SRVM SDBIP 2021 22

SDBIP 2021/22

SUNDAYS RIVER VALLEY MUNICIPALITY

CERTIFICATE OF APPPROVAL BY THE MAYOR

I, NOMBULELO GRACE BIXA, in my capacity as the Mayor of Sundays River Valley Municipality, hereby approve the Service Delivery Budget and Implementation Plan for the 2021/22 financial year, as is required in terms of the Local Government Finance Management Act Section 53 (C)(ii)

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NOMBULELO G BIXA

28 June 2021

QUALITY CERTIFICATE BY THE MUNICIPAL MANAGER

I, SIDNEY FADI, the Municipal Manager submit the top later of the Service Delivery Budget and Implementation Plan (SDBIP) for the 2021/22 financial year for approval by the Mayor. This SDBIP has been prepared in terms of the Municipal Finance Management Act and also the regulations thereto.

.... **28 June 2021**

SS FADI

MUNICIPAL MANAGER

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1. Introduction

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve service delivery targets, as well as spending the capital budget within the given time frames. The IDP and Budget are key documents informing the SDBIP. The Sundays River Valley Municipality's reviewed IDP and budget documents were then considered in drawing up our SDBIP. This document is now brought before Council for adoption for the 202 financial year.

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.

2. 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.

3. Legislative Framework for SDBIP and PMS

The need for a monitoring tool within municipalities comes from a number of legislative pieces, giving guidance and direction on the path to be followed when developing these systems. All this is done in order to ensure effective and efficient service delivery to our communities. The different pieces of legislation are discussed below.

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3.1 The White Paper on Local Government (1998):

The White Paper on Local Government (1998) suggested that local government should introduce the idea of using monitoring tools to measure impact and performance. Therefore, the white paper further notes that Performance management is critical to ensure that plans are being implemented, that they are having the desired development impact, and that resources are being used efficiently.

3.2 The Municipal Systems Act (2000):

Government has taken this idea of measuring performance forward in chapter six of the Municipal Systems Act (32 of 2000) which requires all municipalities to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to their IDP
- Publish an annual report on performance for the councilors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government
- Conduct an internal audit on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General.
- Involve the community in setting indicators and targets and reviewing municipal performance

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and the budget are fully aligned with each other as required by the MFMA (Act 56 of 2003)

3.3 Municipal Finance Management Act

Section 1 of the MFMA defines the 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 services and the execution of its annual budget and which must include (as part of the top layer) the following:

a) projections for each month of

(i) revenue to be collected, by source; and

(ii) operational and capital expenditure, by vote

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

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According to Section 53(1)(c) ii of the MFMA (Act 56 of 2003) the mayor of the municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

Section 69 of the MFMA determines that the draft SDBIP and performance agreements must be submitted to the Executive Mayor within 14 days after the approval of an annual budget.

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4. 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

5. The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as 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, councilors, 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.

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6. MFMA requirement

6.1 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.

6.2 Implementation & monitoring

Section 54 sets out the responsibilities of the Executive Mayor with regard to 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.

7. SDBIP in Sundays River Valley Municipality

The production of the SDBIP in Sundays River is conducted primarily by the Finance Department through the Chief Financial Officer and the Municipal Managers' Office where it is championed by the IDP manager in consultation with the Directorates of the Municipality.

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COMPONENT 1

This chapter provides a breakdown of Monthly projections of revenue to be collected for each source. The anticipated revenue for 2021/22 financial year is R221.5 million (excluding transfer receipts-capital).

Figure 1 below reflects revenue projected per month.

	Budget Year 2021/22												
Revenue By Source	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22
Property rates	4 549	4 549	4 549	4 549	4 549	4 549	4 549	4 549	4 549	4 549	4 549	4 549	54 590
Service charges - electricity revenue	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	2 363	28 352
Service charges - water revenue	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	1 270	15 240
Service charges - sanitation revenue	262	262	262	262	262	262	262	262	262	262	262	262	3 145
Service charges - refuse revenue	517	517	517	517	517	517	517	517	517	517	517	517	6 207
Rental of facilities and equipment	1	1	1	1	1	1	1	1	1	1	1	1	7
Interest earned - external investments	23	23	23	23	23	23	23	23	23	23	23	23	275
Interest earned - outstanding debtors	370	370	370	370	370	370	370	370	370	370	370	370	4 438
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	205	205	205	205	205	205	205	205	205	205	205	205	2 463
Licences and permits	120	120	120	120	120	120	120	120	120	120	120	120	1 441
Agency services	272	272	272	272	272	272	272	272	272	272	272	272	3 268
Transfers and subsidies	8 463	8 463	8 463	8 463	8 463	8 463	8 463	8 463	8 463	8 463	8 463	8 463	101 561
Other revenue	51	51	51	51	51	51	51	51	51	51	51	51	610
Total Revenue (excluding capital transfers and contri	**18 467**	**18 467**	**18 467**	**18 467**	**18 467**	**18 467**	**18 467**	**18 467**	**18 467**	**18 467**	**18 467**	**18 466**	**221 598**

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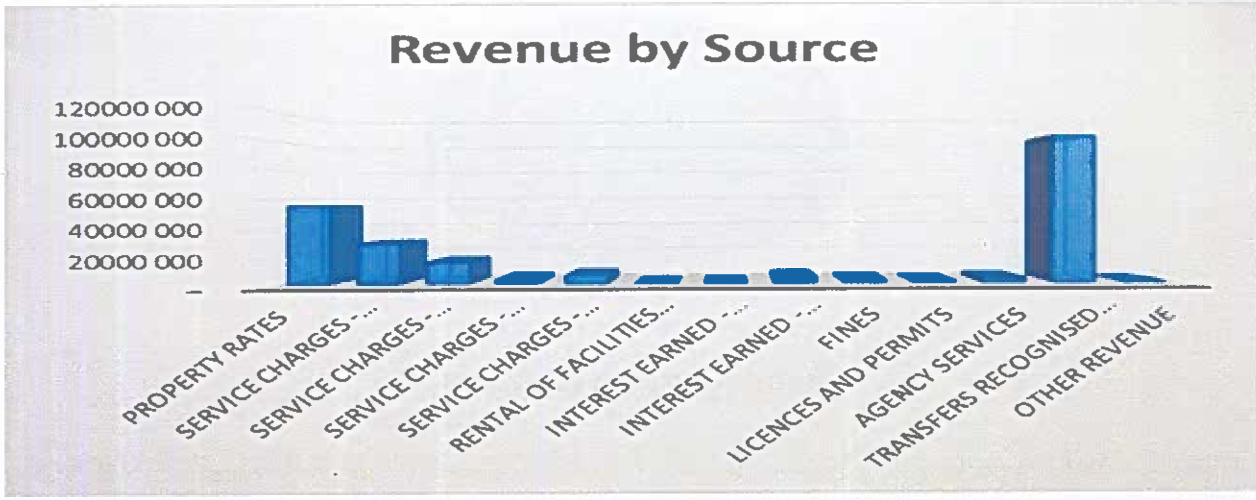
Figure 2 below illustrates the split by revenue source



COMPONENT 2

Figure 3 below illustrates monthly capital expenditure by vote

	Budget Year 2021/22												
Capital Expenditure by Vote	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22
Vote 1 - Mayor and Council	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - Municipal Manager	25	25	25	25	25	25	25	25	25	25	25	25	300
Vote 3 - Finance	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 4 - Corporate Service	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 5 - Community Services	1 321	1 321	1 321	1 321	1 321	1 321	1 321	1 321	1 321	1 321	1 321	1 321	15 848
Vote 6 - Technical Service	4 311	4 311	4 311	4 311	4 311	4 311	4 311	4 311	4 311	4 311	4 311	4 311	51 728
Total Expenditure by Vote	5 656	5 656	5 656	5 656	5 656	5 656	5 656	5 656	5 656	5 656	5 656	5 656	67 876

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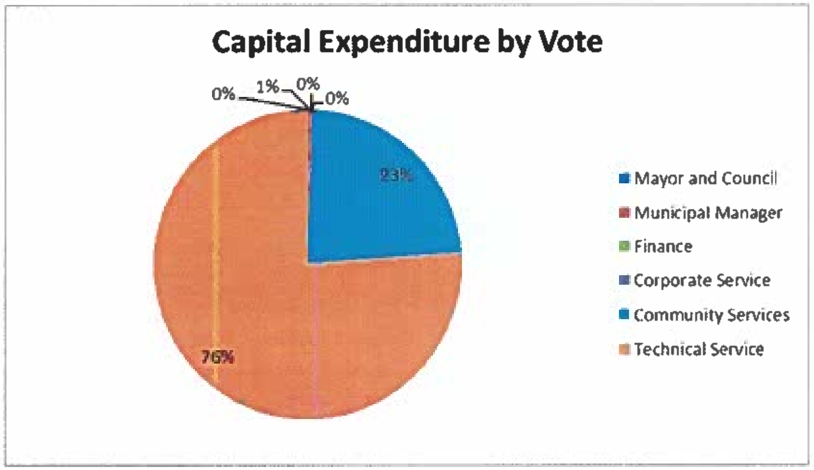
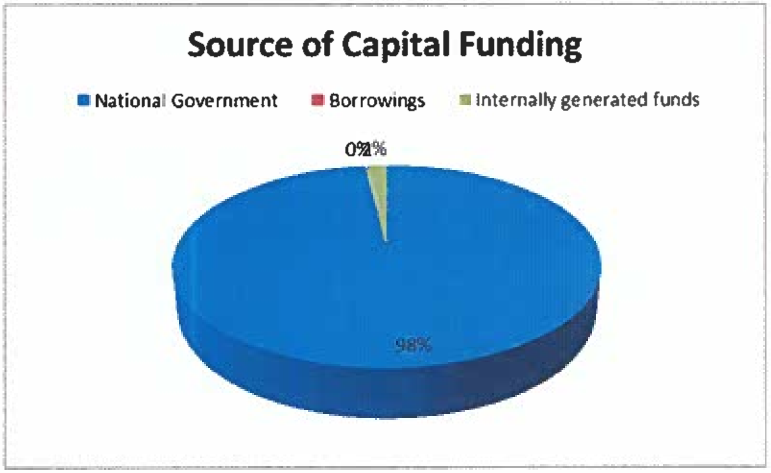
Graphs below reveal percentage allocation of capital expenditure by vote



Graphs below reveal percentage allocation of capital expenditure by Vote and source of funding respectively



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Funded by Source	Budget 2021/22
National Government (Transfers recognised -capital)	R 66 532 200
Borrowings	
Internally generated funds	R 1 343 800

2.1 Monthly projections of operational expenditure

	Budget Year 2021/22												
Operational Expenditure by Vote	July	August	September	October	November	December	January	February	March	April	May	June	Budget Year 2021/22
Mayor and Council	727	727	727	727	727	727	727	727	727	727	727	727	8 720
Municipal Manager	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	1 044	12 524
Finance	3 513	3 513	3 513	3 513	3 513	3 513	3 513	3 513	3 513	3 513	3 513	3 513	42 157
Corporate Service	1 745	1 745	1 745	1 745	1 745	1 745	1 745	1 745	1 745	1 745	1 745	1 745	20 943
Community Services	4 258	4 258	4 258	4 258	4 258	4 258	4 258	4 258	4 258	4 258	4 258	4 258	51 093
Technical Service	8 273	8 273	8 273	8 273	8 273	8 273	8 273	8 273	8 273	8 273	8 273	8 273	99 281
	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	19 560	234 719

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COMPONENT 3 AND 4

Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
KPA: INFTRASTRUCTURE AND BASIC SERVICES												
Infr 1	Ensure access and a continuous supply of good quality water and sanitation to each user by 2026	Installation of water meters	1;2;8	% of total water connections metred	Joko to provide billing	C0038-3/IA00132/F0002/X045/R0825/001/EXEC	R300,000	80 Water metres to be installed	Procurement of material for water metres	20metres to be fully installed -25 % achieved	Balance of 60 water metres to be installed – 75%	Project completed-beneficiaries signing of happy letters by the beneficiaries-100 %
Infr 2		Upgrading of Addo CBD sewer, waste water treatment works and pump refurbishment	3;5;6	Planning process of sewer pipeline to be installed in Addo.	New Project	C0183-3/IA01952/F0803/X139/R1418/001/Tech	3 000 000,00	Business plan submitted to DWS for approval	Survey of the area, environmental studies and consolidation of a technical report	N/A	Submission of the technical report to DWS	Follow-up on application
Infr 3		Construction of a Sewer Line and Rising main in Langbos	6,00	Kms of pipeline installed in Langbos	New Project	C0044-1/IA01952/F0803/X139/R1421/001/Tech	12 000 000,00	3km of bulk pipeline installed in Langbos	Procurement Process: All SCM processes (specification, tendering, evaluation, adjudication	Appointment of the service provider	site establishment and 1km of pipeline installed	2km of the pipeline installed

Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Infr 4		Upgrading of Sewerage Network in Paterson (Phase 2)in Paterson (Phase 2)	4,00	km of sewer pipeline installed in Paterson.	2km of sewer pipeline installed in Paterson and all toilet structures are connected to the main line	C0183-4/IA01952/F 0791/X139/ R1419/001/ Tech	3 500 000,00	1KM of pipeline to be installed and 18 toilet structures to be constructed and connected	1KM of pipeline to be installed and 18 toilet structures to be constructed and connected	close-out report and practical completion certificate submitted	N/A	N/A
Infr 5	Upgrade Electricity network for future development	Electrical infrastructure upgrade - Kirkwood	1;7	% of electrical infrastructure upgraded	Awaiting report	C0156-1/IA01952/F 0786/X032/ R0825/001/ Tech	15 000 000,00	100%	MV/LV cable upgraded at 25%	50%	75%	100%
Infr 6		Supply of LED Bulbs , street lighting, supply of electricity bulbs to households	All	% of planned maintenance performed as per maintenance plan	New Project	O0009-1/IE00634/F 1168/X032/ R0825/001/ Tech	3 000 000,00	100% of maintenance plan	25%	50%	75%	100%
Infr 7		Installation of Molly, Bergsig and Aqua Park bulk households	2; 6;	Number of households to be energised	New Project	C0019-3/IA01952/F 0786/X032/ R0825/001/ Tech	3 000 000,00	400 households to be energised	site establishment and procurement of materials	Planting of poles and installation of a transformer (MV line)	Installation of LV network (poles, bundles and house connection)	Energising of all households and close-out report together with issuing of a completion certificate

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Infr 8	SRVM Community has access to good quality roads built according to applicable standards.	Upgrading of Enon/Bersheba Roads and Storm Water (Phase 1)	8,00	kms of road paved to block-paving standards in Enon Bersheba	Upgrade of 3km of gravel access roads in Enon & Bersheba to block paving standards	C0177-7/IA01952/F0791/X120/R1423/001/Tech	6 693 873,00	3 km of roads in Enon and Bersheba to upgraded to paving roads	Revision of implementation plan and submit to CoGTA	Contractor introduced and site establishment	Road preparation done, kerbing of 2 km of road	1 km of road paving laid
Infr 9		Upgrading of Msengeni taxi loop	2,00	KM of road paved to block paving	3 km		7 490 000,00	3km	site establishment and procurement of materials	2km of sub-base prepared and block paving laid	Close-out report and issuing of completion certificate	N/A
Infr 10	SPLUMA Compliance	Process and assess land use applications	All	Number of land use applications considered and approved	20,00			28 Applications	7,00	7,00	7,00	7,00
Infr 11		SDF and LUMS development	All	% Compliance of SDF to SPLUMA	Outdated SDF and no LUMS			SDF submitted to Council for Approval	Situation Analysis, vision and objectives	Public participation and Draft	Submission of Draft to Council	Final SDF

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Infr 12	To promote programmes of shared economic growth, land redistribution and general economic redress for the poor and disenfranchised	Formalization of Informal Settlements	All	% of households in Molley to be provided with basic services	New Project	O0025-5/IE0085S/F0041/X101/R0825/001/Tech	1 000 000,00	Molly to be formalised and registered with Department of Human Settlement	Outcome of layout plan from surveyor general	Resettlement of households as per layout plan	Application to Human Settlements	Follow-up applications

KPA: COMMUNITY SERVICES

Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information		Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Com 1	Communities of SRVM with specific reference to youth have access to suitable and affordable recreational and sport facilities and public amenities.	Construction of Multi-Purpose Sports Recreational Facility in Nomathamsanqa in Addo	5,00	% of multi-purpose facility works constructed	1,00	C0244-2/IA01952/F0791/X016/R1420/001/Tech	8 000 000,00	70 of works constructed	Finalisation of designs and BOQ (10%)	Procurement Process- All SCM process (specification, tendering, evaluation and appointment of service provider) - 25%	Site Establishment (40%)	70% of works completed
Com 2		Moses Mabida stadium irrigation project	1,00	PPP concluded for the sport field irrigation project	New Project			PPP signed	Council Approval for the project	PPP signed	Business Plan Development	Project steering committee established

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Com 3		Access to burial sites	All	% of municipal cemetery plots available	New Project		N/A	No target	N/A	N/A	N/A	Establish a % baseline
Com 4		Construction of a New Community Hall in Moses Mabhida		% of community hall works constructed	1,00	C0276-2/IA01952/F0791/X016/R1416/001/Tech	7 848 327,00	70% of Moses Mabida community hall constructed	Finalisation of designs and BOQ (10%)	Procurement Process- All SCM process (specification, tendering, evaluation and appointment of service provider) - 25%	Site Establishment (40%)	70% of works completed
Com 5		Library services	All	Average number of library visits per library	1178			1250	1196	1214	1232	1250
Com 6			All	% increase in book circulation	Total 2152			5%	1%	1%	2%	1%
Com 7				Number of outreach programmes conducted				12	3	3	3	3
Com 8	To ensure that health, well-being and environment is protected	Eradication of illegal dumping sites	All	Number of illegal dumping sites eradicated	4,00	O1234-1/IE00684/F0930/X132/R0825/001/WASTE	R200,000	4 illegal dumping sites eradicated	Planning and Procurement processes commence	Finalization of procurement processes and award	2 illegal dumping sites eradicated	2 illegal dumping sites eradicated

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Com 9	To ensure that health, well-being and environment is protected	Maintenance of land fill sites	2;4;8	Number of land fill sites cleared and levelled	3 land fill sites	O1234-1/IE00684/F0930/X132/R0825/001/WASTE	1 537 500,00	3 land fill sites cleared and levelled	Procurement and award	1 land fill sites cleared and levelled	1 land fill sites cleared and levelled	1 land fill sites cleared and levelled
Com 10	To ensure that health, well-being and environment is protected	Greenest Municipality Competition and WasteManagement		Type of activities undertaken to collect and manage waste	New project	O1278/IE00534/F13548/X016/R0825/001/COMM O1278/IE00594/F13548/X016/R0825/001/COMM O1278/IE00604/F13548/X016/R0825/001/COMM O1278/IE00692/F13548/X016/R0825/001/COMM	2 606 000,00	90 EPWP candidates employed to collect and manage waste	Appointment of EPWP employees and procurement of PPEs	30 Employees colect and recycle waste	30 Employees colect and recycle waste	30 Employees colect and recycle waste
Com 11		Access to refuse removal services		% of known informal settlents receiving basic refuse removal services	New KPI			50% of known informal settlements receiving basic refuse removal services	20%	40%	45%	50%

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Com 12	To ensure the provision of effective and efficient fire and disaster management services throughout the SRVM			% compliance with the required attendance time for structural firefighting incidents	20%			20 minutes	20 minutes	20 minutes	20 minutes	20 minutes
Com 13				Number of trainings conducted for both internally and externally				20	5	5	5	5
Com 14		Fire Plan		Existence of a fire plan				Fire plan submitted to Council	Situation Analysis	Consultations on fire plan	Draft Fire plan	Submission to Council

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Com 15	To ensure provision of traffic services including improved revenue	Traffic buildings maitenance	Admin	Expenditure for traffic building maintenance	New KPI			100% of allocated budget	Procurement processes completed	25 % expenditure	75%	100%
Com 16	To ensure that health, well-being and environment is protected	COVID Post Lockdown	All	% expenditure on COVID 19 Support Program		01264-4/IE00534/F0041/X016/R0824/001/COMM	500 000,00	100% expenditure on COVID-19 support program	N/A	50% expenditure	50% expenditure	Expenditure reports
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
Project Ref.	**Strategic Objective**	**Project**	**Ward**	**Key Performance Indicator**	**Baseline Information**		**Budget Allocation**	**Annual Target**	**Quarter 1 Target**	**Quarter 2 Target**	**Quarter 3 Target**	**Quarter 4 Target**
GG 1	Annual review and development of IDP/Budget	Review of the IDP 2021/22	All	Effective IDP Process for the period under review	Final IDP approved by council by May 2022		N/A	Final reviewed IDP adopted by 31 May 2022	IDP/Budget Process plan submitted to Council	Situation analysis and strategies reviewed	IDP & Budget submitted to Council by 30th March 2022	Final IDP & budget submitted to Council for approval by the 31 May 2022
GG 2			All	Timely submission of Annual Report	Final submitted beyond 30 May 2021		N/A	Submission of Oversight Report to Council by 30 March 2022	Submission of draft annual report and annual performance report to AG by 31 August 2021	Submission of draft annual report to Council by 31 Jan 2022	Tabling of final annual report and oversight report to Council by 30 March 2022	Publish oversight report

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
GG 3	To establish and strengthen service delivery partnerships between the municipality, district, sector departments, communities and civil society	Newsletters	All	Number of newsletters	Nil		R100 000	3 Newsletters	Planning	1 Newsletter	1 Newsletter	1 Newsletter
GG 4		NA	All	Effectiveness of IGR Structural meetings	4 sittings		100 000,00	4 virtual/contact meetings per year	1 meeting held	1 meeting held	1 meeting held	1 meeting held
GG 5	Improve Council oversight	Clean Audit	All	% reduction in audit repeat findings	77 repeat findings			70% reduction in audit repeat findings	20%	45%	55%	70% reduction
GG 6		NA	All	Existence of fraud prevention mechanism	No Plan/Strategy		N/A	Fraud prevention strategy reviewed and presented to Council	Planning	Development of fraud prevention strategy	Consultations on draft reviewed strategy	Tabling of draft to Council
GG 7		NA	All	Functionality of audit committee	Audit committee sitting quarterly	O0006-11/IE00833/F0041/X045/R0824/001/EXEC	200 000,00	4 Audit committee meetings per year	1 Audit committee meeting held	1 Audit committee meeting held	1 Audit committee meeting held	1 Audit committee meeting held
GG 8		NA	All	Functionality of Municipal Public Accounts Committee	4 MPAC meetings		N/A	4 meetings per year	1 committee meeting held	1 committee meeting held	1 committee meeting held	1 committee meeting held

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
GG 9	To ensure proper maintenance and service of all municipal fleet according factory standards and warranty	Maintenance of fleet	Admin	Number of vehicles in running order	New KPI	O1544-1/IE00651/F0041/X045/R0824/001/EXEC O1565-5/IE00651/F0041/X045/R0824/001/EXEC	700 000,00	22 vehicles in running order	22 vehicles in running order	22 vehicles in running order	22 vehicles in running order	22 vehicles in running order
KPA: INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL TRANSFORMATION												
ID 1	To ensure clean and good governance	Policies, processes and procedure guidelines	Admin	Number of policies, processes and procedure guidelines developed	14 ICT and 10 HR			20 policies developed and or reviewed	5	5	5	5
ID 2	To ensure internal and external consistency in salary structure	Job Evaluations and descriptions	Admin	No of job descriptions in the approved structure developed	Process to be started afresh due resignation of job evaluation coordinator	O1300-2/IE00019/F0041/X051/R0824/001/CORP	R150,000	131 job descriptions	Training on job descriptions development	Training on job descriptions development	65 job descriptions developed	66 job descriptions developed
ID 3	Safeguarding the municipality in all legally related matters	Decreased number of litigations	Admin	Decrease in number of litigation cases against the municipality	8,00			8,00	2	2	2	2

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
ID 4		Fraud and corruption cases	Admin	Number of finalised disciplinary cases for misconduct relating to fraud and corruption	5 cases			5 cases	N/A	N/A	N/A	5 cases finalised
ID 5	Effective and efficient oversight function		Admin	Number of Council Portfolio meetings held	16			16 Standing committees	4	4	4	4
ID 6	Improved municipal responsiveness		All	% of wards that have held at least one councillor-convened community meeting	25%			100%	100% (8 councillor-convened community meetings)	100% (8 councillor-convened community meetings	100% (8 councillor-convened community meetings	100% (8 councillor-convened community meetings
ID 7			All	% of ward committees that are functional (meet four times a year, are quorate, and have an action plan	11% (6 from 52 target)			100% of 8 meetings	Annual action plan in place	Elections of new ward committee members	Training and induction of ward committees	100% (At least 1 meeting each that quorate)

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
ID 8	To align the structure of the municipality with its objectives	Review of organizational structure	Admin	Number of organisational structures reviewed	2019/20			2 Organisational Structure	Organization's structure reviewed and approved by Council for 2021/22	N/A	N/A	Organisational Structure reviewed for 2022/23
ID 9	Effective and efficient leave administration	Leave administration	Admin	Credible leave administration	Negative audit finding on leave			Reliable and credible portfolio of evidence on leave	Quarterly consolidated leave	Quarterly consolidated leave	Quarterly consolidated leave	Credibility and reliability of annual leave audited by internal auditors
ID 10	To optimise information and communication technology (ICT) function to support organisational performance	ICT infrastructure improvement	Admin	No of wireless points installed	New KPI			5 access wireless points installed	SCM Processes and award	Configuration and installation of wireless points	Monitor and maintain	Monitor and maintain

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Id 11	To optimise information and communication technology (ICT) function to support organisational performance		Admin	Storage of information				Cloud back-up of institutional data	Feasibility study and report	SCM processes	Installation	Maintenance
KPA: LOCAL ECONOMIC DEVELOPMENT												
LED 1	Support the capacity and training development of small businesses and increase the number of viable business	Development /review of LED Strategy	All	Availability of LED Strategy	Outdated LED Strategy	O1303-4/IE00534/F0041/X045/R0825/001/EXEC	100 000,00	1 LED Strategy developed	Planning and procurement	Situation analysis and desktop review	Public consultation on draft LED strategy	Draft LED Strategy submitted to Council
LED 2	Support the capacity and training development of small businesses and increase the number of viable business	SMME SUPPORT 1. Training 2. Company Registrations 3. Updating of company document 4. Support Fund	All	Number of SMMEs who benefited from SMME support Programmes		O1303-3/IE00844/F0041/X045/R0824/001/EXEC O1303-3/IE00758/F0041/X045/R0824/001/EXEC	220 000,00	200 SMME SUPPORTED 1. Training 2. Company Registrations 3. Updating of company document 4. Support Fund	50,00	50,00	50,00	50,00

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
LED 3	Improved levels of economic activity in the municipal economic space	Indigent support	All	Number of households in the municipal area registered as indigents	2 704,00			3 000,00	2 000,00	2 700,00	2 900,00	3 000,00
LED 4			All	% of the municipality's operating budget spent on indigent relief for free basic services	New Project			3%	N/A	N/A	N/A	3%
LED 5	Improved ease of doing business within the municipal area	Issuing of business licenses	all	Average time taken to finalise business license applications	New Project			Business license issued within 30 days of application	30 days	30 days	30 days	30 days
LED 6				Average number of days from the point of advertising to the letter of award per 80/20 procurement process	Short-term contracts = 22 days and long-term contracts 38 days			22 days short-term contracts and 38 days long-term contracts	22 days short-term contracts and 38 days long-term contracts	22 days short-term contracts and 38 days long-term contracts	22 days short-term contracts and 38 days long-term contracts	22 days short-term contracts and 38 days long-term contracts

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
LED 7	To create a conducive environment for job creation	Creation of jObs through EPWP	All	Number of work opportunities created through Public Employment Programme (including EPWP, CWP, and other related employment programmes	71,00	01278-2/IE00692/F1169/X016/R0824/001/COMM 01278-3/IE00604/F1169/X016/R0825/001/COMM	1 237 000,00	100 jobs created through EPWP, CWP and other related employment programmes	N/A	N/A	N/A	100 jobs created
KPA: FINANCIAL VIABILITY AND MANAGEMENT												
FIN 1	To produce financial reports that meet the requirements of National treasury standards	Review of annual financial statements	Admin	Submission of AFS after the end of the financial year	AFS submitted to AG on 31 October		N/A	Submission of unaudited financial statements by 31 August	AFS submitted to AC and AG	N/A	N/A	N/A
FIN 2		Grants expenditure reports	Admin	% expenditure for each conditional grant received excluding MIG	100%			100% for all grants received	10%	50%	75%	100% Expenditure
FIN 3	To ensure proper asset management	Development of GRAP compliant fixed asset register	All	GRAP compliant asset register		O0006-6/IE00015/F2496/X049/R0824/001/FIN	1 000 000,00	GRAP compliant asset register produced	N/A	N/A	N/A	GRAP compliant asset register produced

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
FIN 4	To ascertain proper value of properties	Supplementary valuation roll	All	Update of valuation roll	New valuation roll implemented on 1 July 2020 i.t.o MPRA	O1329-1/IE00848/F2496/X049/R0824/001/FIN O1329-1/IE00834/F2496/X049/R0824/001/FIN O1329-1/IE00815/F2496/X049/R0824/001/FIN O1329-1/IE00632/F2496/X049/R0824/001/FIN	488 880,00	Valuation roll updated by end of June 2021	Make sure valuation roll balances with MFA	Interim valuation roll to be in place by end December and make sure it balances with the FMS	Interim valuation roll to be in place and make sure it balances with MFA	Interim valuation roll to be in place and make sure it balances with MFA
FIN 5	To ensure a sustainable cash flow	Cash flow management	Admin	% of expenditure of capital budget			N/A	100% expenditure	25	50	75	100,00
FIN 6		Financial performance metrics	Admin	% of revenue collected against revenue raised	60%			80% of revenue collected against revenue raised.	80% of revenue collected against revenue raised.	80% of revenue collected against revenue raised.	80% of revenue collected against revenue raised.	80% of revenue collected against revenue raised.

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Project Ref.	Strategic Objective	Project	Ward	Key Performance Indicator	Baseline Information	Account Number	Budget Allocation	Annual Target	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
FIN 7	Financial viability as expressed by ratio		Admin	Healthy current ratio				Between 1,5 and 3	Ensure healthy current ratio	Ensure healthy current ratio	Ensure healthy current ratio	Between 1,5 and 3
FIN 8			Admin	Quick ratio (Acid test ratio)				Sufficient short-term assets to cover near-future liabilities	Ensure healthy ratio	Ensure healthy ratio	Ensure healthy ratio	(Cash + Accounts receivable + short-term investments/current liabilities)

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Component 5

Detailed capital works plan broken down by ward over three years

WARD	PROJECT NAME	SOURCE OF FUNDING	Total capital expenditure 2021/22	Total capital expenditure 2022/23	Total capital expenditure 2023/24
WARD 8	Upgrading of Roads &Stormwater in Enon and Bersheba – Phase 1	MIG	6 693 873.00	6 975 015.66	7 281 916.34
WARD 4	Upgrading of Sewerage Network in Paterson - Phase 2	MIG	3 500 000.00	5 827 447.60	5 957 315.29
WARD 2	Upgrading of Emsengeni Taxi Loop - Phase 2	MIG	7 490 000.00	7 804 580.00	8 147 981.51
WARD 5	Construction of Multi- Purpose Sports Recreational Facility in Nomathamsanqa in Addo	MIG	8 000 000.00		
WARD 1	Construction of a New Community Hall in Moses Mabhida	MIG	7 848 327.00	8 177 956.73	8 537 786.83
WARD 6	Construction of a Sewer Line and Rising main in Langbos	WSIG	12 000 000.00	20 000 000.00	20 000 000.00
WARD 3	Upgrading of Addo CBD sewer, waste water treatment works and pump refurbishment	WSIG	3 000 000.00		
WARD 6 AND 2	Instatllion of Molly, Bersig and Aqua Park bulk households	EEDM	3 000 000.00		
ALL WARDS	Electrical infrastructure upgrade - kirkwood	INEP	15 000 000.00	6 500 000.00	6 000 000.00
ADMIN	TRANSPORT ASSET	OWN	1 043 800.00		
ADMIN	HOUSEHOLD WATER METERS	OWN	300 000.00		
			67 876 000.00	**55 284 999.99**	**55 924 999.97**

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