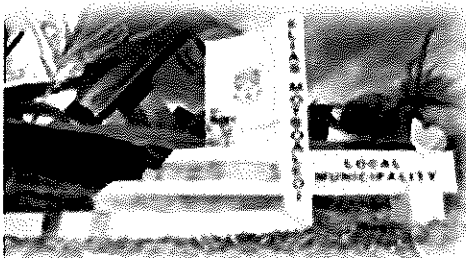


# ELIAS MOTSOLEDI LOCAL MUNICIPALITY

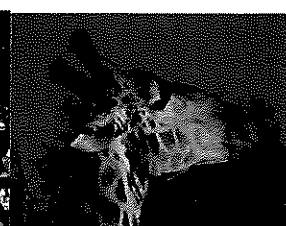
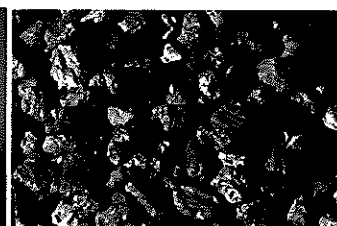


## DRAFT 2020/2021 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



*"The agro-economical and ecotourism heartland"*

*Motto: The sunshine valley*



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## 1. INTRODUCTION

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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

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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 vote<sup>1</sup> \*
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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<sup>1</sup> Section 1 of the MFMA defines a "vote" as:

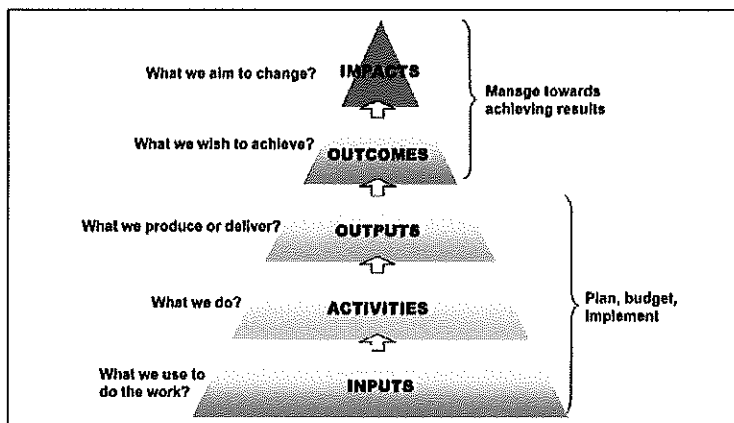
- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

### 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 <sup>2</sup>(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.

<sup>2</sup> The Framework for Managing Programme Performance Information is available at: [www.treasury.gov.za](http://www.treasury.gov.za)

## 4. VISION, MISSION AND VALUES

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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.

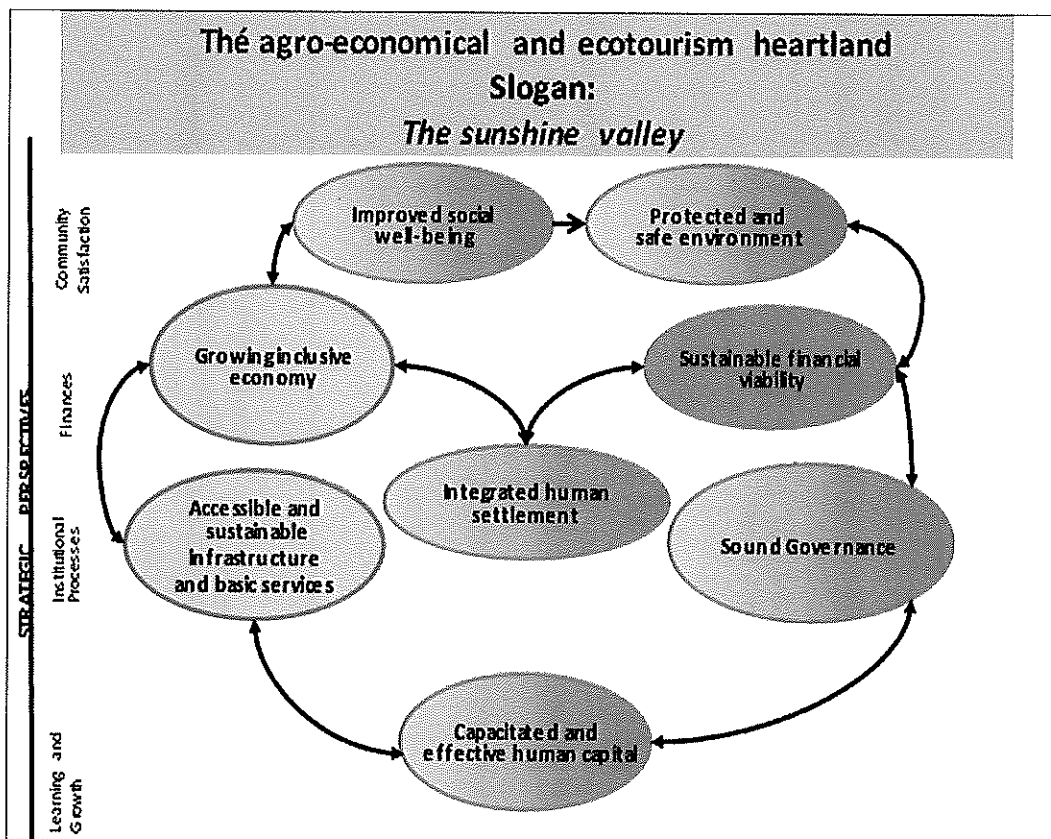
- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

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; Financials 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 Building safer communities	Social cohesion and nation building	3 All people in South Africa feel and are safe			
	Improving quality of education, training and innovation	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



Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes
Demonstrating good governance and administration			12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Single Window of coordination	Sound Governance	Unqualified audit opinion
Sound institutional and administrative capabilities	Reforming the public service		5 Skilled and capable workforce to support an inclusive growth path	Improved municipal financial and administrative capacity	Capacitated and effective human capital	Efficient workforce
Delivering municipal services	Improving infrastructure	Ensuring access to adequate human settlements and quality basic services	6 An efficient, competitive and responsive economic infrastructure network	Improved access to Basic Services	Accessible and sustainable infrastructure and basic services	Reduction in basic service backlogs in our communities
	An economy that will create more jobs	Radical economic transformation, rapid economic growth and job creation	4 Decent employment through inclusive economic growth	Implement the Community work programme and Co-operatives supported through a refined ward committee model	Growing inclusive economy	Improved economic condition
	An inclusive and integrated rural economy	Rural development, land and agrarian reform and food security	7 Vibrant, equitable and sustainable rural communities with food security for all	Actions supportive of the Human Settlement outcomes	Integrated Human Settlement	Improved living conditions

Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes		
Delivering municipal services (Contd.)	Reversing the spatial effect of apartheid		8 Sustainable human settlements and improved quality of household life		Integrated Human Settlement	Improved living conditions		
	Transition to a low-carbon economy		10 Environment assets and natural resources that are well protected and continually enhanced				Protected and safe environment	The protection of flora and Fauna for sustainable eco-tourism and agro-economy
	Quality health care for all	Ensuring quality health care and social security for all citizens	2 A long and healthy life for all South Africans					

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

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 SA25 Budgeted 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	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	<b>Revenue By Source</b>														
Property rates	3 195	3 195	3 195	3 195	3 195	3 195	3 195	3 195	3 195	3 195	3 195	3 195	38 345	40 109	41 954
Service charges - electricity revenue	8 495	8 495	8 495	8 495	8 495	8 495	8 495	8 495	8 495	8 495	8 495	8 495	101 945	106 634	111 540
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	744	744	744	744	744	744	744	744	744	744	744	744	8 928	9 339	9 768
Rental of facilities and equipment	102	102	102	102	102	102	102	102	102	102	102	102	1 220	1 276	1 335
Interest earned - external investments	284	329	492	389	-	343	111	-	392	-	722	-	3 042	3 182	3 328
Interest earned - outstanding debtors	304	840	264	633	94	783	79	-	626	766	886	-	6 656	6 962	7 283
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	3 602	4 447	4 364	3 256	5 645	9 434	3 292	7 473	6 141	8 444	7 491	6 654	70 242	73 473	76 853
Licences and permits	165	1 025	267	1 016	932	1 061	271	56	86	79	1 135	252	6 344	6 635	6 941
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	120 433	4 256	-	-	543	89 999	-	-	1 549	77 136	-	-	293 916	314 089	333 501
Other revenue	110	114	58	68	76	117	78	67	58	66	57	61	931	974	1 018
Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers)</b>	<b>137 414</b>	<b>23 547</b>	<b>17 982</b>	<b>17 899</b>	<b>19 826</b>	<b>114 274</b>	<b>16 367</b>	<b>22 306</b>	<b>97 032</b>	<b>21 891</b>	<b>22 640</b>	<b>20 390</b>	<b>531 568</b>	<b>562 673</b>	<b>593 520</b>
<b>Expenditure By Type</b>															
Employee related costs	13 242	13 242	13 242	13 242	13 242	24 082	13 242	13 242	13 242	13 242	13 242	13 242	169 749	177 557	185 725
Remuneration of councillors	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	26 525	27 745	29 021
Debt impairment	3 555	3 555	3 555	3 555	3 555	3 555	3 555	3 555	3 555	3 555	3 555	3 555	42 668	49 850	52 143
Depreciation & asset impairment	4 514	4 514	4 514	4 514	4 514	4 514	4 514	4 514	4 514	4 514	4 514	4 514	55 163	56 655	59 261
Finance charges	231	203	190	170	140	130	50	40	30	-	-	-	1 184	83	15
Bulk purchases	5 406	6 540	7 090	7 110	8 060	8 012	8 300	8 659	8 410	8 760	8 800	9 000	94 047	98 937	107 743
Other materials	3 129	1 460	1 506	825	1 664	1 418	1 625	1 050	1 797	852	966	1 636	17 929	18 753	19 616
Contracted services	4 868	8 969	9 104	3 526	2 833	8 207	3 783	4 177	3 045	3 572	3 850	4 826	60 660	57 320	59 107
Transfers and subsidies	297	247	247	267	247	247	247	347	247	247	247	247	3 468	3 605	3 747
Other expenditure	8 233	3 597	2 928	2 202	2 830	3 077	2 838	2 407	4 361	3 036	3 025	2 532	41 067	39 436	41 140
Losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>45 658</b>	<b>44 411</b>	<b>44 560</b>	<b>37 594</b>	<b>39 268</b>	<b>55 425</b>	<b>40 567</b>	<b>40 075</b>	<b>41 383</b>	<b>39 962</b>	<b>40 382</b>	<b>43 064</b>	<b>512 449</b>	<b>529 941</b>	<b>557 519</b>
<b>Surplus/(Deficit)</b>	<b>91 756</b>	<b>(20 864)</b>	<b>(26 578)</b>	<b>(19 696)</b>	<b>(19 441)</b>	<b>58 849</b>	<b>(24 300)</b>	<b>(17 769)</b>	<b>55 649</b>	<b>(18 071)</b>	<b>(17 742)</b>	<b>(22 674)</b>	<b>19 119</b>	<b>32 732</b>	<b>36 001</b>
Transfers and subsidies - capital (monetary allocations)	30 968	-	-	-	4 500	18 468	-	7 500	13 125	-	-	-	74 561	77 207	72 606
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (non-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers</b>	<b>122 724</b>	<b>(20 864)</b>	<b>(26 578)</b>	<b>(19 696)</b>	<b>(14 941)</b>	<b>77 317</b>	<b>(24 300)</b>	<b>(10 269)</b>	<b>68 774</b>	<b>(18 071)</b>	<b>(17 742)</b>	<b>(22 674)</b>	<b>93 680</b>	<b>109 939</b>	<b>106 607</b>
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>122 724</b>	<b>(20 864)</b>	<b>(26 578)</b>	<b>(19 696)</b>	<b>(14 941)</b>	<b>77 317</b>	<b>(24 300)</b>	<b>(10 269)</b>	<b>68 774</b>	<b>(18 071)</b>	<b>(17 742)</b>	<b>(22 674)</b>	<b>93 680</b>	<b>109 939</b>	<b>106 607</b>

LIM472 Elias Motsoaledi - Table SA26 Budgeted monthly revenue and expenditure (by vote)

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 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
<b>Revenue by Vote</b>																
Vote 1 - Executive and Council	1 711					10 861				30 871				43 443	46 441	48 578
Vote 2 - Municipal Manager	6 547					9 821				22 916				39 284	41 091	43 981
Vote 3 - Budget and Treasury	9 062	4 103	3 969	3 868	3 318	8 714	3 397	3 280	3 280	4 714	3 116			66 279	69 408	73 672
Vote 4 - Corporate Services	7 388					11 082				25 857				44 328	46 367	48 500
Vote 5 - Community Services	15 279	6 347	5 400	3 793	12 780	19 525	4 351	8 250	35 874	9 197	9 383	5 331	135 511	144 075	153 595	
Vote 6 - Technical Services	49 680	8 913	8 645	9 016	13 139	42 484	8 639	16 688	57 101	9 346	8 934	8 934	241 319	253 636	257 151	
Vote 7 - Development Planning	2 439	413	10	14	638	3 635	21	744	8 321	31	29		16 332	15 325	16 030	
Vote 8 - Executive Support	2 592					4 908			12 133				19 633	23 536	24 619	
<b>Total Revenue by Vote</b>	<b>94 698</b>	<b>19 776</b>	<b>18 023</b>	<b>16 692</b>	<b>29 875</b>	<b>111 030</b>	<b>16 408</b>	<b>28 961</b>	<b>208 531</b>	<b>21 854</b>	<b>22 861</b>	<b>17 419</b>	<b>606 129</b>	<b>639 880</b>	<b>666 126</b>	
<b>Expenditure by Vote to be appropriated</b>																
Vote 1 - Executive and Council	3 924	3 333	4 162	3 220	3 377	3 942	3 398	3 330	3 110	3 248	3 645	3 099	41 788	43 656	45 642	
Vote 2 - Municipal Manager	2 446	5 307	3 000	2 970	2 353	3 763	3 608	2 301	2 575	2 957	2 366	5 551	39 198	40 969	42 854	
Vote 3 - Budget and Treasury	8 055	6 476	8 428	3 365	3 683	8 851	3 544	4 509	3 395	3 738	4 756	3 971	62 769	60 906	63 708	
Vote 4 - Corporate Services	4 656	3 866	2 718	2 692	2 862	3 742	2 863	2 648	2 815	2 923	2 788	2 250	36 795	38 248	40 008	
Vote 5 - Community Services	8 133	8 036	8 165	8 021	7 883	10 820	7 870	7 883	8 057	8 186	7 901	5 141	96 097	103 178	106 965	
Vote 6 - Technical Services	16 303	15 657	16 282	15 478	17 406	18 684	17 532	17 170	17 790	17 097	17 298	20 679	207 387	215 258	229 343	
Vote 7 - Development Planning	1 344	961	993	860	923	1 235	1 069	852	835	920	853	621	11 455	10 016	10 477	
Vote 8 - Executive Support	1 214	1 201	1 228	1 404	1 197	2 248	1 229	1 800	1 222	1 311	1 192	1 714	16 960	17 709	18 523	
<b>Total Expenditure by Vote</b>	<b>46 075</b>	<b>44 827</b>	<b>44 976</b>	<b>38 011</b>	<b>39 685</b>	<b>53 296</b>	<b>41 084</b>	<b>40 492</b>	<b>39 800</b>	<b>40 379</b>	<b>40 799</b>	<b>43 026</b>	<b>512 449</b>	<b>529 941</b>	<b>557 519</b>	
<b>Surplus/(Deficit) before assoc.</b>	<b>48 624</b>	<b>(25 051)</b>	<b>(26 953)</b>	<b>(21 319)</b>	<b>(9 810)</b>	<b>57 734</b>	<b>(24 675)</b>	<b>(11 531)</b>	<b>168 731</b>	<b>(18 525)</b>	<b>(17 938)</b>	<b>(25 608)</b>	<b>93 680</b>	<b>109 939</b>	<b>108 607</b>	
Taxation																
Attributable to minorities																
Share of surplus/ (deficit) of associate																
<b>Surplus/(Deficit)</b>	<b>48 624</b>	<b>(25 051)</b>	<b>(26 953)</b>	<b>(21 319)</b>	<b>(9 810)</b>	<b>57 734</b>	<b>(24 675)</b>	<b>(11 531)</b>	<b>168 731</b>	<b>(18 525)</b>	<b>(17 938)</b>	<b>(25 608)</b>	<b>93 680</b>	<b>109 939</b>	<b>108 607</b>	

LIM472 Elias Motsoaledi - Table SA27 Budgeted monthly revenue and expenditure (by 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 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	<b>Revenue - Functional</b>														
Governance and administration	29 911	4 103	3 969	3 868	3 318	49 301	3 397	3 280	116 372	3 280	4 714	3 116	228 630	243 227	255 487
Executive and council	2 890					12 329			34 297					49 315	55 003
Finance and administration	25 577	4 103	3 969	3 868	3 318	34 506	3 397	3 280	76 321	3 280	4 714	3 116	169 450	180 325	189 691
Internal audit	1 644					2 466			5 754					9 864	10 793
<b>Community and public safety</b>	7 490	4 454	4 379	3 923	9 894	12 246	3 311	7 477	14 284	8 438	7 498	10 761	94 154	99 862	105 455
Community and social services	1 117	13	12	15	18	1 696	19	14	3 913	8		1	10 636	11 502	13 031
Sport and recreation	2 765	1	9		0	4 131	6		4 236		7	2 189	13 344	14 958	15 646
Public safety	3 607	4 441	4 358	3 908	9 875	6 428	3 286	7 463	8 429	7 490	7 490	4 753	70 174	73 402	76 778
<b>Economic and environmental services</b>	32 707	1 287	420	1 273	2 914	33 136	441	897	47 181	181	1 309	110	121 857	130 795	140 380
Planning and development	3 651	413	10	14	638	5 453	21	744	12 563	31	29	38	23 604	22 932	24 967
Road transport	29 056	875	411	1 259	2 276	27 333	420	154	33 587	150	1 280	53	96 863	105 445	111 863
Environmental protection						350			1 030				1 400	2 419	3 530
<b>Trading services</b>	21 806	9 531	9 255	9 627	13 750	16 347	9 259	17 307	25 271	9 955	9 340	10 040	161 488	165 996	164 804
Energy sources	17 430	8 769	8 501	8 873	12 995	10 166	8 495	16 544	11 852	9 202	8 591	9 290	130 709	133 802	131 129
Waste management	4 375	762	753	754	754	6 181	763	763	13 419	753	749	750	30 779	32 195	33 676
<b>Total Revenue - Functional</b>	91 913	19 376	18 023	18 592	29 875	111 030	16 408	28 961	203 107	21 854	22 861	24 028	606 129	639 880	666 126
<b>Expenditure - Functional</b>															
<b>Governance and administration</b>	23 080	21 787	21 251	15 142	15 148	24 142	16 441	16 184	15 130	15 406	15 891	16 639	216 242	219 928	229 950
Executive and council	4 313	3 709	4 767	3 622	3 850	4 579	3 802	3 842	3 566	3 749	4 040	5 475	49 314	51 497	53 843
Finance and administration	17 609	15 937	15 689	10 769	11 030	19 256	11 322	11 944	11 224	11 312	11 531	10 760	158 383	159 493	166 758
Internal audit	1 159	2 142	795	751	268	307	1 317	397	340	345	320	404	8 545	8 938	9 349
<b>Community and public safety</b>	5 038	5 522	5 432	5 367	5 645	4 024	5 541	5 441	5 328	4 444	5 511	4 415	61 707	69 121	72 191
Community and social services	742	643	807	619	911	692	802	723	601	555	611	563	8 269	8 026	8 395
Sport and recreation	967	999	763	861	891	699	886	866	877	873	1 065	962	10 698	11 190	11 704
Public safety	3 339	3 881	3 863	3 887	3 843	2 633	3 853	3 852	3 849	3 016	3 835	2 890	42 740	49 905	52 091
<b>Economic and environmental services</b>	9 027	7 730	7 981	9 197	8 137	9 730	7 883	7 589	8 475	7 558	7 590	6 770	97 667	99 116	103 675
Planning and development	1 818	1 515	1 306	1 264	1 261	1 836	1 501	1 191	1 306	1 240	1 196	1 127	16 561	15 357	16 063
Road transport	7 159	6 167	6 627	7 883	6 829	7 816	6 330	6 351	7 120	6 261	6 347	5 596	80 487	83 112	86 935
Environmental protection	50	47	48	49	47	79	52	47	48	57	47	47	619	648	677
<b>Trading services</b>	9 584	10 114	10 569	10 506	11 255	12 685	11 642	11 778	12 067	12 170	12 123	12 369	136 832	141 777	151 703
Energy sources	7 458	7 987	8 296	8 356	9 264	9 792	9 617	9 757	9 839	9 961	10 119	11 220	111 667	117 368	127 021
Waste management	2 126	2 127	2 273	2 150	1 981	2 892	1 986	2 021	2 227	2 210	2 004	1 149	25 165	24 409	24 682
<b>Total Expenditure - Functional</b>	46 729	45 153	45 233	40 211	40 185	50 581	41 478	40 992	41 000	39 579	41 116	40 193	512 449	529 941	557 519
Surplus/(Deficit) before assoc.	45 184	(25 777)	(21 209)	(21 519)	(10 310)	60 450	(25 070)	(12 031)	162 107	(17 725)	(18 255)	(16 165)	93 680	109 939	108 607
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	45 184	(25 777)	(21 209)	(21 519)	(10 310)	60 450	(25 070)	(12 031)	162 107	(17 725)	(18 255)	(16 165)	93 680	109 939	108 607

LIM472 Elias Motsoaledi - Table SA28 Budgeted monthly capital expenditure (by 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 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	<b>Multi-year expenditure to be appropriated</b>														
Vote 1 - Executive and Council	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Vote 2 - Municipal Manager	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Vote 3 - Budget and Treasury	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Vote 4 - Corporate Services	300	--	--	--	50	--	300	--	200	100	100	100	1 050	650	1 000
Vote 5 - Community Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Vote 6 - Technical Services	1 200	500	1 100	1 200	--	3 689	--	1 200	1 353	1 498	--	1 500	13 240	40 910	70 948
Vote 7 - Development Planning	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Vote 8 - Executive Support	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
<b>Capital multi-year expenditure sub-total</b>	<b>1 500</b>	<b>500</b>	<b>1 100</b>	<b>1 200</b>	<b>50</b>	<b>3 689</b>	<b>300</b>	<b>1 200</b>	<b>1 553</b>	<b>1 498</b>	<b>100</b>	<b>1 600</b>	<b>14 250</b>	<b>41 560</b>	<b>71 948</b>
<b>Single-year expenditure to be appropriated</b>															
Vote 1 - Executive and Council	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Vote 2 - Municipal Manager	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Vote 3 - Budget and Treasury	--	--	--	--	350	--	--	--	--	--	--	--	350	--	--
Vote 4 - Corporate Services	--	--	150	--	--	210	--	--	--	--	--	--	500	3 335	435
Vote 5 - Community Services	--	--	450	340	300	360	--	150	--	--	200	400	2 200	--	--
Vote 6 - Technical Services	4 811	5 211	4 055	6 138	3 596	7 929	3 925	4 820	4 569	7 630	12 026	7 199	71 939	59 549	25 000
Vote 7 - Development Planning	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Vote 8 - Executive Support	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
<b>Capital single-year expenditure sub-total</b>	<b>4 811</b>	<b>5 211</b>	<b>4 655</b>	<b>6 478</b>	<b>4 246</b>	<b>8 499</b>	<b>3 925</b>	<b>4 970</b>	<b>4 589</b>	<b>7 630</b>	<b>12 226</b>	<b>7 739</b>	<b>74 989</b>	<b>62 884</b>	<b>25 435</b>
<b>Total Capital Expenditure</b>	<b>6 311</b>	<b>5 711</b>	<b>5 765</b>	<b>7 678</b>	<b>4 296</b>	<b>12 188</b>	<b>4 225</b>	<b>6 170</b>	<b>6 142</b>	<b>9 128</b>	<b>12 326</b>	<b>9 339</b>	<b>89 280</b>	<b>104 444</b>	<b>97 383</b>

LIM472 Elias Motsoaledi - Table SA29 Budgeted monthly capital expenditure (by 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 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	<b>Capital Expenditure - Functional</b>														
Governance and administration	450	-	-	-	250	-	300	-	200	-	300	400	1 900	3 965	1 435
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration	450	-	-	-	250	-	300	-	200	-	300	400	1 900	3 965	1 435
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety	-	-	750	340	300	160	-	150	-	-	200	300	2 200	-	-
Community and social services	-	-	150	-	300	-	-	150	-	-	-	-	600	-	-
Sport and recreation	-	-	-	340	-	160	-	-	-	200	-	300	1 000	-	-
Public safety	-	-	600	-	-	-	-	-	-	-	-	-	600	-	-
<b>Economic and environmental services</b>	<b>4 731</b>	<b>4 370</b>	<b>4 585</b>	<b>5 038</b>	<b>1 100</b>	<b>6 688</b>	<b>2 841</b>	<b>4 800</b>	<b>5 453</b>	<b>7 848</b>	<b>9 930</b>	<b>7 445</b>	<b>64 830</b>	<b>80 647</b>	<b>83 302</b>
Planning and development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport	4 731	4 370	4 585	5 038	1 100	6 688	2 841	4 800	5 453	7 848	9 930	7 445	64 830	80 647	83 302
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	1 256	-	3 527	925	6 598	2 660	-	1 255	-	754	1 254	2 120	20 350	19 812	12 647
Energy sources	1 256	-	3 527	925	6 598	2 660	-	1 255	-	754	1 254	2 120	20 350	19 812	12 647
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Functional</b>	<b>6 438</b>	<b>4 370</b>	<b>8 862</b>	<b>6 303</b>	<b>8 248</b>	<b>9 508</b>	<b>3 141</b>	<b>6 205</b>	<b>5 653</b>	<b>8 602</b>	<b>11 684</b>	<b>10 265</b>	<b>89 280</b>	<b>104 444</b>	<b>97 383</b>
<b>Funded by:</b>															
National Government	5 371	5 711	4 065	6 699	3 596	5 219	3 785	5 020	4 589	6 930	12 026	11 650	74 561	77 207	72 606
Provincial Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	5 371	5 711	4 065	6 699	3 596	5 219	3 785	5 020	4 589	6 930	12 026	11 650	74 561	77 207	72 606
Borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds	1 090	-	1 250	1 079	550	2 559	440	1 150	1 553	2 198	1 300	1 549	14 719	27 237	24 777
<b>Total Capital Funding</b>	<b>6 461</b>	<b>5 711</b>	<b>5 315</b>	<b>7 678</b>	<b>4 146</b>	<b>7 778</b>	<b>4 225</b>	<b>6 170</b>	<b>6 142</b>	<b>9 128</b>	<b>13 326</b>	<b>13 199</b>	<b>89 280</b>	<b>104 444</b>	<b>97 383</b>



LIM472 Elias Motsoaledi - Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	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
	<b>Cash Receipts By Source</b>														
Property rates	2 237	2 237	2 236	2 237	2 234	2 239	2 246	2 260	2 216	2 237	2 224	2 180	26 841	28 076	29 367
Service charges - electricity revenue	7 356	7 335	7 341	7 251	7 561	7 661	7 131	7 021	7 391	7 591	7 389	7 644	88 692	92 772	97 039
Service charges - refuse revenue	455	454	455	458	459	470	490	460	459	484	464	340	5 446	5 697	5 959
Rental of facilities and equipment	72	72	72	72	73	73	72	71	71	71	72	70	860	899	941
Interest earned - external investments	264	329	492	389	-	343	111	-	392	-	722	-	3 042	3 182	3 328
Interest earned - outbanding debtors	110	99	130	80	111	159	81	70	82	80	210	140	1 331	1 392	1 457
Fines, penalties and forfeits	851	891	981	1 061	1 061	1 181	1 298	981	821	931	991	1 084	12 134	12 554	12 984
Licences and permits	165	1 025	267	1 016	932	1 061	271	56	86	79	1 135	252	6 344	6 655	6 941
Transfers and Subsidies - Operational	120 433	4 256	-	-	543	89 999	-	1 549	77 136	-	-	-	293 916	314 089	333 501
Other revenue	78	70	89	65	81	74	60	76	90	62	100	88	931	974	1 018
<b>Cash Receipts by Source</b>	<b>132 020</b>	<b>16 828</b>	<b>12 063</b>	<b>12 527</b>	<b>13 054</b>	<b>103 280</b>	<b>11 759</b>	<b>12 543</b>	<b>88 744</b>	<b>11 514</b>	<b>13 306</b>	<b>11 799</b>	<b>439 537</b>	<b>466 270</b>	<b>482 544</b>
<b>Other Cash Flows by Source</b>															
Transfers and subsidies - capital (monetary allocations)	31 301	-	-	-	6 263	17 355	-	4 263	15 378	-	-	-	74 561	77 207	72 606
Transfers and subsidies - capital (monetary allocations)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on Disposal of Fixed and Intangible Assets	-	-	-	236	-	190	-	126	-	236	-	(787)	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/reinancing	-	(125)	-	(59)	(97)	-	(45)	-	(62)	-	(39)	(73)	(500)	(480)	(520)
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Receipts by Source</b>	<b>163 321</b>	<b>16 702</b>	<b>12 063</b>	<b>12 804</b>	<b>19 221</b>	<b>120 825</b>	<b>11 714</b>	<b>16 932</b>	<b>104 060</b>	<b>11 750</b>	<b>13 268</b>	<b>10 940</b>	<b>513 598</b>	<b>542 997</b>	<b>564 630</b>
<b>Cash Payments by Type</b>															
Employee related costs	13 242	13 242	13 242	13 242	13 242	24 082	13 242	13 242	13 242	13 242	13 242	13 242	169 749	177 557	185 725
Remuneration of councillors	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 183	2 511	26 525	27 745	29 021
Finance charges	231	203	190	170	140	130	50	40	30	-	-	-	1 184	83	15
Bulk purchases - Electricity	5 406	6 540	7 090	7 110	8 060	8 012	8 300	8 559	8 410	8 760	8 800	9 000	94 047	98 937	107 743
Other materials	821	520	487	597	621	866	953	756	926	757	966	697	8 964	12 707	13 522
Contracted services	4 868	8 869	9 104	3 526	2 833	8 207	3 783	4 177	3 045	3 572	3 950	4 826	80 660	57 320	59 107
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other	297	247	247	267	247	247	577	347	247	247	247	247	3 468	3 605	3 747
Other expenditure	8 233	3 597	2 928	2 202	2 830	3 077	2 838	2 407	4 361	3 036	3 025	2 552	41 067	39 436	41 140
<b>Cash Payments by Type</b>	<b>35 281</b>	<b>35 402</b>	<b>35 472</b>	<b>29 298</b>	<b>30 157</b>	<b>46 804</b>	<b>31 926</b>	<b>31 713</b>	<b>32 444</b>	<b>31 798</b>	<b>32 314</b>	<b>33 056</b>	<b>405 664</b>	<b>417 391</b>	<b>440 021</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	6 265	5 466	6 525	6 985	8 799	7 549	8 127	6 265	7 965	6 846	7 987	8 814	87 593	93 994	94 483
Repayment of borrowing	862	871	880	890	899	909	918	928	938	948	958	979	10 980	2 489	-
<b>Other Cash Flows/Payments</b>															
<b>Total Cash Payments by Type</b>	<b>42 408</b>	<b>41 739</b>	<b>42 878</b>	<b>37 173</b>	<b>39 855</b>	<b>55 261</b>	<b>40 971</b>	<b>38 906</b>	<b>41 347</b>	<b>39 591</b>	<b>41 258</b>	<b>42 849</b>	<b>504 236</b>	<b>513 874</b>	<b>534 504</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>120 913</b>	<b>(25 037)</b>	<b>(30 815)</b>	<b>(24 369)</b>	<b>(20 634)</b>	<b>65 563</b>	<b>(29 257)</b>	<b>(21 975)</b>	<b>62 712</b>	<b>(27 842)</b>	<b>(27 990)</b>	<b>(31 909)</b>	<b>9 361</b>	<b>29 123</b>	<b>30 126</b>
Cash/cash equivalents at the month/year begin:	10 995	131 908	106 871	76 056	51 687	31 053	96 616	67 359	45 385	108 097	80 255	52 265	10 995	20 356	49 479
<b>Cash/cash equivalents at the month/year end:</b>	<b>131 908</b>	<b>106 871</b>	<b>76 056</b>	<b>51 687</b>	<b>31 053</b>	<b>96 616</b>	<b>67 359</b>	<b>45 385</b>	<b>108 097</b>	<b>80 255</b>	<b>52 265</b>	<b>20 356</b>	<b>20 356</b>	<b>49 479</b>	<b>79 606</b>

## 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	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Performance Management	% of KPIs and projects attaining organizational targets (total organization) by 30 June 2021	Opex	73%	95%	25%	50%	75%	95%	Performance report *
	Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	1	1	n/a	n/a	1	Approved SDBIP	

**KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objectives: To improve sound and municipal financial management**

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Expenditure	% spend of the Total Operational Budget excluding non-cash items by the 30 June 2021	Opex	100%	95%	25%	50%	75%	95%	Budget report
	Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	Opex	40%	25% to 40%	25% to 40%	25% to 40%	25% to 40%	25% to 40%	Section 71 report

**KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic objectives: To enhance good governance and public participation**

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	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	n/a	1	n/a	n/a	Council resolution
	Submission of annual report Oversight Report to Council by March 2021	n/a	1	1	n/a	1	n/a	n/a	Council resolution
	2020/2021 IDP review process Plan approved by August 2020	n/a	1	1	1	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	1	n/a	n/a	1	1	Council resolution

**KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic objectives: To enhance good governance and public participation**

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Audit	Obtain an Unqualified Auditor General opinion for the 2019/20 financial year	n/a	Qualified Audit Opinion	Unqualified Audit Opinion	n/a	Unqualified Opinion	n/a	n/a	AGSA audit report
	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2021 (Total organization)	n/a	85%	100%	n/a	n/a	50%	100%	Audit action plan
Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	n/a	77%	100%	100%	100%	100%	100%	Quarterly IA status reports

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Risk management	number of security risk assessment conducted by 30 June 2021	n/a	New	4	1	2	3	4	Quarterly Risk assessment Report
	Number of project risk assessments conducted by 30 June 2021	n/a	New	4	1	2	3	4	Quarterly Risk assessment reports
	number of Risk Management reports submitted to the Risk Management Committee per quarter	n/a	4	4	1	2	3	4	Quarterly Risk assessment Report
	Number of quarterly Risk Management Committee meetings convened by June 2021	n/a	3	4	1	2	3	4	Attendance register and minutes
	% execution of identified risk management plan within prescribed timeframes per quarter (total organisation)	n/a	100%	100%	100%	100%	100%	100%	Quarterly Risk assessment reports

## 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	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Employment equity	Review of the Employment Equity Plan by 30 June 2021	n/a	New	1	n/a	n/a	n/a	1	Reviewed Employment Equity /Council resolution
	Submission of employment equity report to DOL by 31 <sup>st</sup> January 2021	n/a	1	1	n/a	n/a	1	n/a	Acknowledgement letter / email indicating reporting date
	% recruitment of people with disability	Opex	New	1	n/a	n/a	1	n/a	Appointment letters
Skills programme	Number of employees approved for study financial assistance	Opex	4	2	n/a	2	n/a	n/a	Approval letters signed by municipal manager

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
WSP	Approval of reviewed WSP(work skills plan) by 30 June 2021	n/a	1	1	n/a	n/a	n/a	1	Council resolution
	% of municipality's payroll budget actually spent on training and education of employees	1% of payroll budget	1% of payroll budget	1% of payroll budget	n/a	n/a	n/a	1%	Budget report
LLF	Number of LLF meetings held	n/a	13	12	3	6	9	12	Attendance register and minutes
ICT	Number of ICT steering committee meetings	n/a	4	4	1	2	3	4	Attendance register and minutes
	Number of ICT reports submitted to ICT steering committee	n/a	8	4	1	2	3	4	ICT reports and attendance register



Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Occupational health and safety (OHS)	Number of health risk assessment conducted	Opex	New	2	1	n/a	n/a	2	Health risk assessment report
	Number of COVID reports submitted	n/a	New	2	n/a	1	n/a	2	Proof of submission
Employee Assistance Programme (EAP)	Number of wellness activities conducted	Opex	New	2	1	n/a	n/a	2	Wellness report

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	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Indigents	% of registered indigents who receives free basic electricity by 30 June 2021 (GKPI)	200 000	20.99%	20%	20%	20%	20%	20%	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	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Financial management	Cost coverage ratio by the 30 June 2021 (GKPI)	Opex	0.28	1 to 3 months	n/a	n/a	n/a	1 to 3 months	2019/2020 AFS
Revenue	% outstanding service debtors to revenue by the 30 June 2021 (GKPI)	Opex	19.20%	5%	n/a	n/a	n/a	5%	2019/2020 AFS
Budget	Submission of MTRE Budget to Council 30 days before the start of the new financial year	n/a	1	1	n/a	n/a	n/a	1	Council resolution

**KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objectives: To improve sound and sustainable municipal financial management**

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
AFS	Audited Annual Financial Statements (AFS) and Audit report submitted to council by 25 January 2021	n/a	1	1	n/a	n/a	1	n/a	Council resolution
SCM	Number of monthly SCM deviation reports submitted to municipal manager (reducing number of deviation)	n/a	12	4	1	2	3	4	Signed deviation register
Expenditure	% Payment of creditors within 30 days	Opex and capex budget	100%	100%	100%	100%	100%	100%	Creditors age analysis
Assets management	Number of assets verifications conducted by 30 June 2021	n/a	1	1	n/a	n/a	n/a	1	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	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Waste management	% of households with access to a minimum level of basic waste removal by 30 June 2021 (once per week) (GKPI)	Opex	9%	8% (number of HH from billing report over the 66 330 from the IDP of the total Household)	8%	8%	8%	8%	Service reconciliation report
Education/ Libraries	Number of initiatives held to promote library facilities by 30 June 2021	n/a	4	2	n/a	n/a	1	2	Attendance register and Reports
Environmental management	Number of environmental awareness conducted by 30 June 2021	Opex	4	2	n/a	n/a	1	2	Attendance register and Reports
Disaster management	Number of disaster awareness campaigns conducted by 30 June 2021	Opex	4	2	n/a	n/a	1	2	Attendance register and Reports

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Safety and security	Number of community safety forum meetings held by 30 June 2021	n/a	new	2	n/a	n/a	1	2	Reports and attendance register

8.5 DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC

KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic objectives: To promote integrated human settlements

Programme	Key performance indicator	Weighting	Original Budget R 000's 2020/2021	Audited baseline 2018/19	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Land use management	% Rezoning and Subdivision of Erf 832 Groblersdal Extension 15					25% Appointment of S.P. Project Execution Plan	n/a	75% Draft rezoning and subdivision application	100% Approved rezoning and application	Q1 Appointment of S.P. Project Execution Plan Q2 .n/a Q3 Draft application Q4 Approved application

Programme	Key performance indicator	Weighting	Original Budget R 000's 2020/2021	Audited baseline 2018/19	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	new	100% Approved Rezoning and Subdivision application	25% Appointment of S.P. and Project Execution Plan	n/a	75% Draft rezoning and subdivision application	100% Approved rezoning and subdivision application	Q1 Appointment of S.P. and Project Execution Plan Q2 n/a Q3 Draft rezoning and subdivision application Q4 Approved rezoning and subdivision application
Land Use Management	% Subdivision of Farm Mapochsgronde 911		R 250 000	New	100% approved Subdivision application	25% Appointment of S.P. and Project Execution Plan	n/a	75% Draft subdivision application	100% Approved subdivision application	Q1 Appointment of S.P. and Project Execution Plan Q2



Programme	Key performance indicator	Weighting	Original Budget R 000's 2020/2021	Audited baseline 2018/19	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
										n/a
										Q3 Draft subdivision application
										Q4 Approved subdivision application
Land Use Management	% of land use applications received and processed within 90 days		Opex	100%	100%	100%	100%	100%	100%	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	100%	100%	100%	100%	100%	100%	Building plans application register

Programme	Key performance indicator	Weighting	Original Budget R 000's 2020/2021	Audited baseline 2018/19	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans		n/a	100%	100%	100%	100%	100%	100%	Building plans application register
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	100%	100%	100%	100%	100%	100%	Inspection report

**KPA 3: LOCAL ECONOMIC DEVELOPMENT**

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

Programme	Key performance indicator	Weightings	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
EPWP	Number of job opportunities provided through EPWP grant by 30 June 2021 (GKPI)		EPWP grant	69	69	n/a	69	n/a	n/a	List of approved appointees
	Number of SMME's and Co-operatives capacity building workshops/ Training held by 30 June 2021 [LED Training]		Opex	12	14	3	3	4	4	Reports and attendance registers

8.6 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	Budget Source	Audited baseline 2018/19	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 by the 30 June 2021	Opex	8	2	n/a	n/a	1	2	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 2019/20	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	Annual	
MPAC	number of MPAC quarterly reports submitted to council	n/a	4	4	1	2	3	4	Council resolution
	Number of MPAC outreaches initiated by 30 June 2021	2 000 000	new	2	n/a	n/a	1	2	Reports and attendance register
Mayoral programme	number of Mayoral outreach projects initiated by 30 June 2021	1 000 000	4	2	n/a	n/a	1	2	Report and Attendance register
Speakers programme	number of Speakers outreach projects initiated by 30 June 2021	500 000	new	2	n/a	n/a	1	2	Report and Attendance register

## KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Ward committee	Number of ward committee reports submitted to council quarterly	n/a	4	2	n/a	n/a	1	2	Council resolution
Youth programmes	Number of youth programmes initiated by 30 June 2021	Opex	New	2	n/a	n/a	1	2	Report and attendance register
Communications	Number of municipal newsletter printed/produced	Opex	New	10 000 copies	3000	6000	9 000	10 000	Delivery note and copy of the newsletter
Communications	% Reviewal of communication strategy	n/a	100 %	100% reviewal of communication strategy	n/a	n/a	n/a	100% reviewal of communication strategy	Council resolution
Customer services	% of community complaints received and processed	n/a	new	100%	100%	100%	100%	100%	Community complaints register

8.7 INFRASTRUCTURE SERVICES

KPA 3: LOCAL ECONOMIC DEVELOPMENT

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

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	Evidence
EPWP	Number of job opportunities created through infrastructure projects by 30 June 2021 (GKPI)	MIG/ INEP/ EMLM	312	400	90	160	250	400	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	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Electricity	Number of stands provided with electrical infrastructure by June 2021	INEP	1188	1172	n/a	n/a	n/a	1172	Completion certificate
Roads and storm water	Kilometers of graveled roads re-graveled	Opex	70km	70km	20km	30km	45km	70km	Completion certificates
Roads and storm water	Kilometers of graveled roads bladed	Opex	536.5 km	350km	70km	120km	235km	350km	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	Budget Source	Audited baseline 2018/19	Annual target	2020/2021				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Municipal Infrastructure Grants (MIG)	Number of MIG reports submitted to CoGHSTA	n/a	12	12	3	6	9	12	Proof of submission
Department of Energy(DOE)	Number of reports submitted to department of energy	n/a	12	12	3	6	9	12	Proof of submission

**KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objectives: To improve sound and sustainable municipal financial management**

Programme	Key performance indicator	Budget Source	Audited baseline 2018/19	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	98%	100%	20%	60%	65%	100%	MIG monthly report
Electricity	% spending on INEP funding by 30 June 2021	INEP (19 000)	100%	100%	25%	50%	75%	100%	INEP monthly report

## 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	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
n/a	furniture and office equipment	% Processing of procurement request submitted	800 000	100%	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	Processed requisitions	corporate services

CAPITAL PROJECTS											
War d No.	Project	key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsi bility
n/a	computer equipment	% Processing of procurement request submitted	250 000	100%	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	Processed requisitions	Corporate services
n/a	Air conditioners	% Processing of procurement request submitted	350 000	50%	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	Infrastruct ure
n/a	Forklift	% procurement of forklift	350 000	New	100% procurement of forklift by March 2021	n/a	n/a	100% procurement of forklift by March 2021	n/a	Delivery note	Finance
n/a	Mobile offices traffic	% procurement of mobile offices traffic	600 000	New	100% Procurement of Mobile Office traffic by June 2021	25% Developmen t of Specifications and	n/a	50% Appointment of service provider	100% procurement of Mobile Office traffic	Q1 Copy of Advert	Communit y services

CAPITAL PROJECTS											
Ward No.	Project	Key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
						placing of Advertisements				Q3 appointment letter Q4 Delivery note	
13	Upgrading of parks	Number of parks to be upgraded	1000 000	new	2 parks to be upgraded by June 2021	Development of Specifications and placing of Advertisements	n/a	Appointment of service provider	Upgrading of parks	Q1 Copy of Advert Q3 appointment letter Q4 completion certificate	Community services
13	Fencing of Elandsdoorn cemetery		600 000	New	100% fencing of Elandsdoorn cemeteries	25% development of terms of reference (TOR)	50% Advertisement	75% Appointment of service provider	100% fencing of Elandsdoorn cemeteries	Q1 Terms of reference	Community service

CAPITAL PROJECTS											
Work Item No.	Project	key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	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	new	583 stands reticulated with electrical infrastructure by 30 June 2020	Construction of MV and LV	Construction of MV and LV	Construction of MV and LV	583 stands reticulated with electrical infrastructure	Q1 Progress report Q2 Progress report Q3 Progress report Q4 completion certificate	infrastructure
4	Reticulation of stands with electrical	Number of stands reticulated with electrical	2 430 000	new	135 stands reticulated with	Construction of MV and LV	Construction of MV and LV	135 stands reticulated with	N/A	Q1 Progress report	infrastructure

CAPITAL PROJECTS											
War d No.	Project	key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsi bility
	infrastructure at Ntswelemuts e	infrastructure at Ntswelemutse			electrical infrastructure by March 2021			electrical infrastructure		Q2 Progress report Q3 completion certificate	
14	Reticulation of stands with electrical infrastructure at Masakaneng	Number of stands reticulated with electrical infrastructure at Masakaneng	5 100 000	new	300 stands reticulated with electrical infrastructure by 30 June 2021	Design completed (5%) and advertisement for the contractor (5%)	Appointment of the contractor (10%) and 20% Construction of MV and LV	Construction of MV and LV	300 stands reticulated with electrical infrastructure	Q1 Design report and tender advert Q2 contractor's appointment letter and Progress report Q3 Progress report Q4 completion certificate	infrastructure
7	Reticulation of stands with electrical infrastructure	Number of stands reticulated with electrical infrastructure	1 976 000	new	110 stands reticulated with electrical infrastructure	Design completed (5%) and advertisement for the	Appointment of the contractor (10%) and 20%	Construction of MV and LV	110 stands reticulated with electrical infrastructure	Q1 Design report and tender advert Q2 contractor's	Infrastructure

CAPITAL PROJECTS											
Worked No.	Project	key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
	Project at Zuma Park	infrastructure at Zuma Park			Complete by 30 June 2021	contractor (5%)	Construction of MV and LV			appointment letter and Progress report Q3 Progress report Q4 completion certificate	
26	Kgoshi Rammupudu Road Construction	% construction of Kgoshi Rammupudu Road 2.2km	16 000 000	New	100% construction of Kgoshi Rammupudu Road by June 2021	10% Advertisment for contractor(5%) and appointment letter (5%)	20% construction of the road	60% construction of the road	100% completion	Q1 advert and appointment letter Q2 progress report Q3 progress report Q4 completion certificate	infrastructure



CAPITAL PROJECTS											
Work No.	Project	key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsi bility
21	Kgapamadi road Construction	% construction of Kgaphamadi road 5.2km	5 500 000	80%	100% upgrading of Kgapamadi road Bus Road by December 2020	90% construction of road and bridge	100% completion	N/A	N/A	Q1 progress report  Q2 completion certificate	infrastruct ure
9	Tambo Road Construction	% construction of Tambo road 3.2km	9 581 000	90%	100% constructio n of Tambo road by September 2020	100% completion	N/A	N/A	N/A	Q1 completion certificate	infrastruct ure
7	Upgrading of Nyakurane Internal Access Road	% Upgrading of Nyakurone Internal access road	900 000	new	100% design Upgrading of Nyakurone Internal access road by March 2021	20% scoping report completed	40% preliminary report completed	100% design report completed	N/A	Q1 scoping report  Q2 preliminary report  Q3 Design report	infrastruct ure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
30	completion of Laersdrift access road	% completion of Laersdrift access road	511 000	90%	% completion of Laersdrift access road by September 2020	100% completion of Laersdrift access road	N/a	n/a	n/a	Q1 Completion certificate	Infrastructure
31	Grobiersdal Landfill site	Upgrading of Grobiersdal Landfill site	7 719 000	50%	100% Construction of the cell by December 2020	60% Construction and completion of the cells	100% completion of the cells	N/A	N/A	Q1 progress report Q2 completion certificate	Infrastructure
22	Upgrading of Mogaung Road	% construction of Mogaung road 2.1km	15 250 000	new	100% construction of Mogaung Road by June 2021	10% Advertisement for contractor (5%) and appointment letter (5%)	20% construction of the road	60% construction of the road	100% completion	Q1 advert and appointment letter Q2 progress report Q3 progress report	Infrastructure

CAPITAL PROJECTS											
Ward No.	Project	key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
31	Motetema Internal Streets	% construction of Motetema internal streets 1.3km	7 629 390	80%	100% Construction of Motetema internal streets by December 2020	90% base and kerbing	100% completion	N/A	N/A	Q1 progress report Q2 completion certificate	Infrastructure
13	Development of workshop	% development of workshop	1 739 000	90%	100% development of workshop by September 2020	100% completion of the workshop	N/A	N/A	N/A	Q1 completion certificate	Infrastructure
n/a	Machinery and equipment	% expenditure on machinery and equipment (tools)	500 000	100%	100% expenditure on machinery	5% expenditure on machinery	10% expenditure on machinery	50% expenditure on machinery	100% expenditure on machinery and equipment	*Expenditure report *Purchase Order *Delivery Note	Infrastructure

CAPITAL PROJECTS											
War d No.	Project	key performance indicator	Original Budget R 000's 2020/21	Audited baseline 2018/19	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsi bility
					and equipment	and equipment	and equipment	and equipment			

## 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.

**10. CONCLUSION**

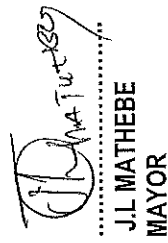
The SDBIP is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipality. The SDBIP gives meaning to the budget and the IDP and will inform both in-year reporting in terms of section 71 of MFMA (monthly reporting), section 72 of MFMA (mid-year report) and section 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**  
**ACTING MUNICIPAL MANAGER**

25/06/2020

DATE

  
.....  
**J.L. MATHEBE**  
**MAYOR**

25/06/2020

DATE

