



The home of harmony, prosperity and growth

“To Provide Excellent and Sustainable Municipal Services”

JULY 2020

TOP LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

PREPARED BY AND FOR NGWATHE LOCAL MUNICIPALITY

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PARYS

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OFFICIAL SIGN-OFF:

It is hereby certified that this Service Delivery & Budget Implementation Plan (SDBIP) Was reviewed in accordance with section 34 of Municipal Systems Act 32 of 2000. Takes into account all the relevant policies, legislation and other mandates for which the Ngwathe Local Municipality is responsible accurately reflects

- Accurately reflects the strategic outcome oriented goals and objectives which Ngwathe Local Municipality will endeavour to achieve over the period of this plan.

[Surname & Initials]:
BW KANNEMEYER

Signature: 
Municipal Manager

SIGNED AND APPROVED BY THE EXECUTIVE MAYOR:

[Surname & Initials]:
MJ MOCHELA


Signature: 
Executive Mayor

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Executive Summary

The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections.

Every quarter the Mayor must report to Council on the progress of the budget.

Revenue Projections 2020/21

Following is the Municipality's expected operating revenue to be accrued over the financial year.

FS203 Ngwathe - Table A1 Budget Summary

Description	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance								
Property rates	83 414	94 045	94 045	94 045	98 621	98 826	103 570	108 541
Service charges	315 155	398 700	398 700	398 700	350 381	431 515	436 656	457 616
Investment revenue	1 655	1 684	1 684	1 684	1 983	1 765	1 849	1 938
Transfers recognised - operational	197 424	222 145	215 350	215 350	191 429	219 653	230 016	245 648
Other own revenue	56 720	74 648	54 648	54 648	55 480	52 696	55 226	57 877
Total Revenue (excluding capital transfers and contributions)	654 368	791 221	764 427	764 427	697 893	804 456	827 317	871 619

Operating Expenditure

Following is the municipality is operating budget expected to be spent over the financial year.

FS203 Ngwathe - Table A1 Budget Summary

Description	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	R thousands	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22
<u>Financial Performance</u>								
Employee costs	216 081	229 937	229 937	229 937	235 996	231 587	246 062	261 440
Remuneration of councillors	14 874	16 331	16 331	16 331	15 067	17 148	18 022	18 941
Depreciation & asset impairment	75 817	73 441	18 360	18 360	–	19 186	20 107	21 073
Finance charges	37 860	106	17 000	17 000	548	28 770	30 151	31 598
Materials and bulk purchases	284 614	335 517	299 292	299 292	207 902	320 760	334 692	350 774
Transfers and grants	18 414	18 267	10 598	10 598	7 665	180	189	198
Other expenditure	276 404	158 909	191 270	191 270	49 867	206 011	215 900	226 263
Total Expenditure	924 064	832 507	782 787	782 787	517 044	823 642	865 122	910 287
Surplus/(Deficit)	(269 696)	(41 286)	(18 360)	(18 360)	180 849	(19 186)	(37 805)	(38 668)

Service Delivery Targets and Performance Indicators

Each Directorate must provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes.

Introduction

A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget.

Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

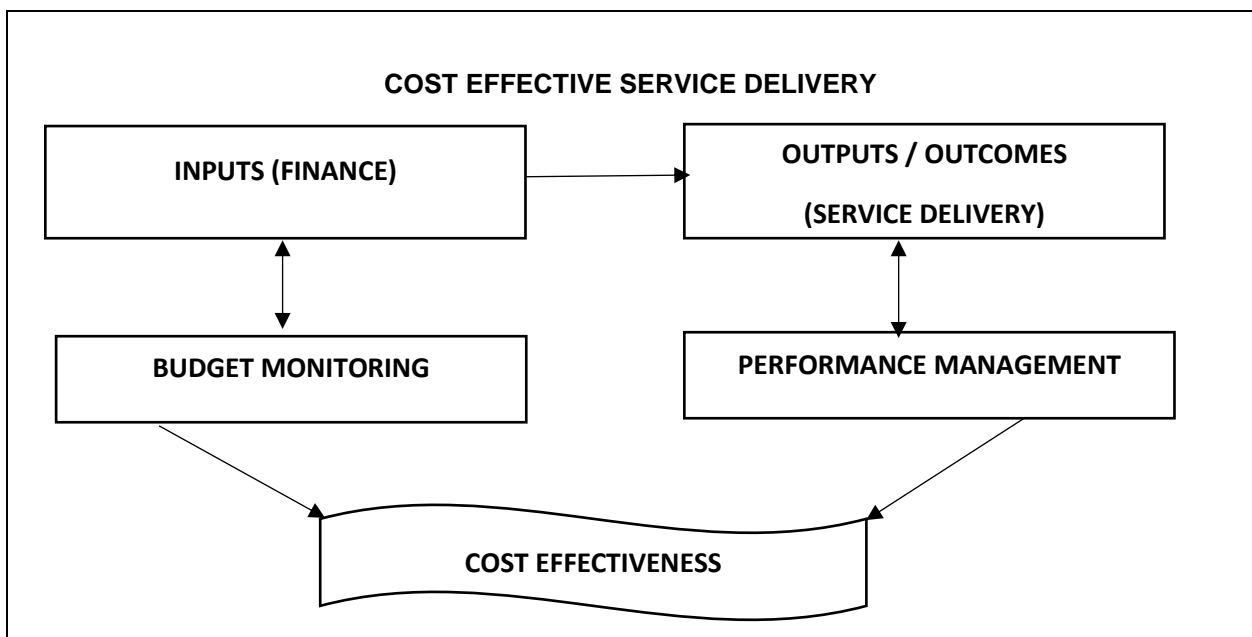
The Components of a SDBIP

The five necessary components of a SDBIP are:

1. *Monthly projections of revenue to be collected for each source*
2. *Monthly projections of expenditure (operating and capital) and revenue for each vote*
3. *Quarterly projections of service delivery targets and performance indicators for each vote*
4. *Ward information for expenditure and service delivery*
5. *Capital works plans.*

The SDBIP is the formal link between organisational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes.

Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery.



The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager, Senior Managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.

MFMA requirement - Approval of the SDBIP

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials.

Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Executive Mayor to "take all reasonable steps" to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

MFMA requirement – Implementation & monitoring

Section 54 sets out the responsibilities of the Executive Mayor regarding budgetary control and the early identification of financial problems.

When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive Mayor must check whether the budget is being implemented in accordance with the SDBIP. If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

The revised SDBIP must be promptly made available to the public.

Operating Expenditure

The annual operating budget has been broken down into monthly projections by applying the trends of previous years' spending to each line item in the budget. The projections in the estimates annexure are shown by Service Delivery Unit and by expenditure type.

The following should be considered in the Final SDBIP;

There may have been extraordinary events in past years that have skewed the trends and these trends will be avoided from being repeated although they are included in the SDBIP.

The estimates are based on percentage spending per month and do not consider any over or under spending on particular items.

The projections for the draft SDBIP indicates expenditure will be spent and revenue will be received evenly throughout the twelve months.

The operating expenditure budget, excluding finance charges, for 2020/21 is **R 794 Million**.

Operating Income

Again, previous year trends have been used to provide the estimates for 2020/21 and the previous comments on the shortcomings in this methodology apply to revenue as well. The information is shown by department and by the national standard for showing revenue source. The estimates are based on budgeted income rather than cash collected.

The operating income budget for 2020/21 is **R 804 Million**.

Capital Expenditure

The Capital budget for 2020/21 is **R 121 Million**.

Service Delivery Targets and Performance Indicators

The performance indicators and targets are developed, These targets have been included in the 2020/21 SDBIP. The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis. It is likely that new performance indicators will be developed as the Municipality is currently putting in place a new performance management system. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

Definition of a Vote

The MFMA requires that operational and capital expenditure by vote is shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget. A circular from National Treasury clarifies this further by providing details of the Government Finance Statistics classifications which aims to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by Ngcwathe Service Delivery Units as these are the most relevant for monitoring purposes and is in line with the municipality's new virement policy. However, the SDBIP estimates annexure also includes a table for each directorate showing where each Service Delivery Unit sits in relation to the GFS service classification.

Monitoring and the adjustments budget process

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections. As detailed earlier, the Executive Mayor must consider these reports under s54 of the MFMA and then decide as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

Appendix 1–Protocol for revision of SDBIP

The Executive Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received. This protocol sets out the various steps that should be followed to allow the Executive Mayor's obligations under section 54 of the MFMA to be fulfilled.

Protocol

Financial Services (Budget Office) will provide the Municipal Manager with information as required under section 71 and 72 of the MFMA and this information will be submitted to the Executive Mayor by the 10th working day of each month. The information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.

For Capital projects, each variance of $\pm 10\%$ will be highlighted. The Executive Mayor will then ask the Director responsible for that project for a written report covering;

- The reason for the variance
- If necessary, what corrective measures have been put in place.
- Whether the start and finish dates of the capital project need amending.
- Whether the project specification will need to be amended.
- Revised monthly estimates of expenditure for the project.

The Director must supply this information within one week of the request from the Municipal Manager.

Following the receipt of these reports the Municipal Manager will make one of the following decisions;

- Note the report of the Director.
- Note the report of the Director and keep the project under review.
- Request the Director to attend a Performance Review meeting with the Executive Mayor, Municipal Manager and Director Financial Services to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery.

Following this meeting, the Municipal Manager will then decide whether the SDBIP should be amended. If it is decided to amend the capital programme and SDBIP, to maintain overall service delivery, Directors will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital programme that can be implemented sooner. The financial implications of these suggestions will be assessed by the Chief Financial Officer / Director of Financial Services and a recommendation made to the Executive Mayor as to which ones would be possible to proceed with and an adjustments budget prepared.

For operating expenditure and revenue, the Municipal Manager will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from Directors an explanation of all variances $\pm 10\%$ of the monthly budget forecast. Directors will be asked to explain whether the service delivery targets included in the SDBIP can still be achieved.

The Executive Mayor will then decide whether the SDBIP should be amended in the light of these explanations.

At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Executive Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Financial Services (Budget Office).

If the actual performance on any indicator varies from the planned performance the Municipal Manager can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future.

The Executive Mayor will then review these reports and decide whether the SDBIP should be amended

REQUIREMENTS OF THE MUNICIPAL FINANCE MANAGEMENT ACT

Chapter 1 – Definitions

SDBIP means 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-

Revenue to be collected, by source; and Operational and capital expenditure by vote

(b) service delivery targets and performance indicators for each quarter and

(c) any other matters that may be prescribed.

and includes any revisions of such plan by the mayor in terms of section 54 (1) (c)

Chapter 8 – Responsibilities of Municipal Officials

Section 69 Budget Implementation

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the mayor

(a) A draft service delivery and budget implementation plan for the budget year; and

(b) Drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the municipal manager and all senior managers

Chapter 7 – Responsibilities of Mayors

Section 53 – Budget Processes and related matters

Section 53 (1) (c) The mayor of a municipality must take all reasonable steps to ensure-

(ii) That the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and (iii)

That the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all senior managers-

(bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.

Section 53 (3)

(a) The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan.

Section 54 Budgetary control and early identification of financial problems

On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72 the mayor must-

(1) (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;

(c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that all revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of council following the approval of an adjustments budget

(d) issue any appropriate instructions to the accounting officer to ensure-

(i) that the budget is implemented in accordance with the service delivery and budget implementation plan

(3) The mayor must ensure that any revisions of the service delivery and budget implementation plan are made public promptly.

REVENUE BY SOURCE / EXPENDITURE BY TYPE 2020/21

FS203 Ngwathe - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1								
Revenue By Source									
Property rates	2	83 414	94 045	94 045	94 045	98 621	98 826	103 570	108 541
Service charges - electricity revenue	2	156 592	233 402	233 402	233 402	182 476	258 567	255 406	267 666
Service charges - water revenue	2	89 739	73 834	73 834	73 834	75 897	75 586	79 214	83 016
Service charges - sanitation revenue	2	36 351	50 281	50 281	50 281	46 561	54 036	56 630	59 348
Service charges - refuse revenue	2	32 473	41 184	41 184	41 184	45 447	43 326	45 406	47 585
Rental of facilities and equipment		636	967	967	967	330	724	759	795
Interest earned - external investments		1 655	1 684	1 684	1 684	1 983	1 765	1 849	1 938
Interest earned - outstanding debtors		52 889	41 563	41 563	41 563	53 408	46 765	49 010	51 362
Fines, penalties and forfeits		605	1 300	1 300	1 300	337	2 145	2 248	2 356
Licences and permits									
Transfers and subsidies		197 424	222 145	215 350	215 350	191 429	219 653	230 016	245 648
Other revenue	2	1 548	30 818	10 818	10 818	1 533	3 062	3 209	3 363
Gains		1 041	-	-	-	(128)	-	-	-
Total Revenue (excluding capital transfers and contributions)		654 368	791 221	764 427	764 427	697 893	804 456	827 317	871 619

FS203 Ngwathe - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1								
Expenditure By Type									
Employee related costs	2	216 081	229 937	229 937	229 937	235 996	231 587	246 062	261 440
Remuneration of councillors		14 874	16 331	16 331	16 331	15 067	17 148	18 022	18 941
Debt impairment	3	194 078	17 934	98 549	98 549	–	102 984	107 927	113 107
Depreciation & asset impairment	2	75 817	73 441	18 360	18 360	–	19 186	20 107	21 073
Finance charges		37 860	106	17 000	17 000	548	28 770	30 151	31 598
Bulk purchases	2	240 635	249 846	239 750	239 750	153 609	257 562	269 925	282 882
Other materials	8	43 979	85 671	59 541	59 541	54 293	63 197	64 766	67 893
Contracted services		25 643	33 507	23 903	23 903	21 035	21 901	22 953	24 054
Transfers and subsidies		18 414	18 267	10 598	10 598	7 665	180	189	198
Other expenditure	4, 5	56 466	107 468	68 818	68 818	28 717	81 126	85 020	89 101
Losses		218	–	–	–	115	–	–	–
Total Expenditure		924 064	832 507	782 787	782 787	517 044	823 642	865 122	910 287
Surplus/(Deficit)		(269 696)	(41 286)	(18 360)	(18 360)	180 849	(19 186)	(37 805)	(38 668)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		60 909	108 872	96 872	96 872	77 854	119 119	174 224	150 423
Surplus/(Deficit) after capital transfers & contributions		(208 787)	67 587	78 512	78 512	258 703	99 932	136 419	111 755
Surplus/(Deficit) after taxation		(208 787)	67 587	78 512	78 512	258 703	99 932	136 419	111 755
Attributable to minorities									
Surplus/(Deficit) attributable to municipality		(208 787)	67 587	78 512	78 512	258 703	99 932	136 419	111 755
Share of surplus/ (deficit) of associate	7								
Surplus/(Deficit) for the year		(208 787)	67 587	78 512	78 512	258 703	99 932	136 419	111 755

REVENUE BY VOTE / EXPENDITURE BY VOTE 2020/21

FS203 Ngwathe - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand								
Revenue by Vote	1							
Vote 01 - Corporate Services		184	–	875	875	–	–	–
Vote 02 - Municipal Manager		–	–	–	–	–	–	–
Vote 03 - Financial Services		275 623	329 602	309 602	309 602	324 588	345 156	366 297
Vote 04 - Technical Services		398 115	519 826	500 157	500 157	546 229	601 095	597 801
Vote 05 - Community Services		41 355	50 666	50 666	50 666	52 757	55 290	57 944
Vote 06 - Local Economic Development		–	–	–	–	–	–	–
Total Revenue by Vote	2	715 277	900 094	861 299	861 299	923 574	1 001 541	1 022 042
Expenditure by Vote to be appropriated	1							
Vote 01 - Corporate Services		93 486	60 809	45 205	45 205	46 771	49 393	52 165
Vote 02 - Municipal Manager		55 369	74 596	62 352	62 352	65 709	69 429	73 363
Vote 03 - Financial Services		284 417	127 930	207 359	207 359	227 429	237 198	248 996
Vote 04 - Technical Services		395 834	475 001	393 347	393 347	406 835	427 564	449 304
Vote 05 - Community Services		94 282	91 199	73 239	73 239	76 164	80 769	85 654
Vote 06 - Local Economic Development		676	2 972	1 285	1 285	734	769	806
Total Expenditure by Vote	2	924 064	832 507	782 787	782 787	823 642	865 122	910 287
Surplus/(Deficit) for the year	2	(208 787)	67 587	78 512	78 512	99 932	136 419	111 755

REVENUE BY GFS / EXPENDITURE BY GFS 2020/21

FS203 Ngwathe - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1									
Revenue - Functional										
Governance and administration		-	-	275 808	329 602	309 602	309 602	324 588	345 156	366 297
Executive and council		-	-	-	-	-	-	-	-	-
Finance and administration		-	-	275 808	329 602	309 602	309 602	324 588	345 156	366 297
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		-	-	1 160	1 826	1 826	1 826	1 141	1 196	1 253
Community and social services		-	-	746	1 022	1 022	1 022	579	607	636
Sport and recreation		-	-	414	804	804	804	562	589	617
Economic and environmental services		-	-	41 377	44 088	44 088	44 088	43 916	47 463	50 091
Planning and development		-	-	213	2 117	2 117	2 117	2 212	2 318	2 429
Road transport		-	-	41 164	41 971	41 971	41 971	41 704	45 145	47 662
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		-	-	396 933	524 578	516 909	516 909	553 930	519 890	604 401
Energy sources		-	-	167 260	253 853	253 853	253 853	281 674	284 046	300 446
Water management		-	-	109 923	122 942	122 942	122 942	135 277	91 990	153 196
Waste water management		-	-	79 768	101 060	93 391	93 391	87 574	92 078	96 497
Waste management		-	-	39 983	46 723	46 723	46 723	49 405	51 777	54 262
Other	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	-	-	715 277	900 094	872 425	872 425	923 574	913 705	1 022 042

FS203 Ngwathe - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description R thousand	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Expenditure - Functional	-							339	355	374
Governance and administration		-	-	433 271	265 125	315 831	315 831	310	484	058
Executive and council		-	-	55 369	74 596	62 352	62 352	64 109	67 753	71 605
Finance and administration		-	-	377 903	190 529	253 479	253 479	275 201	287 731	302 452
Internal audit		-	-	-	-	-	-	-	-	-
Community and public safety		-	-	70 509	72 517	58 512	58 512	56 308	59 735	63 373
Community and social services		-	-	68 723	45 198	35 182	35 182	32	34 686	36 782
Sport and recreation		-	-	(342)	14 744	12 456	12 456	710	13 734	14 590
Public safety		-	-	2 128	9 496	8 496	8 496	12 928	8 651	9 174
Housing		-	-	-	3 079	2 379	2 379	8 157	2 665	2 827
Health		-	-	-	-	-	-	2 513	-	-
Economic and environmental services		-	-	109 268	124 409	68 584	68 584	67 590	71 291	75 140
Planning and development		-	-	549	3 699	2 012	2 012	1 540	1 626	1 716
Road transport		-	-	108 719	120 710	66 572	66 572	66 050	69 666	73 424
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		-	-	311 016	370 457	338 985	338 985	360 434	378 612	397 718
Energy sources		-	-	211 589	243 995	231 917	231 917	255 820	268 259	281 305
Water management		-	-	48 637	59 614	56 618	56 618	53 092	55 912	58 884
Waste water management		-	-	26 889	48 893	36 450	36 450	37 154	39 188	41 336
Waste management		-	-	23 901	17 955	14 000	14 000	14 368	15 253	16 193
Other	4	-	-	-	-	-	-	-	-	-
Total Expenditure - Functional	3	-	-	924 064	832 507	781 912	781 912	823 642	865 122	910 287
Surplus/(Deficit) for the year		-	-	(208 787)	67 587	90 512	90 512	99 932	48 583	111 755

CAPITAL BY VOTE (MULTI-YEAR AND SINGLE YEAR 2019/20)

Vote Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1										
<u>Capital expenditure - Vote</u>											
<u>Single-year expenditure to be appropriated</u>	2										
Vote 01 - Corporate Services		-	-	193	11 200	-	-	-	-	-	-
Vote 02 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 03 - Financial Services		-	-	107	-	-	-	-	2 085	2 257	2 383
Vote 04 - Technical Services		-	-	44 623	122 226	108 085	108 085	44 019	115 144	169 922	145 913
Vote 05 - Community Services		-	-	518 302	10 165	3 695	3 695	3 496	3 589	2 045	2 127
Vote 06 - Local Economic Development		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	-	563 225	143 590	111 780	111 780	47 514	120 819	174 224	150 423
Total Capital Expenditure - Vote		-	-	563 225	143 590	111 780	111 780	47 514	120 819	174 224	150 423

CAPITAL EXPENDITURE – FUNCTIONAL 2020/21

Vote Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Capital expenditure - Vote											
Capital Expenditure - Functional											
Governance and administration		-	-	300	11 200	-	-	-	2 085	2 257	2 383
Executive and council		-	-	-	-	-	-	-	-	-	-
Finance and administration		-	-	300	11 200	-	-	-	2 085	2 257	2 383
Internal audit											
Community and public safety		-	-	521 146	10 165	3 695	3 695	3 496	3 589	2 045	2 127
Community and social services		-	-	113	8 290	1 821	1 821	1 769	-	-	-
Sport and recreation		-	-	521 033	1 875	1 875	1 875	1 727	3 589	2 045	2 127
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		-	-	15 512	7 163	2 469	2 469	1 397	676	20 246	33 563
Planning and development											
Road transport		-	-	15 512	7 163	2 469	2 469	1 397	676	20 246	33 563
Environmental protection											
Trading services		-	-	26 267	115 063	105 616	105 616	42 622	114 469	149 676	112 350
Energy sources		-	-	(3 197)	10 943	6 000	6 000	733	7 000	17 000	20 582
Water management		-	-	26 107	82 004	78 978	78 978	34 695	98 441	121 761	91 768
Waste water management		-	-	6 201	22 116	20 638	20 638	7 194	9 028	10 915	-
Waste management		-	-	(2 844)	-	-	-	-	-	-	-
Other											
Total Capital Expenditure - Functional	3	-	-	563 225	143 590	111 780	111 780	47 514	120 819	174 224	150 423

DETAILED CAPITAL WORKS PLAN BROKEN DOWN OVER THREE YEARS

DRAFT MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK BUDGET 2020/21FY						
Vote number	Funder	Description	Approved Budget 2020/21	Approved Budget 2021/22	Approved Budget 2023/24	Status
	MIG	Ngwathe PMU	2 085 200,00	2 257 250,00	2 383 100,00	
	MIG	Heilbron: Upgrading of Waste Water Treatment Works (MIS:268105)	9 027 638,56			ON-GOING
	MIG	Phiritona/Sandersville: Construction of low level bridge in ward 1 (MIS:279725)	675 793,66	9 734 521,06		ON-GOING
	MIG	Vredefort: Extension of the Water Treatment Plant (MIS:257557)	11 401 002,64	-		ON-GOING
	MIG	Mokwallo: Construction of 2km paved access road and storm water in Ward 15 (MIS:338361)	-	10 511 616,82	9 645 946,07	NEW
	MIG	Vredefort: Upgrading of Waste Water Treatment Works (MIS:338533)	-	10 915 070,67	-	NEW
	MIG	Tumahole: Installation of 1331 residential water meters and 20 bulk water meters (MIS:327751)	-	7 424 767,54	-	NEW
	MIG	Mokwallo: Upgrading of the sports complex phase 3 (MIS:338177)	1 325 407,02	-		NEW
	MIG	Tumahole: Paving of 1km road in Tumahole	-	-	5 587 124,56	NEW
	MIG	Refurbishment of Koppies Waste Water Treatment Works	-		7 205 510,36	NEW
	MIG	Kwawkwatsi (Koppies): Construction of sports complex Phase 2	563 811,44	1 735 812,47	-	NEW
	MIG	Phiritona: Paving of 1km road in Phiritona	-	-	9 165 124,21	NEW
	MIG	Ngwathe (Edenville): Upgrading of sports ground Phase 2	-	308 711,44	1 541 288,56	NEW
	MIG	Edenville: Paving of 1km road in Edenville	-		9 165 124,24	NEW
	MIG	Provision of Specialised Vehicles in Parys	2 085 200,00		-	NEW

	MIG	Heilbron: Refurbishment of Heilbron Sports Complex	-		585 682,00	NEW
	MIG	Provision of Specialised Vehicles in Heilbron	-	2 257 250,00		NEW
	MIG	Provision of Specialised Vehicles in Koppies	-		2 383 100,00	NEW
	MIG	Stormwater drainage in Parys	-			NEW
	MIG	Tumahole: 3km Pipeline between Reservoir 4 and Pressure tower	6 004 475,71			ON-GOING
	MIG	Parys: Refurbishment of the Conventional water treatment works	8 535 470,97			ON-GOING
			41 704 000,00	45 145 000,00	47 662 000,00	
	DWS (WSIG)	Water Demand and Water Conservation in Heilbron	560 000,00			NEW
	DWS (WSIG)	Water Quality Management in Vredefort				NEW
	DWS (WSIG)	Refurbishment of Vredefort Waste Water Treatment Works	10 524 922,00			NEW
	DWS (WSIG)	Project Unknown at this stage		25 942 893,93		NEW
	DWS (WSIG)	Project Unknown at this stage			27 772 000,00	NEW
	DWS (WSIG)	Refurbishment of Koppies Waste Water Treatment Works	13 915 078,00	557 106,07		NEW
		TOTAL	25 000 000,00	26 500 000,00	27 772 000,00	
	DWS (RBIG)	Edenville Bulk Water Supply Phase 1: Refurbishment of Koppies WTW & Construction of Clear water pump station	1 453 620,00			ON-GOING
	DWS (RBIG)	Edenville Bulk Water Supply Phase 2: Construction of the pipeline from Koppies to Edenville	46 046 380,00	50 542 210,00		ON-GOING
	DWS (RBIG)	Project Unknown at this stage		37 293 790,00		NEW
	DWS (RBIG)	Project Unknown at this stage			56 790 000,00	NEW
		TOTAL	47 500 000,00	87 836 000,00	56 790 000,00	
	DOE	Koppies Electricity Bulk substation phase 2	7 000 000,00			NEW
	DOE	Koppies Electricity Bulk substation phase 3		17 000 000,00		NEW
	DOE	Parys, Koppies, Heilbron, Vredefort, Edenville Electrification			20 582 000,00	NEW
		TOTAL	7 000 000,00	17 000 000,00	20 582 000,00	
	Internal	Construction of Edenville stadium	1 700 000,00			ON-GOING
			121 204 000,00	176 481 000,00	152 806 000,00	

KEY PERFORMANCE INDICATORS

OFFICE OF THE MAYOR

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				Proof Of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
1	Municipal Transformation	Celebrate national and local days of importance / commemoration; Human Right's Day, Worker's / May Day, Youth Day, Flower Festival, Mandela Day	Number of national and local days of commemoration celebrated	8	5	2	1	1	1	Programs/ Invitations & Attendance Registers
2	Radical Social and Economic Development	Create HIV and AIDS Awareness - Planning and launching of Ward/Local /District HIV and AIDS Councils / Launch Men's Dialogue program	Number of awareness programs launched	4	2	N/A	1	N/A	1	Programs/ Invitations & Attendance Registers
3	Good governance and Public Participation	Communicate municipal information with public by conducting radio and newspaper interviews	Number of Radio and Newspaper interviews conducted by Mayor	4	4	1	1	1	1	MAYCO Minutes
4	Radical Social and Economic Development	Initiate quarterly social support programs to poverty stricken communities; Bursary support, food parcels and rural sports programs	Number of social support programs launched to address poverty in identified communities	4	2	1	N/A	N/A	1	Copies of Newsletters issued
5	Municipal Transformation and Organisation Development	Initiate Women and Children's Rights programs	Number of Women and Children Rights programs launched	2	2	1	N/A	N/A	1	Programs/ Invitations & Attendance Registers
6	Radical Economic Transformation	Initiate Youth development and Empowerment programs in Ngwathe	Number of Youth Empowerment programs launched	4	4	1	1	1	1	Programs/ Invitations & Attendance Registers
7	Municipal Transformation and Organisation Development	Initiate Disabled Indaba	Number of Disabled Indabas launched	1	1	N/A	N/A	1	N/A	MAYCO Minutes
8	Good Governance	Compile and submit Communication Strategy to MAYCO for approval by end September 2020	Communication Strategy submitted to MAYCO for approval by end September 2020	1	1	1	N/A	N/A	N/A	Copies of Newsletters issued

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				Proof Of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
9	Good Governance	External and Internal Newsletters compiled and issued	Number of external and internal newsletters issued (12 external and 12 internal) by 30 June 2021	24	24	6	6	6	6	Programs/ Invitations & Attendance Registers

***N/A** – Not Applicable – Meaning there is no target set for the quarter

OFFICE OF THE SPEAKER

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				Proof Of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
10	Good governance & Public Participation	Facilitate regular meetings for All stakeholders i.e. Civics, NGOs, CBOs	Number of stakeholder meetings held for all wards	216	216	54	54	54	54	Programs/ Invitations & Attendance Registers
11	Good governance & Public Participation	Facilitate workshop to assist with development of ward plans for all Ward Committees	Number of workshops held	1	2	N/A	N/A	1	1	Programs/ Invitations & Attendance Registers
12	Good governance & Public Participation	Launch and sign-off all Ward Based Plans	Number of ward based plans signed-off	18	2	N/A	N/A	1	1	Program readily available
13	Good governance & Public Participation	Schedule and facilitate monthly Ward meetings in all Wards	Number of ward meetings held	216	216	54	54	54	54	Programs/ Invitations & Attendance Registers
14	Good governance & Public Participation	Facilitate the Best Ward Committee Awards ceremony	Number of Best Ward Committee Awards ceremony	1	1	N/A	N/A	N/A	1	Programs/Invitations & Photos report
15	Good governance & Public Participation	Develop and Launch a Citizen Charter after consultation with all Sectors of Community	Number of Citizen's Charter developed and Launched	2	1	N/A	N/A	N/A	1	Programs/Invitations & Copy of Citizen Charter

***N/A** – Not Applicable – Meaning there is no target set for the quarter

OFFICE OF THE MUNICIPAL MANAGER

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
16	Good Governance	Audit Committee Meetings	No. of Audit Committee Meetings	3	3	N/A	1	1	1	Minutes of Audit Committee Meetings
17	Good Governance	Review and Approval of Internal Audit Strategic Documents by the Audit Committee; November 2020/21	# of Risk based audit plan approved by Sept 2020	100%	100%	N/A	N/A	100%	N/A	Audit Committee Agenda and/or Minutes
18	Good Governance	Audit Committee Reporting to Council	% of Audit Committee reporting to Council & Council taking into account its report	100%	100%	N/A	100%	100%	100%	Council Minutes
19	Good Governance	Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually	Audit action plan submitted	New KPI	1	N/A	N/A	1	N/A	Audit Action Plan
20	Good Governance	Monitor the implementation of all Council and MAYCO resolutions	Number of Council and MAYCO resolutions reported	100%	100%	25%	25%	25%	25%	Register of Council Resolutions
21	Good Governance	Review and Submit Risk Management Charter.	1 X Risk Management Charter	1	1	1	N/A	N/A	N/A	Approved Risk Management Charter.
22	Good Governance	Develop Risk Management Implementation Plan	1X Risk Management Implementation Plan by 31 August 2020	New KPI	1	1	N/A	N/A	N/A	Approved Implementation Plan Minutes of the meeting.

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
23	Good Governance	Develop and submit the Section 46 Report and Oversight Report to Council in terms of the Local Government: Municipal Systems Act, No. 32 of 2000	# of Section 46 Report and Oversight Report submitted to Council	2	2	N/A	N/A	2	N/A	Council Agenda and/or Minutes of Meeting
24	Good Governance	Develop and submit Risk and Compliance Meeting Schedule	1X Meeting Schedule	1	1	1	N/A	N/A	N/A	Approved Meeting Schedule
25	Good Governance	Coordinate Risk and Compliance Meeting	4 X Risk and Compliance Management Committee Meetings by June 2021	1	4	1	1	1	1	Invitations; Minutes of the Meeting and Attendance Registers Quarterly Reports
26	Good Governance	Review Risk Management Strategy; Risk Management Policy and Fraud Prevention Policy	3 X Reviewed Risk Management Strategic Documents by September 2020	3	3	3	N/A	N/A	N/A	Minutes of the Meeting
27	Good Governance	Conduct Awareness workshop on Risk Management, Fraud ,theft and corruption cases	Bi- Annual Awareness Workshops for employees (all towns) by June 2021	New KPI	2	N/A	1	N/A	1	Invitations, Attendance Registers; Presentation Slides and Report
28	Good Governance	Conduct Risk Assessment	1X Risk Assessment	1	1	N/A	N/A	N/A	1	Invitations, Attendance Registers; Presentation Slides and Risk Assessment Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
29	Good Governance	Develop and submit Risk Register	1 X Consolidated Risk Register	Draft Fraud Risk & Operational Risk Registers	1	N/A	N/A	1	N/A	Minutes of the meeting; Attendance Registers
30	Good Governance	To develop and monitor compliance check lists	1 X Approved Compliance Checklist	New KPI	10	3	2	4	[1]	Compliance Status Report; Attendance Registers.
31	Municipal Transformation & Institutional Development	Strategic Annual Stakeholder Consultation	No of Wards and Stakeholder engagements held annually (18 Wards & 4 Stakeholder meetings)	40	20	20	N/A	20	N/A	Attendance Registers
31	Institutional Development & Building Capacity	Submit the Mid-Year S72 report to the Mayor	Number of Mid-year reports submitted to the Mayor by 25 January 2021	1	1	N/A	N/A	1	N/A	Proof of Submission to the Executive Mayor
32	Sound Financial Management	Raise/Collect operating budget revenue as per approved budget	90% of total operating budget revenue raised / received by 30 June 2021	90%	90%	20%	20%	25%	25%	Section 71 Report
33	Institutional Development & Building Capacity	Performance Management Assessment held	Number of Performance assessment held by 30 June 2021	2	2	N/A	1	N/A	1	Performance Assessment Report
34	Good Governance	Submit the IDP/ Budget Schedule to Council by 31 August 2020	IDP/Budget Schedule submitted to Council for approval by 31 August 2020	1	1	1	N/A	N/A	N/A	Council Agenda and/or Minutes of Meeting

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
35	Good Governance	Develop and Submit the Draft and Final IDP to Council for approval by 31 March 2021 and 31 May 2021 respectively	Council approved Draft and Final IDP by end March and end May 2021	2	2	N/A	N/A	1	1	Council Agenda and/or Minutes of Meeting
36	Sound Financial Management	Operational conditional grant spending measured by the percentage (%) spent	Percentage (%) of the grant spent i.t.o Budget allocations	95%	95%	15%	30%	60%	95%	Section 52(d) Reports
37	Sound Financial Management	The percentage of the municipality capital budget actually spent on capital projects by 30 June 2020 {(Actual amount spent on projects/Total amount budgeted for capital projects)X100} as identified in the IDP as at 30 June 2021	% of municipality's capital budget spent on capital projects identified in the IDP for the 2020/2021 FY	95%	95%	N/A	N/A	N/A	95%	Section 52(d) Reports
38	Good Governance	Submit to the Mayor a draft SDBIP for the budget by no later than 14 days after the approval of the annual budget in terms of the Local Government: Municipal Finance Management Act, No. 56 of 2003	Top Layer SDBIP approved within 28 days after the Main Budget has been approved	1	1	1	N/A	N/A	N/A	Approved SDBIP
39	Good Governance	Implementation of the Performance Management Framework by timeous development and signing of Section 56 and 57 performance agreements in terms of the Local Government: Municipal Systems Act, No 32 of 2000	Number of signed performance agreements of Section 57 managers within 14 days of approval of the SDBIP	5	5	5	N/A	N/A	N/A	Signed Performance Agreements

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
40	Good Governance	Develop and Submit Quarterly Section 52(d) Report to Council for approval	Section 52(d) report submitted to Council	4	4	1	1	1	1	Council Agenda and/or Minutes of Meeting

***N/A** – Not Applicable – Meaning there is no target set for the quarter

DIRECTORATE: CORPORATE SERVICES

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
41	Good Governance	Council effective functioning measured by the annual number of ordinary scheduled council meetings held.	Number of ordinary scheduled council meetings held per annum	4	10	2,5	2,5	2,5	2,5	Council Agenda and/or Minutes of Council
42	Institutional Development & Building Capacity	Initiate an Organisation Structure review for consideration by Council aligned with Objectives and IDP	Reviewed Organisational Structure	0	1	-	-	-	1	Report on Reviewed Organisational Structure
43	Institutional Development & Building Capacity	Review policies and by-laws	100% of policies and by-laws reviewed by 30 June 2021	100%	100%	25%	25%	25%	25%	Report on policies reviewed
44	Good Governance	Participation in formal District and Provincial meetings	100% of attendance of formal District and Provincial meetings by 30 June 2021	100%	100%	25%	25%	25%	25%	Attendance registers

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
45	Institutional Development & Building Capacity	Number of people from EE target groups employed in three highest levels of management in compliance with municipality's approved EE Plan	Report on number of people from employment equity groups employed in three highest levels of management submitted to Municipal Manager 30 June 2021	1	1	-	-	-	1	Report to Council on EE Plan
46	Municipal Transformation and Organisational Development	Spent Training budget to develop skills of staff	85% of training budget spent by 30 June 2021	85%	90%	20%	20%	20%	30%	Report on development & training of staff
47	Institutional Development & Building Capacity	Draft and submit to Council a Scarce Skills Policy	Scarce Skills policy submitted to council for approval by 30 June 2021	1	1	-	-	-	1	Report of Submission to Council
48	Institutional Development & Building Capacity	% of municipality budget actually spent on implementation of WSP The percentage of a municipality's personnel budget, 1% (R250M) actually spent on implementing its workplace skills plan by 30 June 2021.	1 % of personal budget municipality spent on implementation of WSP % of municipality's personnel budget actually spent on implementing its workplace skills plan as at 30 June 2021	1%	1 %	0,2 %	0,2 %	0.2 %	0,2 %	Report to Council on WSP

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
49	Institutional Development & Building Capacity	Develop a policy of time and attendance and a System and Procedures/Mechanisms to manage Time and Attendance of all Employees	A policy and a system developed of Time and Attendance	1	1	-	-	1	1	Report on time and Attendance policy and system
50	Institutional Development & Building Capacity	Directorates to Report monthly for a compilation of Council Report on the filling of Organisation-wide vacancies	Monthly report of Organisation-wide vacancies status	12	12	3	3	3	3	Council Report on the status Of vacancies in the institution
51	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management for approval by 30 November 2020.	Develop and submit department Standard Operating Procedures to Municipal Manager for approval by 30 December 2020	5	5	2	1	1	1	Minutes of Management meetings
52	Institutional Development & Building Capacity	Develop by all Directorates and present Standard Operating Procedure Register to the MM approval 30 April 2021	Organisational Register of Standard Operating Procedures	1	1	1	1	1	1	Council Minutes on the register developed.

***N/A** – Not Applicable – Meaning there is no target set for the quarter

DIRECTORATE: FINANCIAL SERVICES

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
53	Sound Financial Management	Submit Financial Plan for inclusion in IDP for approval by Council by 31 March (Draft) and final approval by 31 May 2021	Financial Plan approved by Council by 31 March and 31 May 2021	1	1	N/A	N/A	N/A	1	Council Agenda and/or Minutes of Meeting
54	Sound Financial Management	Submit MTREF aligned to IDP to Council for approval 31 March and final 31 May 2021	MTREF approved by Council by end March and end May 2021	2	2	N/A	N/A	1	1	Council Agenda and/or Minutes of Meeting
55	Sound Financial Management	Submit Adjustment Budget to Council for approval by 28 February	Adjustment Budget submitted to Council by 28 February 2021	1	1	N/A	N/A	1	N/A	Council Agenda and/or Minutes of Meeting
56	Sound Financial Management	Compile Capital Project Implementation Plan and submit to MM for approval by 30 June 2021	Capital Project Implementation Plan developed and submitted to MM by end June 2021	1	1	N/A	N/A	N/A	1	Proof of Submission to MM (Acceptance letter / signature)
57	Sound Financial Management	GRAP Compliant Fixed Asset Register as at 30 June 2021	Compilation of GRAP compliant Fixed Asset Register as at 30 June 2021	1	1	1	N/A	N/A	N/A	GRAP Compliant Fixed Asset Register
58	Sound Financial Management	Collect all Billed Revenue to ensure sufficient cash is generated to meet Ngwathe Debt and Operating commitments as per Section 71 report to Municipal Manager	Increase collection rate on municipal service charges up to 70% against the billing	12	12	3	3	3	3	Section 71 Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
59	Sound Financial Management	Disclose in Annual Financial Statements all monthly reported deviations condoned by Council	Disclose in Annual Financial Statements all monthly reported deviations condoned by Council	1	1	1	N/A	N/A	N/A	Annual Financial Statements
60	Sound Financial Management	Annual Financial Statements submitted by 31 August 2021	AFS submitted by 31 August 2021	1	1	1	N/A	N/A	N/A	Acknowledgement of receipt of AFS by AG
61	Sound Financial Management	Financial viability measured in terms of available cash to cover fixed operating expenditure	Report on Cost coverage ratio (Available cash + investments)/Monthly fixed operating expenditure)	1	1	N/A	1	N/A	N/A	Annual Financial Statements
62	Sound Financial Management	Update Indigent Register	100% of all qualifying indigent applications processed by 30 June 2021	100%	100%	N/A	N/A	N/A	100%	Annual Financial Statements
63	Sound Financial Management	(Report quarterly to Council on the)Provide Free Basic Services to all Indigents	Report by 30 June on % of HH earning less than 2Xsocial grants plus 25% per month with access to free basic services	12	4	1	1	1	1	Council Agenda and/or Minutes of Meeting

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
64	Sound Financial Management	Number of formal residential properties that receive piped water, electricity (excluding Eskom areas), waste water sanitation/sewerage, (credit and pre-paid water) that is connected to municipal water, electricity infrastructure network, including refuse removal once per week and billed for service as at 30 June 2021	Number of formal residential properties which are billed for water or have pre-paid meters as at 30 June 2021	12	12	3	3	3	3	Billing Report
65	Sound Financial Management	Provide free basic services; water, electricity, sanitation and refuse removal to indigent households	Report on % of HH earning less than 2Xsocial grant plus 25% per month with access to FBS	12	12	3	3	3	3	Billing Report
66	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2020	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2020	1	1	N/A	N/A	N/A	1	Agenda and/or Minutes of Management & Portfolio Committee meetings
67	Good Governance	Achieve Improved Audit Opinion for 2019/20 FY	Improved Audit Opinion achieved for 2019/20 Financial Year	1	1	N/A	1	N/A	N/A	Audit Outcome Letter

***N/A** – Not Applicable – Meaning there is no target set for the quarter

DIRECTORATE: TECHNICAL SERVICES

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
68	Basic Services and Infrastructure	90% compliance to general standards with regard to waste water outflow by 30 June	90% compliance to general standards by 30 June 2021	90%	90%	-	-	-	90%	Certificate of analysis from laboratory
69	Basic Services and Infrastructure	Spend 96% of capital budget for fleet/equipment by 30 June	96% of Capital Budget Spent by 30 June	96%	96%	-	-	-	96%	Report
70	Basic Services and Infrastructure	Limit Electricity losses to less than 50% annually (preceding 11months+reporting month's units purchased)	% Average electricity losses by 30 June	50%	50%	-	-	-	50%	Report
71	Basic Services and Infrastructure	Implement all electricity capital projects measured quarterly in terms of approved Electricity Capital Budget spent	96% of approved Capital Budget spent by 30 June	96%	96%	-	-	-	96%	Report
72	Basic Services and Infrastructure	Implement all Roads, Storm water infrastructure capital projects measured quarterly in terms of approved Capital Budget spent	96% of approved Capital Budget spent by 30 June	96%	96%	-	-	-	96%	Report
73	Basic Services and Infrastructure	Upgrading of 1km paving internal road and storm water channels in Schonkenville (MIS:268924)	5% of approved capital budget spent by 30 June 2021	5% (5% Retention Amount)	5%	-	-	-	5%	Retention stage
74	Basic Services and Infrastructure	Construction of a low level bridge in Ward 18, Edenville	5% of approved capital budget spent by 30 June 2021	5% (5% Retention Amount)	5%	-	-	-	5%	Retention stage
75	Basic Services and Infrastructure	Upgrading of 1km paving internal road and storm water channels (ward 13), in Tumahole	5% of approved capital budget spent by 30 June 2021	5% (5% Retention Amount)	5%	-	-	-	5%	Retention stage

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
76	Basic Services and Infrastructure	Upgrading of 1km paved internal access road and storm water channel in ward 18, Edenville	5% of approved capital budget spent by 30 June 2021	5% (5% Retention Amount)	5%	-	-	-	5%	Last Payment Certificate with Close Out Report
77	Basic Services and Infrastructure	Construction of low-level bridge in ward 1, Phiritona	50% of the approved capital budget spent by end June 2021	50%	50%	-	-	-	50%	Project Report and Payment Certificate
78	Basic Services and Infrastructure	Spend 96% of approved Capital Budget on rehabilitation of streets (Pot-hole fixing) (Actual expenditure and commitments divided by approved Capital Budget)	96% of approved Capital Budget spent by 30 June	96%	96%	-	-	-	96%	Report
79	Basic Services and Infrastructure	Implement all Water Services Infrastructure capital projects measured quarterly in terms of approved Capital Budget Spent	96% of approved Capital Budget spent by 30 June	96%	96%	-	-	-	96%	Report
80	Basic Services and Infrastructure	Installation of 1093 residential water meters and 13 bulk water meters in Phiritona	# of meters installed	54% of the available 2019/20 budget the project (R3,208,709.87),	1093 residential & 13 bulk meters	200 Water Meters & 3 Bulk meters	200 Water Meters & 3 Bulk meters	200 Water Meters & 3 Bulk meters	493 Water Meters & 4 Bulk meters	MIG Implementation on Plan with the exact monthly expenditure with progress report
81	Basic Services and Infrastructure	Installation of 2000 residential water meters and 15 bulk water meters in Phiritona	# of meters installed	71% of the available budget the project (R 6,376,462.22)	2000 residential & 15 bulk meters	500 Residential Meters & 3 Bulk Meters	500 Residential Meters & 3 Bulk Meters	500 Residential Meters & 3 Bulk Meters	500 Residential Meters & 6 Bulk Meters	MIG Implementation on Plan with the exact monthly expenditure with progress report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
82	Basic Services and Infrastructure	% completion of extension on the Water Treatment Plant in Vredefort – Phase 1	% completion/budget spend	96% of the available budget the project	96%	20%	24%	60%	96%	The project is at Design and Tender stage. Advert and Design Report
83	Basic Services and Infrastructure	Refurbishment of Koppies WTW and Construction of clear water pump station	% completion/budget spend	92% of the available budget the project	92%	20%	24%	60%	92%	RBIG Implementation plan for exact monthly expenditure with progress report
84	Basic Services and Infrastructure	Construction of pipeline from Koppies to Edenville	% completion/budget spend	19% of the available budget the project	19%	5%	10%	19%	N/A	Project Report
85	Basic Services and Infrastructure	Implement all Waste Water Services infrastructure capital projects measured quarterly in terms of approved Capital Budget Spent	96% of capital budget spent by 30 June	96%	96%	20%	40%	60%	96%	Project Report
86	Basic Services and Infrastructure	Construction of Tumahole Outfall Sewer	% completion	30% of the available budget the project	30%	10%	20%	N/A	N/A	Implementation on plan and Progress report
87	Basic Services	Construction of Koppies Outfall Sewer	% of budget spend	2.5% of the available budget the project	2.5%	N/A	N/A	2,5%	N/A	Retention stage to be paid out in the 3 rd Quarter
88	Basic Services	Conduct Water Quality Management in Parys	% of budget spend	100% of the available budget the project	100%	20%	40%	60%	100%	Project Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
89	Basic Services	Conduct Water Demand and Water Conservation Management in Parys	% of budget spend	100% of the available budget the project	100%	20%	40%	60%	100%	Project Report
90	Basic Services	Conduct Water Quality Management in Koppies	% of budget spend	100% of the available budget the project	100%	20%	40%	60%	100%	Project Report
91	Basic Services	Water Demand and Water Conservation Management in Koppies	% of budget spend	100% of the available budget the project	100%	20%	40%	60%	100%	Project Report
92	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2020	# of Standard Operating Procedures approved	1	4	4	-	-	-	Minutes of Management & Portfolio Committee meetings
93	Basic Services and Infrastructure	Implement all solid waste infrastructure capital projects measured quarterly in terms of approved capital budget spent	96% of capital budget spent by 30 June 2021	96%	96%	20%	40%	60%	96%	Report

***N/A** – Not Applicable – Meaning there is no target set for the quarter

DIRECTORATE: COMMUNITY SERVICES

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
94	Institutional Development & Building Capacity	Review the Spatial Development Framework and submit to council by 31 March 2021	Reviewed Spatial Development Framework submitted to Council by 30 March 2021	1	1	N/A	N/A	1	N/A	Council Minutes
95	Institutional Development & Building Capacity	Develop and submit Integrated Human Settlement Plan to Council for approval by 30 June 2021	Developed and submitted Integrated Human Settlement Plan to Council for approval 30 June 2021	1	1	N/A	N/A	N/A	1	Council Minutes
96	Local Economic Development	Review the LED Strategy and submit to Council by 31 March 2021	Review LED Strategy submitted to Council for approval by 31 March 2021	1	1	N/A	N/A	1	N/A	Council Minutes
97	Local Economic Development	4 Tourism awareness campaigns conducted by 30 June 2021	Number of tourism awareness campaigns conducted	New KPI	4	N/A	N/A	2	2	Time and Attendance reports submitted
98	Deliver Basic Services	Conduct scheduled refuse removal services to all formal and informal housing areas throughout Ngwathe at least once per week	Number of formal and informal Households whose refuse was removed at least once per week	37102	37102	37102	37102	37102	37102	Work Schedules of Weekly collection checklist signed-off
99	Delivery of Basic Services	Illegal dumping sites removed	Number of Quarterly reports submitted	New KPI	4	1	1	1	1	Reports with photos
100	Delivery of Basic Services	Parks maintained	Number of quarterly reports submitted	New KPI	4	1	1	1	1	Reports
101	Delivery of Basic Services	Development of the Landfill sites maintenance plan	Development of the Landfill site maintenance plan	New KPI	1	N/A	1	N/A	N/A	Maintenance plan signed off
102	Access to basic services	Review the Disaster Management Plan by 30 June 2021	Review the Disaster Management Plan submitted to Council by 30 June 2021	1	1	N/A	N/A	N/A	1	Council Minutes

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2019/20	Annual Target 2020/21	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
103	Access to basic services	4 quarterly Fire, Rescue & Disaster Management reports indicating services rendered in various towns across the Municipality by 30 June 2021.	Number of quarterly Fire, Rescue & Disaster Management reports indicating services rendered in various towns	New KPI	4	1	1	1	1	Reports
104	Local Economic Development	Coordinate 4 sports activities in collaboration with the relevant stakeholders – provincial/National Departments of Sports, Arts, Culture and Recreation by 30 June 2021	Coordinate 4 sports activities in collaboration with the relevant sector departments and stakeholders	New KPI	4	N/A	NA	2	2	Report with pictures
105	Local Economic Development	1 rural sports programme in collaboration with the relevant sector departments and stakeholders by 30 June 2021 in collaboration with the provincial Departments of Sports, Arts & Culture by 30 June 2021	1 rural sports programme in collaboration with the relevant sector departments and stakeholders	New KPI	1	N/A	N/A	1	N/A	Report with pictures
106	Basic Services	4 Municipal Planning Tribunal (MPT) meetings/sitting by 30 June 2021	The number of MPTs meeting/sittings held	New KPI	4	1	1	1	1	Minutes
107	Basic Services	Development of approved Building plan register	Quarterly reports on number of building plans approved	New KPI	1	-	-	-	1	Quarterly reports on building plan register
108	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to the Accounting Officer approval by 30 September 2020	Develop and submit department Standard Operating Procedures to Accounting Officer approval by 30 September 2020	1	5	1	N/A	N/A	N/A	Minutes of Management & Portfolio Committee meetings
109	Basis Services	Community Safety meeting/sitting	Number of Community Safety meetings held	New KPI	4	1	1	1	1	Attendance register and Agenda

***N/A** – Not Applicable – Meaning there is no target set for the quarter