 759	-	-	562	251	1 034	267	9 349	41 560	71 948	
Single-year expenditure appropriation																
Vote 1 - Executive and Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 2 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 3 - Budget and Treasury	-	-	-	-	-	-	-	-	-	350	-	-	350	-	-	
Vote 4 - Corporate Services	-	-	116	280	19	54	-	195	-	-	285	102	1 050	3 335	435	
Vote 5 - Community Services	-	-	-	29	-	-	-	150	-	-	200	1 191	1 570	-	-	
Vote 6 - Technical Services	1 043	4 844	8 281	4 518	3 724	7 677	3 012	4 820	8 589	7 630	12 026	9 839	76 004	59 549	25 000	
Vote 7 - Development Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Capital single-year expenditure sub-total	1 043	4 844	8 397	4 827	3 743	7 731	3 012	4 970	8 784	7 980	12 511	11 132	78 974	62 884	25 435	
Total Capital Expenditure	1 043	6 449	10 619	4 827	4 391	10 490	3 012	4 970	9 346	8 231	13 545	11 399	88 323	104 444	97 383	

LIM472 Elias Motsoaledi - Table SB17 Adjustment budget - monthly capital 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
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Capital Expenditure - Functional															
Governance and administration	1 043	-	-	307	-	-	-	-	200	-	100	150	1 800	3 985	1 435
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration	1 043	-	-	307	-	-	-	-	200	-	100	150	1 800	3 985	1 435
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety	-	-	-	29	-	-	-	-	-	251	401	1 609	2 290	-	-
Community and social services	-	-	-	-	-	-	-	-	-	251	201	267	720	-	-
Sport and recreation	-	-	-	29	-	-	-	-	-	-	200	571	800	-	-
Public safety	-	-	-	-	-	-	-	-	-	-	-	770	770	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services	-	6 305	8 032	2 391	4 391	8 257	3 012	3 715	9 146	5 226	11 789	6 968	69 233	80 647	83 302
Planning and development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport	-	6 305	8 032	2 391	4 391	8 257	3 012	3 715	9 146	5 226	11 789	6 968	69 233	80 647	83 302
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	-	144	2 588	2 100	-	2 233	-	1 255	-	2 754	1 254	2 672	15 000	19 812	12 647
Energy sources	-	144	2 588	2 100	-	2 233	-	1 255	-	2 754	1 254	2 672	15 000	19 812	12 647
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	1 043	6 449	10 619	4 827	4 391	10 490	3 012	4 970	9 346	8 231	13 545	11 399	88 323	104 444	97 383

8. 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. These indicators and targets will be cascaded to departmental scorecards, which will be used for internal monitoring of the organisation and relevant individuals. The provision is made under section 54 (1)(c) of the MFMA that the mayor must consider and, make any revisions to the service delivery and budget implementation plan, provided that the revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustment budget.

8.1. OFFICE OF THE MUNICIPAL MANAGER

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Performance Management	% of KPIs and projects attaining organizational targets (total organization)	n/a	49%	95% of KPIs and projects attaining organizational targets (total organization) by 30 June 2021	25% Of KPI and Projects Attaining Organizational Targets by 30 September 2020	50% Of KPI and Projects Attaining Organizational Targets by 31 December 2020	70% Of KPI and Projects Attaining Organizational Targets by 31 March 2021	95% Of KPI and Projects Attaining Organizational Targets by 30 June 2021	Performance report

Performance management	Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	1	1	Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	n/a	n/a	1	Final SDBIP Approved by Mayor Within 28 days After approval of IDP/Budget	Approved SDBIP
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Strategic Objectives: To improve sound and municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Expenditure	% spend of the Total Operational Budget excluding non-cash items	Opex	95%	95% spend of the total operation budget excluding non-cash items by 30 June 2021	25% spend of the total operation budget excluding non-cash items by 30 September 2020	55% spend of the total operation budget excluding non-cash items by 31 December 2020	70% spend of the total operation budget excluding non-cash items by 31 March 2021	95% spend of the total operation budget excluding non-cash items by 30 June 2021	Budget report
Expenditure	Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter	Opex	34%	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter	25% to 40% Remuneration (Employee Related Costs and Councilors Remuneration) as % of Total Operating Expenditure per quarter	Section 71 report

SCM	Number of monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	9	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	n/a	n/a	3 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 March 2021	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	Signed deviation register
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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Good Governance and oversight	Submission of Final audited consolidated Annual Report to Council on or before end of January 2021	n/a	1	1 Submission of Final audited consolidated Annual Report to Council on or before end of January 2021	n/a	n/a	1 Submission Of final audited Consolidated Annual report To council on Or before end Of January 2021	n/a	Council resolution
					n/a	n/a	1 Submission of Annual report Oversight Report to Council by March 2021	n/a	Council resolution

Good Governance and oversight	2020/2021 IDP review process Plan approved by August 2020	n/a	1	2020/2021 IDP review process Plan approved by August 2020	1	2020/2021 IDP Review Process plan Approved By August 2020	n/a	n/a	n/a	n/a	Council resolution	
IDP Development	Final IDP tabled and approved by Council by the 31 May 2021	n/a	1	Final IDP tabled and approved by Council by the 31 May 2021	1	n/a	n/a	n/a	n/a	1	Final IDP Tabled and Approved by Council by The 31 May 2021	Council resolution

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Audit	Obtain an Unqualified Auditor General opinion for the 2019/20 financial year	n/a	Qualified Audit Opinion	Obtain an Unqualified Auditor General opinion for the 2019/20 financial year by 28 February 2021	n/a	n/a	Obtain an Unqualified Auditor General opinion for the 2019/20 financial year by 28 February 2021	n/a	AGSA audit report
Audit	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2021 (Total organization)	n/a	87%	100% of Auditor General matters resolved as per the approved audit action plan by 30 June 2021 (Total organization)	n/a	n/a	50% of Auditor General matters resolved as per the approved audit action plan by 31 March 2021 (Total organization)	100% of Auditor General matters resolved as per the approved audit action plan by 30 June 2021 (Total organization)	Audit action plan

Audit		% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	n/a	92%	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	100% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	Quarterly IA status reports
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KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Risk management	number of security risk assessment conducted	n/a	4	4 security risk assessment conducted by 30 June 2021	1 security risk assessment conducted by 30 September 2020	2 security risk assessment conducted by 31 December 2020	3 security risk assessment conducted by 31 March 2021	4 security risk assessment conducted by 30 June 2021	Quarterly Risk assessment Report
	Number of project risk assessments conducted	n/a	2	4 project risk assessments conducted by 30 June 2021	1 project risk assessments conducted by 30 September 2020	2 project risk assessments conducted by 31 December 2020	3 project risk assessments conducted by 31 March 2021	4 project risk assessments conducted by 30 June 2021	Quarterly Risk assessment reports
	number of Risk Management reports submitted to the Risk Management Committee per quarter	n/a	4	4 Risk Management reports submitted to the Risk Management Committee per quarter	1 Risk Management reports submitted to the Risk Management Committee per quarter	2 Risk Management reports submitted to the Risk Management Committee per quarter	3 Risk Management reports submitted to the Risk Management Committee per quarter	4 Risk Management reports submitted to the Risk Management Committee per quarter	Quarterly Risk assessment Report

8.2. CORPORATE SERVICES

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Original Budget R'000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Employment equity	Review of the Employment Equity Plan	n/a	New	1 Review of the Employment Equity Plan by 30 June 2021	n/a	n/a	n/a	1 Review of the Employment Equity Plan by 30 June 2021	Reviewed Employment Equity /Council resolution
	Submission of employment equity report to DOL by 31 st January 2021	n/a	1	1 Submission of employment equity report to DOL by 31 st January 2021	n/a	n/a	1 Submission of employment equity report to DOL by 31 st January 2021	n/a	Acknowledgement letter / email indicating reporting date

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
	% of employees with disabilities	n/a	New	2% Of employees with disabilities by 30 June 2021	n/a	n/a	n/a	2% Of employees with disabilities by 30 June 2021	Human resource report
Skills programme	Number of employees approved for study financial assistance	Opex	0	2 employees approved for study financial assistance by 31 December 2020	n/a	2 employees approved for study financial assistance by 31 December 2020	n/a	n/a	Approval letters signed by municipal manager
WSP	Approval of reviewed WSP(work skills plan)	n/a	1	1 approved reviewed WSP by 30 June 2021	n/a	n/a	n/a	1 approved reviewed WSP by 30 June 2021	Council resolution

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
	% of municipality's payroll budget actually spent on training and education of employees	1% of payroll budget	80% of payroll budget	1% of municipality's payroll budget actually spent on training and education of employees by 30 June 2021	n/a	n/a	n/a	1% of municipality's payroll budget actually spent on training and education of employees by 30 June 2021	Budget report
LLF	Number of LLF meetings held	n/a	9	6 LLF meetings held by 30 June 2021	2 LLF meetings held by 30 September 2020	3 LLF meetings held by 31 December 2020	4 LLF meetings held by 31 March 2021	6 LLF meetings held by 30 June 2021	Attendance register and minutes

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
ICT	Number of ICT steering committee meetings	n/a	4	4 ICT steering committee meetings held by 30 June 2021	1 ICT steering committee meetings held by 30 September 2020	2 ICT steering committee meetings held by 31 December 2020	3 ICT steering committee meetings held by 31 March 2021	4 ICT steering committee meetings held by 30 June 2021	Attendance register and minutes
					1 ICT reports submitted to ICT steering committee by 30 September 2020	2 ICT reports submitted to ICT steering committee by 31 December 2020	3 ICT reports submitted to ICT steering committee by 31 March 2021	4 ICT reports submitted to ICT steering committee by 30 June 2021	
Occupational health and safety (OHS)	Number of health risk assessment conducted	Opex	1	1 health risk assessment conducted by 30 September 2020	1 health risk assessment conducted by 30 September 2020	n/a	n/a	n/a	Health risk assessment report

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
				by 30 June 2021					
	Submission of COVID annual returns of earning to Dept of employment and labour (DOL)	n/a	New	Submission of COVID annual returns of earning to Dept of employment and labour (DOL) by 30 June 2021	n/a	n/a	n/a	Submission of COVID annual returns of earning to Dept of employment and labour (DOL) by June 2021	Proof of submission/ letter of good standing from DOL
Employee Assistance Programme (EAP)	Number of wellness activities conducted (Zero weighted)	Opex	3	2 wellness activities conducted by 30 June 2021 (Zero weighted)	1 wellness activities conducted by 30 September 2020 (Zero weighted)	n/a	n/a	2 wellness activities conducted by 30 June 2021 (Zero weighted)	Wellness report (Zero weighted)

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	9	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	n/a	n/a	3 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 March 2021	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	Signed deviation register

8.3. BUDGET AND TREASURY

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Adjusted Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
						1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Indigents	% of registered indigents who receives free basic electricity (GKPI)	R 200 000	R 200 000	23%	20% registered indigents who receives free basic electricity by 30 June 2021	20% registered indigents who receives free basic electricity by 30 September 2020	20% registered indigents who receives free basic electricity by 31 December 2020	20% registered indigents who receives free basic electricity by 31 March 2021	20% registered indigents who receives free basic electricity by 30 June 2021	Indigent register and Eskom beneficiary list

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Financial management	Cost coverage ratio (GKPI)	n/a	0	1 to 3 months Cost coverage ratio by the 30 June 2021	n/a	n/a	n/a	1 to 3 months Cost coverage ratio by the 30 June 2021	2020/2021 AFS
Revenue	% outstanding service debtors to revenue (GKPI)	n/a	26%	5% outstanding service debtors to revenue by 30 June 2021	n/a	n/a	n/a	5% outstanding service debtors to revenue by 30 June 2021	2020/2021 AFS
Budget	Submission of MTRE Budget to Council 30 days before the start of the new financial year	n/a	1	Submission of MTRE Budget to Council 30 days before the start of the new financial year	n/a	n/a	n/a	Submission of MTRE Budget to Council 30 days before the start of the new financial year	Council resolution

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
AFS	Audited Annual Financial Statements (AFS) and Audit report submitted to council by 31 March 2021	n/a	1	1 Audited Annual Financial Statements (AFS) and Audit report submitted to council by 31 March 2021	n/a	n/a	1 Audited Annual Financial Statements (AFS) and Audit report submitted to council by 31 March 2021	n/a	Council resolution
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	9	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	n/a	3 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 March 2021	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	Signed deviation register

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
				by 30 June 2021					
Expenditure	% Payment of creditors within 30 days	n/a	100%	100% Payment of creditors within 30 days by 30 June 2021	100% Payment of creditors within 30 days by 31 September 2020	100% Payment of creditors within 30 days by 31 December 2020	100% Payment of creditors within 30 days by 31 March 2021	100% Payment of creditors within 30 days by 30 June 2021	Creditors age analysis
Assets management	Number of assets verifications conducted	n/a	1	1 assets verifications conducted by 30 June 2021	n/a	n/a	n/a	1 assets verifications conducted by 30 June 2021	Assets verification report

8.4. COMMUNITY SERVICES

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Waste management	Number of reports for waste collection	n/a	8%	8 reports for waste collection	8% households with access to a minimum level of basic waste removal by 31 September 2020 (once per week)	8% households with access to a minimum level of basic waste removal by 31 December 2020 (once per week)	4 reports for waste collection	8 reports for waste collection	Service reconciliation report
Education/ Libraries	Number of initiatives held to promote library facilities (zero weight)	n/a	3	2 initiatives held to promote library facilities by 30 June 2021 (zero weight)	n/a	n/a	n/a	n/a	Attendance register and Reports (zero weight)

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Environmental management	Number of environmental awareness conducted (zero weight)	Opex	3	2 environmental awareness conducted by 30 June 2021 (zero weight)	n/a	n/a	n/a	n/a	Attendance register and Reports (zero weight)
Disaster management	Number of disaster awareness campaigns conducted (zero weight)	Opex	3	2 (zero weight)	n/a	n/a	n/a	n/a	Attendance register and Reports (zero weight)
Safety and security	Number of community safety forum meetings held (zero weight)	n/a	3	2 (zero weight)	n/a	n/a	n/a	n/a	Reports and attendance register (zero weight)

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	9	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	n/a	n/a	3 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 March 2021	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	Signed deviation register

DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC

KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic objectives: To promote integrated human settlements

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Adjustment budget R000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4 th Qtr.	
Land use management	Rezoning and Subdivision of Erf 832 Groblersdal Extension 15	R 500 000	R500 000	New	Submission of rezoning & subdivision of Erf 832 Groblersdal Ext 15 application to Sekhukhune joint district planning tribunal by 30 June 2021	n/a	n/a	Appointment of service provider by 31 March 2021	Submission of rezoning & subdivision of Erf 832 Groblersdal Ext 15 application to Sekhukhune joint district planning tribunal by 30 June 2021	Q1 n/a Q2 . n/a Q3 Appointment letter Q4 SDM application acknowledgement of receipt

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Adjustment budget R000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Land use management	Rezoning and Subdivision of Portion 10 of farm Klipbank 26JS	500 000	R 500 000	new	Submission of rezoning and subdivision of Erf 832 Groblersdal Ext 15 application to Sekhukhune Joint District Planning Tribunal by 30 June 2021	n/a	n/a	Appointment of service provider by 31 March 2021	Submission of rezoning and subdivision of Erf 832 Groblersdal Ext 15 application to Sekhukhune Joint District Planning Tribunal by 30 June 2021	Q1 n/a Q2 n/a Q3 appointment letter Q4 SDM acknowledge of receipt
Land Use Management	Subdivision of Farm Mapochsgronde 911	R 250 000	R 250 000	New	approved Subdivision application by 30 June 2021	n/a	n/a	Appointment of service provider by 31 March 2021	Approved subdivision application by 30 June 2021	Q1 n/a Q2 n/a Q3 Appointment of service provider and

Programme	Key performance indicator	Original Budget R'000's 2020/2021	Adjustment budget R'000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
										project execution plan Q4 Approved subdivision application
Land Use Management	% of land use applications received and processed within 90 days	n/a	n/a	100%	100% of land use applications received and processed within 90 days by 30 June 2021	100% of land use applications received and processed within 90 days By 31 December 2020	100% of land use applications received and processed within 90 days by 31 March 2021	100% of land use applications received and processed within 90 days by 30 June 2021		Land use application register
Compliance with National building regulations	% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans	n/a	n/a	100%	100% of new building plans of less than 500 square	100% of new building plans of less than	100% of new building plans of less than	100% of new building plans of less than		Building plans application register

Programme	Key performance indicator	Original Budget R000's 2020/2021	Adjustment budget R000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
					metres assessed within 10 days of receipt of plans by 30 June 2021	500 square metres assessed within 10 days of receipt of plans by 30 September 2020	than 500 square metres assessed within 10 days of receipt of plans by 31 December 2020	500 square metres assessed within 10 days of receipt of plans by 31 March 2021	500 square metres assessed within 10 days of receipt of plans by 30 June 2021	
	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	n/a	n/a	100%	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by 30 June 2021	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by 30 September 2020	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by December 2020	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by 31 March 2021	100% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans by 30 June 2021	Building plans application register

Programme	Key performance indicator	Original Budget R'000's 2020/2021	Adjustment budget R'000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Compliance with National building regulations	% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act	n/a	n/a	100%	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 30 June 2021	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 31 March 2021	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 30 June 2021	100% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act by 30 June 2021	Inspection report	

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
EPWP	Number of job opportunities provided through EPWP grant (GKPI)	EPWP grant	69	69 jobs opportunities provided through EPWP grant by 30 June 2021 (GKPI)	n/a	69 jobs opportunities provided through EPWP grant by 31 December 2020 (GKPI)	n/a	n/a	List of approved appointees
	Number of SMME's and Co-operatives capacity building workshops/ Training held [LED Training]	n/a	12	14 SMME's and Co-operatives capacity building workshops/ Training held by 30 June 2021 [LED Training]	3 SMME's and Co-operatives capacity building workshops/ Training held by 30 September 2020 [LED Training]	6 SMME's and Co-operatives capacity building workshops/ Training held by 31 December 2020 [LED Training]	10 SMME's and Co-operatives capacity building workshops/ Training held by 31 March 2021 [LED Training]	14 SMME's and Co-operatives capacity building workshops/ Training held by 30 June 2021 [LED Training]	Reports and attendance registers

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	9	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	n/a	n/a	3 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 March 2021	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	Signed deviation register

8.5 DEPARTMENT: EXECUTIVE SUPPORT

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Original Budget R '000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, elderly and moral re-generation	Opex 4		2 Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, elderly and moral re-generation by the 30 June 2021	n/a	n/a	1 Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, elderly and moral re-generation by the 31 March 2021	2 Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, elderly and moral re-generation by the 30 June 2021	Programme and attendance register

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Original Budget R 000's 2020/2021	Adjustment Budget R 000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021			Evidence	
						1st Qtr.	2nd Qtr.	3rd Qtr.		Annual
MPAC	number of MPAC quarterly reports submitted to council	n/a	n/a	3	4 MPAC quarterly reports submitted to council by 30 June 2021	1 MPAC quarterly reports submitted to council by 30 September 2020	2 MPAC quarterly reports submitted to council by 31 December 2020	3 MPAC quarterly reports submitted to council by 31 March 2021	4 MPAC quarterly reports submitted to council by 30 June 2021	Council resolution
						n/a	n/a	1 MPAC outreaches initiated by 31 March 2021	2 MPAC outreaches initiated by 30 June 2021	Reports and attendance register
						2 000 000	2 000 000	3	2 MPAC outreaches initiated by 30 June 2021	2 MPAC outreaches initiated by 30 June 2021
Mayoral programme	number of MPAC outreaches initiated	1 000 000	800 000	2	2 Mayoral outreach projects initiated by 30 June 2021	n/a	n/a	1 Mayoral outreach projects initiated by 31 March 2021	2 Mayoral outreach projects initiated by 30 June 2021	Report and Attendance register
						1 000 000	800 000	2	2 Mayoral outreach projects initiated by 30 June 2021	2 Mayoral outreach projects initiated by 30 June 2021

Programme	Key performance indicator	Original budget R000's 2020/2021	Adjustment budget R000's 2020/2021	Audited baseline 2019/2020	Annual target	1 st Qrt	2 nd Qrt	3 rd Qrt	4 th Qrt	Evidence
Speakers programme	number of Speakers outreach projects initiated by 30 June 2021	500 000	200 000	2	2 Speakers outreach projects initiated by 30 June 2021	n/a	n/a	1 Speakers outreach projects initiated by 31 March 2021	2 Speakers outreach projects initiated by 30 June 2021	Report and Attendance register
Ward committee	Number of ward committee reports submitted to council quarterly	n/a	n/a	2	2 ward committee reports submitted to council quarterly	n/a	n/a	1 ward committee reports submitted to council quarterly	2 ward committee reports submitted to council quarterly	Council resolution
Youth programmes	Number of youth programmes initiated	Opex	Opex	1	1 youth programmes initiated by 30 June 2021	n/a	n/a	n/a	1 youth programmes initiated by 30 June 2021	Report and attendance register
Communications	Number of municipal newsletter printed/produced	Opex	Opex	10 000	5000 Of copies municipal newsletter printed/produced	1250 Of municipal newsletter printed/produced	2500 of municipal newsletter printed/produced	3750 of municipal newsletter printed/produced	5000 of municipal newsletter printed/produced	Delivery note and copy of the newsletter

Programme	Key performance indicator	Original budget R000's 2020/2021	Adjustment budget R000's 2020/2021	Audited baseline 2019/2020	Annual target	1 st Qrt	2 nd Qrt	3 rd Qrt	4 th Qrt	Evidence
Communications	Reviewal of communication strategy	n/a	n/a	0 %	reviewal of communication strategy by 30 June 2021	n/a	n/a	n/a	reviewal of communication strategy by 30 June 2021	Council resolution
Customer services	% of community complaints received and processed	n/a	n/a	100%	100% community complaints received and processed by 30 June 2021	100% community complaints received and processed by 30 September 2020	100% community complaints received and processed by 31 December 2020	100% community complaints received and processed by 31 March 2021	100% community complaints received and processed by 30 June 2021	Community complaints register

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial management

Programme	Key performance indicator	Original budget R000's 2020/2021	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	9	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	n/a	n/a	3 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 March 2021	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by June 2021	Signed deviation register

8.6 INFRASTRUCTURE SERVICES

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
EPWP	Number of job opportunities created through infrastructure projects (GKPI)	MIG/ INEP/ EMLM	253	294 job opportunities created through infrastructure projects by 30 June 2021 (GKPI)	90 job opportunities created through infrastructure projects by 30 September 2020 (GKPI)	160 job opportunities created through infrastructure projects by 31 December 2020 (GKPI)	250 job opportunities created through infrastructure projects by 31 March 2021 (GKPI)	294 job opportunities created through infrastructure projects by 30 June 2021 (GKPI)	List appointees

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Roads and storm water	Kilometers of graveled roads re-graveled	n/a	120.5km	70km of gravel municipal roads/ streets re-gravelled by 30 June 2021	20km of gravel municipal roads/ streets re-gravelled by 30 September 2020	30km of gravel municipal roads/ streets re-gravelled by 31 December 2020	45km of gravel municipal roads/ streets re-gravelled by 31 March 2021	70km of gravel municipal roads/ streets re-gravelled by 30 June 2021	Completion certificates
Roads and storm water	Kilometers of graveled roads bladed	n/a	379.6km	400km of gravel municipal roads/ streets bladed by 30 June 2021	120km of gravel municipal roads/ streets bladed by 30 June 2021	240km of gravel municipal roads/ streets bladed by 30 June 2021	320km of gravel municipal roads/ streets bladed by 30 June 2021	400km of gravel municipal roads/ streets bladed by 30 June 2021	Completion certificates

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Original Budget R '000's 2020/21	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1 st Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
Municipal Infrastructure Grants (MIG)	Number of MIG reports submitted to CoGHSTA	n/a	12	12	3 MIG reports submitted to CoGHSTA by 30 September 2020	6 MIG reports submitted to CoGHSTA by 31 December 2020	9 MIG reports submitted to CoGHSTA by 31 March 2021	12 MIG reports submitted to CoGHSTA by 30 June 2021	Proof of submission
Department of Energy(DOE)	Number of reports submitted to department of energy	n/a	12	12	3 reports submitted to department of energy by 30 September 2020	6 reports submitted to department of energy by 31 December 2020	9 reports submitted to department of energy by 31 March 2021	12 reports submitted to department of energy by 30 June 2021	Proof of submission

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Project Management	% spending on MIG funding by the 30 June 2021	MIG	91%	100% spending on MIG funding by the 30 June 2021	20% spending on MIG funding by the 30 September 2020	60% spending on MIG funding by 31 December 2020	65% spending on MIG funding by the 31 March 2021	100% spending on MIG funding by the 30 June 2021	MIG monthly report
Electricity	% spending on INEP funding by 30 June 2021	INEP	100%	100% spending on INEP funding by 30 June 2021	25% spending on INEP funding by 30 September 2020	50% spending on INEP funding by 31 December 2020	75% spending on INEP funding by 31 March 2021	100% spending on INEP funding by 30 June 2021	INEP monthly report

Programme	Key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	9	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations)	n/a	n/a	3 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 31 March 2021	6 monthly SCM deviation reports submitted to municipal manager (reduction of number of deviations) by 30 June 2021	Signed deviation register

9. DETAILED CAPITAL WORKS PLAN

The Municipality is faced with serious financial constraints to cater for all KPAs in terms of capital allocations. The institution has developed a three year infrastructure development capital projects that will be funded through MIG, INEP and own revenue allocations. Some of the projects have been registered whilst others are still in the process of registration

The list of projects indicated below is from municipal departments, however budget allocation is not sufficient. Projections for the outer years have been made although they will be reviewed when developing the 2018/19 IDP document. The budget has been reviewed in line with the requirements of MSCOA (Municipal Standard Chart of Accounting).

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjustment Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsibility
n/a	furniture and office equipment	% expenditure on furniture and office equipment	800 000	800 000	100%	90% minimum expenditure on furniture and office equipment by 30 June 2021	10% minimum expenditure on furniture and office equipment by 30 September 2020	25% minimum expenditure on furniture and office equipment by 31 December 2020	70% minimum expenditure on furniture and office equipment by 31 March 2021	90% minimum expenditure on furniture and office equipment by 30 June 2021	Expenditure report / screen shot	corporate services

CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjustment Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
n/a	computer equipment	% expenditure on computer equipment	250 000	250 000	100%	90% minimum expenditure on computer equipment by 30 June 2020	10% minimum expenditure on computer equipment by 30 September 2020	25% minimum expenditure on computer equipment by 31 December 2020	70% minimum expenditure on computer equipment by 31 March 2021	90% minimum expenditure on computer equipment by 30 June 2021	Expenditure report / screen shot	corporate services
n/a	Air conditioners	% Processing of procurement request submitted (zero weighted)	350 000	0	50%	100% Processing of procurement request submitted by 30 June 2020 (zero weighted)	100% Processing of procurement request submitted by 30 September 2020 (zero weighted)	100% Processing of procurement request submitted by 31 December 2020 (zero weighted)	100% Processing of procurement request submitted by 31 March 2021 (zero weighted)	100% Processing of procurement request submitted by 30 June 2021 (zero weighted)	Processed requisition (zero weighted)	Infrastructure (zero weighted)

CAPITAL PROJECTS												
War d. No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjustment Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsibility
n/a	Forklift	procurement of forklift	350 000	350 000	New	procurement of forklift by March 2021	n/a	n/a	procurement of forklift by March 2021	n/a	Delivery note	Budget and treasury
n/a	Mobile offices traffic	procurement of mobile offices traffic	600 000	770 000	New	Procurement of Mobile Office traffic by June 2021	Development of Specifications and placing of Advertisements by 30 September 2020	n/a	Appointment of service provider by 31 March 2021	procurement of Mobile Office traffic by 30 June 2021	Q1 Copy of Advert Q3 appointment letter Q4 Delivery note	Community services
13	Upgrading of parks	Number of parks to be upgraded	1000 000	800 000	new	2 parks upgraded	Development of Specifications and placing of	n/a	Appointment of service provider by	2 parks upgraded by 30 June 2021	Q1 Copy of Advert	Community services

CAPITAL PROJECTS

Ward No.	Project	Key performance indicator	Original Budget R 000's 2020/21	Adjusted Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsibility
13	Fencing of Elandsdoorn / Ntwane cemetery	Fencing of Elandsdoorn / Ntwane cemetery	600 000	720 000	New	fencing of Elandsdoorn n/ Ntwane cemeteries by June 2021	development of terms of reference (TOR) by 30 September 2020	Advertisement by 31 September 2020	31 March 2021	fencing of Elandsdoorn/ Ntwane cemetery cemeteries by 30 June 2021	Q3 appointment letter Q4 completion certificate	Community service

CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjusted Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
25	Reticulation of stands with electrical infrastructure at Mashemong	Number of stands reticulated with electrical infrastructure at Mashemong	10 494 000	10 734 000	5%	699 stands reticulated with electrical infrastructure by 30 June 2020	Construction of MV and LV by 30 September 2020	Construction of MV and LV by 31 December 2020	Construction of MV, LV and house connections by 31 March 2021	699 stands reticulated with electrical infrastructure by 30 June 2021	Q1 Progress report Q2 Progress report Q3 Progress report Q4 completion certificate	infrastructure
4	Reticulation of stands with electrical infrastructure at Ntswelemotshe	Number of stands reticulated with electrical infrastructure at Ntswelemotse	2 430 000	2 190 000	5%	251 stands reticulated with electrical infrastructure by March 2021	Construction of MV and LV by 30 September 2020	Construction of MV and LV by 31 December 2020	251 stands reticulated with electrical infrastructure by 31 March 2021	N/A	Q1 Progress report Q2 Progress report Q3 completion certificate	infrastructure

CAPITAL PROJECTS

War d No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjustment Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsi bility
14	Reticulation of stands with electrical infrastructur e at Masakaneng	Number of stands reticulated with electrical infrastructure at Masakaneng (zero weighted)	5 100 000	0	281	300 stands reticulated with electrical infrastructure by 30 June 2021 (zero weighted)	Design completed and advertisement for the contractor by 30 September 2020 (zero weighted)	Appointment of the contractor and Construction of MV and LV by 31 December 2020 (zero weighted)	n/a	n/a	Q1 Design report and tender advert Q2 contractor's appointment letter and Progress report (zero weighted)	infrastructure
7	Reticulation of stands with electrical infrastructure at Zuma Park	Number of stands reticulated with electrical infrastructure at Zuma Park	1 976 000	2 076 000	new	122 stands reticulated with electrical infrastructure by 30 June 2021 (zero weighted)	Design completed and advertisement for the contractor by 30 September 2020	Appointment of the contractor and Construction of MV and LV by 31 December 2020	Construction of MV and LV by 31 March 2021	122 stands reticulated with electrical infrastructure by 30 June 2021	Q1 Design report and tender advert Q2 contractor's appointment letter and progress report Q3 Progress report	Infrastructure

CAPITAL PROJECTS

Ward No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjustment Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
26	Kgoshi Rammupudu Road Construction	construction of 2.2km of Kgoshi Rammupudu road	16 000 000	16 500 000	New	2.2km of Kgoshi Rammupudu road constructed by 30 June 2021	0km Advertisment for contractor and appointment letter by 30 September 2020	0km construction of the road by 31 December 2020	0km construction, sub-base completed and busy with base layer by 31 March 2021	2.2km of Kgoshi Rammupudu road constructed by 30 June 2021	Q1 advert and appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure

CAPITAL PROJECTS

War of No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjustm ent Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 th Quarter	Evidence	Responsi bility
21	Kgapamadi road Construction	Upgrading of 5.2km of Kgapamadi Bus Road	5 500 000	16 567 000	57%	5.2km of Kgapamadi road upgraded by 31 December 2020	0km Upgrading of road by 30 September 2020	5.2km of Kgapamadi road upgraded by 31 December 2020	N/A	N/A	Q1 progress report Q2 completion certificate	infrastruct ure
9	Tambo Road Construction	construction of 3.2km of Tambo road	9 581 000	10 058 000	80%	3.2km of Tambo road constructed by 30 September 2020	3.2km of Tambo road constructed by 30 September 2020	N/A	N/A	N/A	Q1 completion certificate	infrastruct ure
7	Upgrading of Nyakurane Internal Access Road (designs)	Upgrading of Nyakurone Internal access road (designs)	900 000	700 000	new	Upgrading of Nyakurone Internal access road (designs)	scoping report completed by 30 September 2020	preliminary report completed by 31 December 2020	design report completed by 31 March 2021	Upgrading of Nyakurone Internal access road (designs) by June 2021	Q1 scoping report Q2 preliminary report	Infrastruct ure

CAPITAL PROJECTS

Work No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjustment Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
						by 30 June 2021					Q3 Progress report Q4 Design report	
30	completion of Laersdrift access road	completion of Laersdrift access road	511 000	999 000	98%	completion of Laersdrift access road by 30 September 2020	completion of Laersdrift access road by 30 September 2020	N/a	n/a	n/a	Q1 Completion certificate	Infrastructure
31	Upgrading of landfill site (Groblersdal)	Number of landfill sites to be upgraded	7 719 000	100 000	54%	Landfill site upgraded by 31 December 2020	Upgrading of cell by 30 September 2020	1 Landfill site upgraded by 31 December 2020 (Groblersdal landfill site)	N/A	N/A	Q1 progress report Q2 completion certificate	Infrastructure

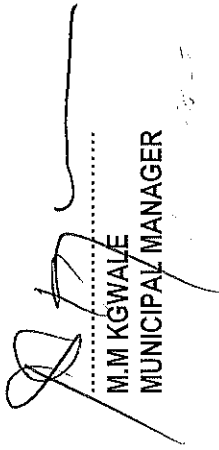
CAPITAL PROJECTS												
Ward No.	Project	Key performance indicator	Original Budget R 000's 2020/21	Adjustment Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
22	Mogaung Road	Construction of 2.1km of Mogaung road	15 250 000	15 250 000	new	construction, base of 2.1km of Mogaung road completed by 30 June 2021	0km construction of the road by 30 September 2020	0km construction of the road by 31 December 2020	0km Sub-base completed by 31 March 2021	construction, base of 2.1km of Mogaung road completed by 30 June 2021	Q1 advert and appointment letter Q2 progress report Q3 progress report Q4 progress report	Infrastructure
31	Motetema Internal Streets	construction of 1.3km of Motetema internal streets	7 629 390	7 629 000	11%	1.3km of Motetema internal streets constructed by 31 December 2020	1.3km of Motetema internal streets constructed by 30 September 2020	N/A	N/A	N/A	Q1 progress report Q2 completion certificate	Infrastructure

CAPITAL PROJECTS												
Ward No.	Project	key performance indicator	Original Budget R 000's 2020/21	Adjustment Budget R 000's 2020/21	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
13	Development of workshop	development of workshop	1 739 000	1 429 000	94%	development of workshop by 30 September 2020	development of workshop by 30 September 2020	N/A	N/A	N/A	Q1 completion certificate	Infrastructure
n/a	Machinery and equipment	% expenditure on machinery and equipment (tools)	500 000	400 000	19%	100% expenditure on machinery and equipment by 30 June 2021	5% expenditure on machinery and equipment by 30 September 2020	10% expenditure on machinery and equipment by 31 December 2020	50% expenditure on machinery and equipment by 31 March 2021	100% expenditure on machinery and equipment by 30 June 2021	*Expenditure report *Purchase Order *Delivery Note	Infrastructure

10. CONCLUSION

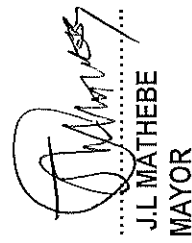
The SDBIP is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipality. The SDBIP gives meaning to the budget and the IDP and will inform both in-year reporting in terms of section 71 of MFMA (monthly reporting), section 72 of MFMA (mid-year report) and section 46 of MSA (end-of-year annual reports). This enables the 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.


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M.M KGWALE
MUNICIPAL MANAGER

25 February 2021

DATE


.....
J.L MATHEBE
MAYOR

25 February 2021

DATE

