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# MANTSOPA LOCAL MUNICIPALITY



Prepared in terms of the Local Government: Municipal Finance

Management Act (56/2003): Section 53 (1)(c) (ii).

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## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020/2021

JULY 2020



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## Mayors Foreword

A properly formulated SDBIP ensures that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance and achievement of the strategic objectives set by council. SDBIP enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.

This enables, in turn, the Mayor and the Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible.

The SDBIP should, therefore, determine (and be consistent with) the performance agreements between the Mayor and the Municipal Manager and that of the Municipal Manager and managers directly accountable to the Municipal Manager, hence determined at the start of every financial year and approved by the Mayor.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. It must be noted that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the Mayor and Municipal Manager are taking corrective steps when any unanticipated problems arise.

The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators. The Municipal Manager is encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the Municipal Manager must ensure that the budget is built around quarterly and monthly information.

Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and Section 121 (end-of-year annual reports).

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used.

The 2020/2021 SDBIP indicates the responsibilities and outputs for each of the Senior Managers (Directors) in the top management team, the inputs to be used, and the time deadlines for each output.

The 2020/2021 Adjusted SDBIP will, therefore, determine the performance agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager, including the outputs and deadlines for which they will be held accountable. This SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support Ward Councillors in Service Delivery information.

It is in the light of the above-mentioned factors that I, **Cllr Mamsie Tsoene**, as the Mayor, hereby approve the 2020/2021 Service Delivery & Budget Implementation Plan (SDBIP) in terms of **Section 53 (1) (c) (ii) of the Local Government: Municipal Finance Management Act, 56 of 2003**.

.....  
**Cllr Mamsie Tsoene**  
**Mayor**

.....  
**Date**

**Mantsopa Local Municipality**  
**Free State Province**

## **2. Introduction**

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) of Mantsopa Local Municipality for the 2019/2020 financial year. The development, implementation and monitoring of a SDBIP is a requirement of the Municipal Finance Management Act No. 56 of 2003 (MFMA).

The SDBIP is a detailed one year plan of the municipality that gives effect to the Integrated Development Plan (IDP) and the budget of the municipality. The SDBIP is a management plan for implementing the IDP through the approved budget. It is an expression of the objectives of municipality, in quantifiable outcomes that will be implemented for the financial year. It includes the service delivery targets for each quarter and facilitates oversight over financial and nonfinancial performance of the municipality.

The SDBIP 2019/2020 will not only ensure appropriate monitoring in the execution of the municipal budget and processes involved in the allocations of budgets to achieve key strategic priorities as set by the municipal IDP, but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for the overall annual and quarterly organization performance for the 2019/2020 financial year.

The SDBIP also assists the council and the community in their respective oversight responsibilities since it serves as an implementation and monitoring tool.

- **Part 1: SDBIP Overview**

### **Legislative Framework**

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 its annual budget and which must indicate:

- a) Projections for each month of:-
  - i. Revenue to be collected, by source; and
  - ii. Operational and capital expenditure by, vote
- b) Service delivery targets and performance indicators for each quarter; 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).

The MFMA requires that municipalities develop SDBIP as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their IDP strategy. In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

### **Components of the SDBIP**

- Monthly Projections of Revenue to be Collected for each Source
- Monthly Projections of Expenditure and Revenue for each Vote
- Quarterly projections of Service Delivery Targets and Performance Indicators for each Vote
- Detailed Capital Budget Broken Down by Ward over 3 Years

#### **Monthly Projections of Revenue to be collected for each Source**

The failure to collect its revenue as budgeted will severely impact on the municipal ability to provide services to the community. The Municipality, therefore, has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the municipality to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

#### **Monthly Projections of Expenditure and Revenue for each Vote**

The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actuals.

#### **Quarterly Projections of Service Delivery Targets and Performance Indicators for each Vote**

This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's MFMA Circular No. 13 is the utilization of scorecards to monitor service delivery, which Mantsopa Local Municipality has adopted.

## **GENERAL KEY PERFORMANCE INDICATORS AS PRESCRIBED IN TERMS OF THE LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001**

In formulating the key performance indicators in the IDP, Budget & SDBIP for the period ending 30 June 2019, the municipality was guided by the General Key Performance Indicators as prescribed in terms of the above-mentioned regulations. These General Key Performance Indicators are incorporated in the performance information to provide proper context and implementation as follows:

KPA: Good Governance & Public Participation

KPA: Local Economic Development

KPA: Financial Viability and Management

KPA: Transformation and Institutional Development

KPA: Basic Services- Community Development and Social Cohesion

All General Key Performance Indicators, as prescribed in terms of Section 43 of the Act, are listed below for ease of reference:

- (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- (b) the percentage of households earning less than R3500 per month with access to free basic services;
- (c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- (d) the number of jobs created through municipality's local economic development initiatives including capital reports;
- (e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- (f) the percentage of a municipality's budget actually spend on implementing its workplace skills plan; and
- (g) financial viability as expected by the following ratios:

$$(i) A = \frac{B - C}{D}$$

Where –

“A” represents debt coverage

“B” represents total revenue received

“C” represents operating grants

“D” represents debts service payments (i.e. interest + redemption)

$$(ii) A = \frac{B}{C}$$

Where –

“A” represents outstanding services debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services;

$$(iii) A = \frac{B+C}{D}$$

“A” represents cost average

“B” represents all available cash at a particular time

“C” represents investments

“D” represents monthly fixed operating expenditure

Top layer Service Delivery and Budget Implementation Plan 2020/21

<b>National Development Plan Chapter</b>		3.Infrastructure is poorly, Inadequate and under – maintained											
<b>National Outcomes</b>		6.An Efficient , Competitive and responsive economic infrastructure network											
<b>Back to Basics</b>		2.Supporting the delivery of Municipal services to the right quality and standard											
<b>FSGDS 6 Pillars</b>		3.Improved Quality of Life											
<b>Departmental Strategic Goal</b>		To provide access to basic level of water and sanitation to all households in a sustainable manner by 2022											
<b>Key Performance Area</b>		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4
SD 001/2020/21	To provide efficient competitive sustainable economical infrastructure network and service delivery	Accessibility of Sanitation to households	Percentage of households with access to basic level of sanitation	97%	99 %	98 %	98,5%	99%	99 %				
SD 002/2020/21		Maintenance of sewer network infrastructure	Percentage of Sewer network infrastructure maintained	100%	90 %	90 %	90 %	90 %	90 %				
SD 003/2020/21		Good governance	No of reports generated	12	12	3	3	3	3				
SD 004/2020/21		Provision of Electricity	Percentage of households with access to basic level of electricity	87%	90 %	87%	87 %	87 %	90 %				

<b>National Development Plan Chapter</b>		3.Infrastructure is poorly , Inadequate and under – maintained											
<b>National Outcomes</b>		6.An Efficient , Competitive and responsive economic infrastructure network											
<b>Back to Basics</b>		2.Supporting the delivery of Municipal services to the right quality and standard											
<b>FSGDS 6 Pillars</b>		3.Improved Quality of Life											
<b>Departmental Strategic Goal</b>		To ensure that 100% of households in formal and informal settlements in the Mantsopa municipal area have access to basic level of water by 2022											
<b>Key Performance Area</b>		Service Delivery and infrastructure											
IDP Reference Number	PDO: To provide efficient competitive sustainable	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4

SD001/2020/21	economical infrastructure network and service delivery	Accessibility of water to households	Percentage of households with access to basic level of water	100%	100%	100%	100%	100%	100%				
		Maintenance of water network infrastructure	Percentage of water network infrastructure maintained	100%	90%	90%	90%	90%	90%				
		Good governance	No of reports generated	12	12	3	3	3	3				

<b>National Development Plan Chapter</b>		Building a capable state											
<b>National Outcomes</b>		5. A skilled and capable workforce to support an inclusive growth											
<b>Back to Basics</b>		2. Building institution and administrative capabilities											
<b>FSGDS 6 Pillars</b>		3.Improved Quality of Life											
<b>Departmental Strategic Goal</b>		To provide sufficient and skilled human capital in order to enable all departments to function optimally in enhancing service delivery and institutional capacity by 2022											
<b>Key Performance Area</b>		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
ODT001/2020/21	To provide sufficient and skilled human capital in order to enable all departments to function optimally in enhancing service delivery and institutional capacity.	Training and Development	Percentage to which planned programmes are implemented and achieved	85%	100%	100%	100%	100%	100%				
ODT002/2020/21			Percentage of municipality's budget spent on implementing its Workplace Skills Plan	100%	100%	100%	100%	100%	100%				
ODT003/2020/21			Number of approved Workplace Skills Plans	1	1	0	0	0	1				

<b>National Development Plan Chapter</b>		3.Towards an Inclusive Socio-Economic Transformation- Economy & Employment											
<b>National Outcomes</b>		6.An Efficient , Competitive and responsive economic infrastructure network											
<b>Back to Basics</b>		2.Supporting the delivery of Municipal services to the right quality and standard											
<b>FSGDS 6 Pillars</b>		3.Improved Quality of Life											
<b>Departmental Strategic Goal</b>		Facilitate decent employment through Radical Socio-economic transformation and inclusive economic growth by 2022											
<b>Key Performance Area</b>		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4
LED001/2020/21	Facilitate decent employment through Radical Socio-economic transformation and inclusive economic growth	Promotion and support of SMME's and Cooperatives development	Percentage of activities accomplished on the development of SMME's and Cooperatives	75%	100%	100%	100%	100%	100%				
LED002/2020/21		Informal Sector Developments	Number of reports on informal Sector Development projects carried out	4	4	1	1	1	1				
LED003/2020/21		Promotion and development of Agricultural Sector	Number of reports on Agricultural development programmes accomplished	4	4	1	1	1	1				
LED004/2020/21		Tourism Development	Number of reports on support projects accomplished towards tourism developments	4	4	1	1	1	1				
LED005/2020/21		Business Regulation and Compliance	Number of reports on business issued with licence / permits	4	4	1	1	1	1				

<b>National Development Plan Chapter</b>		Building a capable state											
<b>National Outcomes</b>		6.An Efficient , Competitive and responsive economic infrastructure network											
<b>Back to Basics</b>		2.Supporting the delivery of Municipal services to the right quality and standard : z basic Services											
<b>FSGDS 6 Pillars</b>		3.Improved Quality of Life											
<b>Departmental Strategic Goal</b>		To provide sufficient and skilled human capital in order to enable all departments to function optimally in enhancing service delivery and institutional capacity by 2022											
<b>Key Performance Area</b>		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4
ODT001/2020/21	To provide sufficient and skilled human capital to enable all departments to function optimally in enhancing service delivery and institutional capacity.	Training and Development	Percentage to which planned programmes are implemented and achieved	85%	100%	100%	100%	100%	100%				
ODT002/2020/21			Percentage of municipality's budget spent on implementing its Workplace Skills Plan	100%	100%	100%	100%	100%	100%				
ODT003/2020/21			Number of approved Workplace Skills Plans	1	1	0	0	0	1				

<b>National Development Plan Chapter</b>		Sound financial viability, management and accountability.											
<b>National Outcomes</b>		6.An Efficient , Competitive and responsive economic infrastructure network											
<b>Back to Basics</b>		2.Supporting the delivery of Municipal services to the right quality and standard											
<b>FSGDS 6 Pillars</b>		3.Improved Quality of Life											
<b>Departmental Strategic Goal</b>		To ensure Sound financial viability, management and accountability by 2022											
<b>Key Performance Area</b>		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4
VVM001/2020/2021	Sound financial viability, management and accountability	Review Policies	Number of Capital Infrastructure Asset Investment Policies reviewed and approved	1	1	0	0	0	1				
VVM002/2020/2021		Assets Management	Percentage Compliance of Assets Register as per the GRAP Requirements	90%	100%	100%	100%	100%	100%				
VVM003/2020/2021		Assets Maintenance	Percentage maintenance budget spent	100%	100%	100%	100%	100%	100%				
VVM004/2020/2021		Update Assets register	Percentage GRAP compliance Assets Registers	90%	100%	100%	100%	100%	100%				
VVM005/2020/2021		Legislative Compliance	Percentage of legislative compliance	100%	100%	100%	100%	100%	100%				
VVM006/2020/2021		Free Basic Services	Percentage of households earning less than R3500 per month with access to free basic services;	60%	100%	100%	100%	100%	100%				

## Municipal Score Card Perspective

<b>MUNICIPAL SCORE CARD PERSPECTIVE</b>	<b>KPAs</b>	<b>IDP PRIORITY ISSUES</b>
<b>Service Delivery Perspective</b>	Basic Service Delivery and Infrastructure Investment	<ul style="list-style-type: none"> <li>▪ Water</li> <li>▪ Sanitation</li> <li>▪ Electricity</li> <li>▪ Roads and Storm water</li> <li>▪ Waste Management</li> </ul>
<b>Municipal Socio-Economic Development Perspective</b>	Local Economic Development	<ul style="list-style-type: none"> <li>▪ Local Economic Development &amp; Rural Development</li> <li>▪ Upgrading of Tourism attraction sites</li> <li>▪ SMME Development</li> </ul>
	Community Development and Social Cohesion	<ul style="list-style-type: none"> <li>▪ Community Facilities</li> <li>▪ Housing and Land</li> <li>▪ Safety and security</li> <li>▪ Environmental Health and Conservation</li> </ul>
<b>Institutional Transformation Perspective</b>	Municipal transformation and institutional development	<ul style="list-style-type: none"> <li>▪ Human Resources</li> <li>▪ Administration</li> <li>▪ Legal Service and Contract Management</li> <li>▪ Skills Development: <ul style="list-style-type: none"> <li>○ Training &amp; Education</li> <li>○ Learnership</li> </ul> </li> </ul>
<b>Sound Financial Management Perspective</b>	Financial viability and financial management	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Expenditure</li> <li>▪ Asset and Liability Management</li> <li>▪ SCM</li> <li>▪ Financial Management Reforms</li> <li>▪ MFMA Compliance</li> </ul>
<b>Governance Perspective</b>	Good governance and community participation	<ul style="list-style-type: none"> <li>▪ Good corporate governance</li> <li>▪ Integrated Development Planning, Performance Management and Monitoring</li> <li>▪ Ward Committees</li> <li>▪ Communications and Intergovernmental Relations</li> <li>▪ ICT(Information Technology</li> </ul>

### Detailed Capital Budget over Three Years

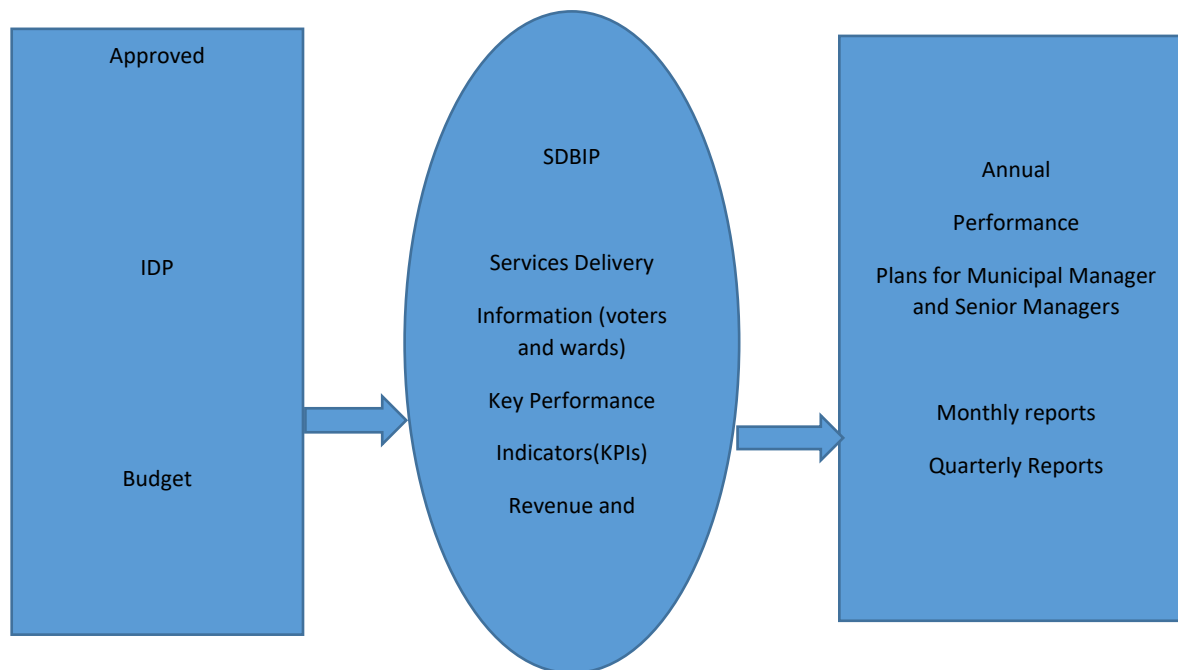
Information detailing infrastructural projects containing project description and anticipated capital costs over the three-year period. A summary of capital projects per the IDP plan is available on Council's website: [www.mantsopa.fs.gov.za](http://www.mantsopa.fs.gov.za).

The procurement process is an important component to ensure effective and timely infrastructure / capital service delivery

### Strategic Direction and Planning Cycle

A seamless process between the Long-Term Development Framework (LTDF), IDP, SDBIP, Performance Management System (PMS) and Annual Report would create an enabling environment for the municipality to achieve its deliverables

### The Service Delivery and Budget Implementation Plan Concept



## SDBIP Monitoring, Reporting and Revision

In-year Reports	Revision	Annual Reports
<p>Monthly Reports must be submitted by Municipal Manager to the Mayor (Section 71 of the MFMA)</p> <p>Quarterly reports submitted by the Mayor to council (Section 52 of the MFMA)</p> <p>Mid-year budget and performance assessment reports submitted by the MM to the Mayor (72 of the MFMA)</p>	<p>Any revision to the SDBIP services delivery targets and performance indicators may only be made with approval of the council following the adjustment budget (section 54 of the MFMA)</p>	<p>The annual report of the Municipality must include an assessment of the performance against measurable objectives and the approved SDBIP (Section 121 of the MFMA)</p>

Choose name from list - 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
<b>Revenue - Functional</b>					122	122	122	121	127	133
<b>Governance and administration</b>		-	-	-	839	839	839	806	409	270
Executive and council		-	-	-	27	27	27	33	34	36
Finance and administration		-	-	-	968	968	968	238	767	366
Internal audit		-	-	-	94	94	94	86	90	94
		-	-	-	871	871	871	690	678	849
		-	-	-	-	-	-	1	1	2
		-	-	-	4	5	5	878	964	055
<b>Community and public safety</b>		-	-	-	949	128	128	23	24	25
Community and social services		-	-	-	-	2	2	-	-	-
Sport and recreation		-	-	-	4	3	3	19	19	20
Public safety		-	-	-	949	076	076	060	937	854
Housing		-	-	-	-	-	-	4	4	5
Health		-	-	-	-	-	-	604	816	038
		-	-	-	14	14	14	-	-	9
<b>Economic and environmental services</b>		-	-	-	186	186	186	8	9	9
Planning and development		-	-	-	11	11	11	677	076	493
Road transport		-	-	-	399	399	399	5	5	5
Environmental protection		-	-	-	2	2	2	080	314	559
		-	-	-	786	786	786	3	3	3
		-	-	-	-	-	-	596	762	935
<b>Trading services</b>		-	-	-	160	169	169	-	-	-
Energy sources		-	-	-	582	836	836	217	227	237
Water management		-	-	-	47	47	47	043	027	470
Waste water management		-	-	-	352	501	501	52	54	57
Waste management		-	-	-	65	72	72	438	851	374
		-	-	-	927	797	797	114	119	125
		-	-	-	28	29	29	400	662	167
		-	-	-	212	563	563	26	27	28
		-	-	-	19	19	19	472	690	964
		-	-	-	091	975	975	23	24	25
<b>Other</b>	4	-	-	-	-	-	-	-	-	-

<b>Total Revenue - Functional</b>	2	-	-	-	556	302	989	311	989	311	189	371	264	388	124	406
<b>Expenditure - Functional</b>	-															
<b>Governance and administration</b>		-	-	-	837	108	548	97	548	97	928	116	314	122	948	127
Executive and council		-	-	-	22		23		23		26		27		28	
Finance and administration		-	-	-	863	84	480	72	480	72	453	88	677	92	958	97
Internal audit		-	-	-	147	1	105	1	105	1	783	1	867	1	139	1
		-	-	-	827	15	963	20	963	20	692	17	770	18	852	19
<b>Community and public safety</b>		-	-	-	453		302		302		922		746		609	
Community and social services		-	-	-	-		328		328		-		-		-	
Sport and recreation		-	-	-	5		5		5		6		6		7	
Public safety		-	-	-	829	6	185	6	185	6	635	6	941	7	260	7
Housing		-	-	-	099	3	684	8	684	8	815	4	129	4	457	4
Health		-	-	-	526		105		105		471		677		892	
		-	-	-	-	24	-	21	-	21	-	21	-	22	-	23
<b>Economic and environmental services</b>		-	-	-	132	7	969	5	969	5	825	6	829	6	879	7
Planning and development		-	-	-	598	16	881	16	881	16	589	15	892	15	209	16
Road transport		-	-	-	535		088		088		236		936		669	
Environmental protection		-	-	-	-		-		-		-		-		-	
		-	-	-	-	124	-	131	-	131	-	130	-	136	-	142
<b>Trading services</b>		-	-	-	892	51	567	48	567	48	519	56	523	59	803	62
Energy sources		-	-	-	178	34	565	31	565	31	860	35	475	37	211	39
Water management		-	-	-	564	18	408	31	408	31	717	18	360	19	078	20
Waste water management		-	-	-	950	20	280	20	280	20	717	19	578	20	479	21
Waste management		-	-	-	201		313		313		225		109		035	
<b>Other</b>	4	-	-	-	-		-		-		-		-		-	
<b>Total Expenditure - Functional</b>	3	-	-	-	273	315	271	386	271	386	287	193	300	411	238	314
<b>Surplus/(Deficit) for the year</b>		-	-	-	29	241	40	603	40	603	83	996	87	853	886	91

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

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
<b>R thousand</b>	1										
<b>Revenue By Source</b>											
Property rates	2	–	–	–	960	960	960	–	768	631	534
Service charges - electricity revenue	2	–	–	–	343	492	492	–	164	379	697
Service charges - water revenue	2	–	–	–	316	187	187	–	400	764	238
Service charges - sanitation revenue	2	–	–	–	844	194	194	–	103	074	089
Service charges - refuse revenue	2	–	–	–	187	071	071	–	704	381	088
Rental of facilities and equipment	–	–	–	–	338	338	338	–	398	462	530
Interest earned - external investments	–	–	–	–	220	220	220	–	230	241	252
Interest earned - outstanding debtors	–	–	–	–	000	000	000	–	000	748	576
Dividends received	–	–	–	–	35	35	35	–	36	38	39
Fines, penalties and forfeits	–	–	–	–	120	120	120	–	140	146	153
Licences and permits	–	–	–	–	0	0	0	–	–	0	0
Agency services	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies	–	–	–	–	347	504	504	–	956	370	987
Other revenue	2	–	–	–	580	580	580	–	696	820	950
<b>Gains</b>	–	–	–	–	–	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>	–	–	–	–	290	701	701	–	596	055	134
<b>Expenditure By Type</b>	–	–	–	–	–	–	–	–	–	–	–
Employee related costs	2	–	–	–	401	947	947	–	212	282	585
Remuneration of councillors	–	–	–	–	298	471	471	–	754	111	484

Debt impairment	3	-	-	-	302	39	139	34	139	34	-	435	46	571	48	805	50
Depreciation & asset impairment	2	-	-	-	907	4	907	4	907	4	-	325	5	570	5	826	5
Finance charges		-	-	-	250	12	972	7	972	7	-	220	8	598	8	994	8
Bulk purchases	2	-	-	-	344	47	713	42	713	42	-	085	50	389	52	799	54
Other materials	8	-	-	-	504	6	660	5	660	5	-	844	5	113	6	394	6
Contracted services		-	-	-	877	23	415	13	415	13	-	046	17	830	17	650	18
Transfers and subsidies		-	-	-	100		100		100		-	50		52		55	
Other expenditure	4, 5	-	-	-	331	34	062	30	062	30	-	222	36	896	37	647	39
<b>Losses</b>		-	-	-	-		-		-		-	-		-		-	
<b>Total Expenditure</b>		-	-	-	315	273	386	271	386	271	-	193	287	411	300	238	314
<b>Surplus/(Deficit)</b>		-	-	-	975	170	315	186	315	186	-	403	5	644	5	896	5
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	-	-	497	34	624	34	624	34	-	594	78	209	82	991	85
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-		-		-		-	-		-		-	
Transfers and subsidies - capital (in-kind - all)		-	-	-	-		-		-		-	-		-		-	
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		-	-	-	472	205	939	220	939	220	-	996	83	853	87	886	91
Taxation		-	-	-	-		-		-		-	-		-		-	
<b>Surplus/(Deficit) after taxation</b>		-	-	-	472	205	939	220	939	220	-	996	83	853	87	886	91
Attributable to minorities		-	-	-	-		-		-		-	-		-		-	
<b>Surplus/(Deficit) attributable to municipality</b>		-	-	-	472	205	939	220	939	220	-	996	83	853	87	886	91
Share of surplus/ (deficit) of associate	7	-	-	-	-		-		-		-	-		-		-	

Surplus/(Deficit) for the year		-	-	-	205 472	220 939	220 939	-	83 996	87 853	91 886
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Vote 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	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>Capital expenditure - Vote</b>											
<b><u>Multi-year expenditure to be appropriated</u></b>	2										
Vote 1 - Executive & Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager		-	-	-	-	370	370	-	570	596	624
Vote 3 - Finance Services		-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		-	-	-	-	-	-	-	-	0	0
Vote 5 - Community Services		-	-	-	9 897	7 075	7 075	-	10 595	11 082	11 592
Vote 6 - Technical Services		-	-	-	26 692	31 096	31 096	-	71 064	74 333	77 753
Vote 7 - COMMUNITY & SOCIAL SERVICES		-	-	-	0	0	0	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	-	-	-	36 588	38 541	38 541	-	82 229	86 011	89 968
<b><u>Single-year expenditure to be appropriated</u></b>	2										

Vote 1 - Executive & Council	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Finance Services	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Technical Services	-	-	-	-	417	417	-	-	-	-	-
Vote 7 - COMMUNITY & SOCIAL SERVICES	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	-	-	-	-	417	417	-	-	-	-	-
<b>Total Capital Expenditure - Vote</b>	-	-	-	36	38	38	-	82	86	89	
				588	958	958	-	229	011	968	
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>	-	-	-	0	370	370	-	815	852	892	
Executive and council	-	-	-	-	-	-	-	445	465	487	
Finance and administration	-	-	-	0	370	370	-	370	387	405	
Internal audit	-	-	-	-	-	-	-	-	-	-	
				9	7	7		10	10	11	
<b>Community and public safety</b>	-	-	-	897	075	075	-	350	826	324	
				4				10	10	11	
Community and social services	-	-	-	767	945	945	-	350	826	324	

Sport and recreation		-	-	-	129	130	130	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
<b>Economic and environmental services</b>		-	-	-	827	444	444	-	995	363	748
Planning and development		-	-	-	-	-	-	-	-	0	0
Road transport		-	-	-	827	444	444	-	995	363	748
Environmental protection		-	-	-	-	-	-	-	-	-	-
<b>Trading services</b>		-	-	-	864	069	069	-	069	970	005
Energy sources		-	-	-	616	033	033	-	724	849	980
Water management		-	-	-	000	000	000	-	496	542	683
Waste water management		-	-	-	248	36	36	-	604	276	979
Waste management		-	-	-	-	-	-	-	245	303	362
<b>Other</b>		-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Functional</b>	3	-	-	-	588	958	958	-	229	011	968
<b>Funded by:</b>											
National Government		-	-	-	497	497	497	-	594	209	991
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-
<b>Transfers recognised - capital</b>	4	-	-	-	497	497	497	-	594	209	991

Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		-	-	-	091	461	461	-	635	802	977
Total Capital Funding	7	-	-	-	588	958	958	-	229	011	968

Choose name from list - Table A6 Budgeted Financial Position

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousand		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
<b>ASSETS</b>											
<b>Current assets</b>											
Cash		-	-	-	50	50	50	-	350	366	383
Call investment deposits	1	-	-	-	-	-	-	-	-	-	-
Consumer debtors	1	-	-	-	818	818	818	-	818	424	333
Other debtors		-	-	-	265	265	265	-	166	784	476
Current portion of long-term receivables		-	-	-	6	6	6	-	7	7	8
Inventory	2	-	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>		-	-	-	139	139	139	-	342	582	200
<b>Non current assets</b>											
Long-term receivables		-	-	-	166	166	166	-	620	649	678
Investments		-	-	-	400	400	400	-	-	-	0
Investment property		-	-	-	890	890	890	-	562	926	721
Investment in Associate		-	-	-	-	-	-	-	120	172	226
Property, plant and equipment	3	-	-	-	379	379	379	-	344	162	857
Biological		-	-	-	-	-	-	-	-	-	-
Intangible		-	-	-	-	370	370	-	180	188	197

Other non-current assets		-	-	-	-	-	-	-	-	-	-
Total non current assets		-	-	-	1 296 835	1 299 205	1 299 205	-	1 092 827	1 143 097	1 195 679
TOTAL ASSETS		-	-	-	1 400 974	1 403 344	1 403 344	-	1 232 168	1 289 679	1 349 879
LIABILITIES											
Current liabilities	-										
Bank overdraft	1	-	-	-	-	-	-	-	230	241	252
Borrowing	4	-	-	-	(2 000)	(2 000)	(2 000)	-	6 053	6 331	6 623
Consumer deposits		-	-	-	1 780	1 780	1 780	-	2 238		383
Trade and other payables	4	-	-	-	74 350	74 350	74 350	-	287 228	300 440	314 260
Provisions		-	-	-	(1 814)	(1 814)	(1 814)	-	-	-	(0)
Total current liabilities		-	-	-	72 316	72 316	72 316	-	295 748	307 378	321 517
Non current liabilities											
Borrowing		-	-	-	(4 929)	(4 929)	(4 929)	-	27 114	28 361	29 666
Provisions		-	-	-	(2 250)	(2 250)	(2 250)	-	32 347	33 835	35 391
Total non current liabilities		-	-	-	(7 179)	(7 179)	(7 179)	-	59 461	62 197	65 058
TOTAL LIABILITIES		-	-	-	65 137	65 137	65 137	-	355 210	369 575	386 575
NET ASSETS	5	-	-	-	1 335 837	1 338 207	1 338 207	-	876 959	920 104	963 304
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)					195 444	210 911	210 911		876 959	920 104	963 304
Reserves	4	-	-	-	(0)	(0)	(0)	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	-	-	-	195 444	210 911	210 911	-	876 959	920 104	963 304

**MUNICIPAL PERFORMANCE PLANS 2020/2021**
**Department: Community Services: KPA: Community Development & Social Cohesion**

SECURITY MANAGEMENT DIVISION														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity1.1	To provide effective community development and social services	Number of municipal properties secured through physical security by 30 June 2021	Incidents/security pocket book per property secured	Target:	Number	5	15	5	5	5	5	0	N/A	N/A
				Budget	Rand									
Activity1.2		Number of security management policy approved by council by 30 June 2021	Council resolution and a Security policy	Target	Number	0		1	0		Applicable in the 4 <sup>th</sup> Quarter	0	N/A	N/A
				Budget										
DISASTER MANAGEMENT DIVISION														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity1.1	To provide effective community development and social services	Number of fire safety inspections done by 30 June 2021	Fire safety inspections register	Target:	Number	161	15	240	161	60	60	0	N/A	N/A
				Budget	Rand									
Activity1.3		Number of Public Awareness campaigns on public safety conducted by 30 June 2021	Invitations, agenda, report & attendance register	Target:	Number	60		60	60	20	21	+1	N/A	N/A
				Budget	Rand									
Activity1.4		Number of Disaster Management Plans reviewed and approved by 30 June 2021	Council resolution and the approved Disaster Management Plan	Target:	Number	1		1	1		1	0	N/A	N/A
				Budget	Rand									
Activity1.6		Number of reports on Disaster Management submitted to the TMDM by 30 June 2021	Report & proof submission	Target	Rand	0		4	New KPI	1	1	0	N/A	N/A
				Budget	Number									

TRAFFIC MANAGEMENT DIVISION														
Planni ng level	Predetermine d Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weig hting	Annual Target	Past year performa nce	Quarte r 1	Progress on review	Varian ce	Reasons for variance	Remedial steps taken or to be taken
				Target:	Number	381		400	381	100	0	-100	Spot checks not specified, only car registrations of vehicles screened appear on the Check report	Department to specify the check points or review the KPI
				Budget	Rand									
				Target	Rand	0		4	New KPI	1	0	-1	No traffic operations were conducted due to COVID 19 regulations	Awareness on the implications of COVID 19 on traffic operations to be conducted in the 2 <sup>nd</sup> quarter
		Number of Traffic check points conducted by 30 June 2021	Check report	Budget	Number									
		Number of traffic operations conducted by 30 June 2021	Traffic Operations report	Budget	Number									

Human Settlement & Urban Planning Division														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weig hting	Annual Target	Past year performance	Quarte r 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity1. 2	Provision of sustainable human settlement to all communities.	Number of consumer education on security of tenure conducted by 30 June 2021	Invitations, agenda, report & attendance register	Target:	Number	2		4	2	1	1			
				Budget	Rand									
Activity1. 3		Number of Housing Sector Plan by 30 June 2021	Housing Sector plan & Council resolution	Target:	Number	1		1	1	0	Applicable in the 4 <sup>th</sup> quarter			
				Budget										
Activity1. 4		Number of municipal residential properties leased by 30 June 2021	Annual Signed lease agreements	Target	Number	47		40	New KPI	0	Applicable in the 4 <sup>th</sup> quarter			
				Budget	Rand									
Activity1. 5		Number of municipal land leased for economic development by 30 June 2021	Annual Signed lease agreements	Target	Number	29		6	New KPI		Applicable in the 4 <sup>th</sup> quarter			
				Budget	Rand									
Activity1. 6		Number of municipal land leased for social activities by 30 June 2021	Signed lease agreements	Target	Rand	0		6	New KPI		Applicable in the 4 <sup>th</sup> quarter			
				Budget	Number									

Development Planning and Management Division														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity No. 1.1	To Ensure that all the building plans received within the municipal jurisdiction concur with the approved design in terms of the NBRBS Act 103 of 1977; and compliance with SPLUMA 16 of 2013	Number of land use Contravention Notices issued by 30 June 2021	Contravention notices	Target	Number	82	15	130	82	30	34	+4	N/A	N/A
				Budget										
Activity No. 1.2		Number of SDF Review approved by Council by 30 June 2021	Reviewed SDF & Council resolution	Target	Number	1		1			Applicable in the 4 <sup>th</sup> quarter	0	N/A	N/A
				Budget										
Activity No. 1.3		Number of Land Use Scheme compiled and approved by Council by 30 June 2021	Reviewed LUMS and Council resolution	Target	Number	0		1	0		Applicable in the 4 <sup>th</sup> quarter	0	N/A	N/A
				Budget										

PARKS, PROPERTIES AND CEMETERIES														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity No. 1.1	To ensure that all properties of council are properly maintained	Number of municipal properties cleaned per month	Job cards	Target	Number	52	15	52	52	13	48	+35	N/A	N/A
				Budget										
Activity No. 1.2		Number of sport and recreational facilities cleaned per month	Job cards	Target	Number	300		300	280	75	136	+61	N/A	N/A
				Budget										
Activity No. 1.3		Number of cemeteries maintained per quarter	Job cards	Target	Number	40		40	40	10	0	-10	No maintenance conducted during COVID 19 restrictions	To be done in the 2 <sup>nd</sup> quarter
				Budget										

## 2. DEPARTMENT OF TECHNICAL SERVICES

### KPA: Basic Service & Infrastructure Development

Water and Sanitation Division														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity 1.1	Water & Waste water service provided to all households in accordance with Blue Drop & Green Drop standards	Number of water quality tests conducted per month	Water quality test results from the Lab	Target:	Number	12	30%	12	9	3	3	0	N/A	N/A
				Budget	Rand									
Activity 1.2		Number of waste water quality tests conducted per month	Waste water test results from the Lab	Target:	Number	9		12	9	3	3	0	N/A	N/A
				Budget	Rand									
Activity 1.3		Number of Water Services Development Plan reviewed by 30 June 2021	Council Resolution and reviewed WSDP	Target	Number	1		1	1	0	Applicable in the 4 <sup>th</sup> quarter	0	N/A	N/A

Refuse Removal, Environment & Waste Management														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity 1.1	Ensure Implementation and Compliance with NEM: Waste Act 59 of 2008 leading to Successful Implementation of Sustainable Environmental Management Programmes	Number of reviewed Integrated Waste Management Plan approved by 30 June 2021	Council resolution on Integrated Waste Management Plan	Target:	Number	1	25%	1	1	0	Applicable in the 4 <sup>th</sup> quarter	0	N/A	N/A
				Budget	Rand									
Activity 1.3		Number of refuse removal collected throughout Mantsopa areas by 30 June 2021	Monthly collection Schedule & Job Cards	Target:	Number	528		528	528	132	146	+14	N/A	N/A
				Budget	Rand									
Activity 1.4		Number of Quarterly Provincial Waste Management Officers Forum meetings attended by 30 June 2021	Attendance registers and Minutes	Target:	Number	4		4	4	1	0	-1	Meetings are yet to be scheduled since Covid 19	Sector department to liaise with the Municipalities with regards to the Way Forward
				Budget	Rand									

Activity 1.6		Number of CWP Local Reference Committee meetings held per quarter	Minutes and Attendance Registers	Target: Budget	Number Rand	4		4	4	1	0	-1	Meetings are yet to be scheduled since Covid 19	Sector department to liaise with the Municipalities with regards to the Way Forward
Project management Unit														
Planni ng level	Predetermine d Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Basel ine	Weight ing	Annual Target	Past year performance	Quarte r 1	Progress on review	Varian ce	Reasons for variance	Remedial steps taken or to be taken
Activity 1.1	To ensure that all Municipal Capital projects are managed within contractual prescripts	Percentage of progress made on the Manyatseng Construction of 1.7 km paved roads and storm water in Los-my-cherry and Vukuzenzele by 30 June 2021	Progress reports & Completion Certificate	Target: Budget	Percentage Rand	65%	20%	100%	65%	75.0%	71%			
Activity 1.2		Percentage of progress made on WC & WDM phase 1 in Ladybrand and Tweespruit by 30 June 2021	Progress report & Completion Certificate	Target: Budget	Percentage Rand	0%		100%	0%	10%	30%	0		
Activity 1.3		Percentage of progress made on WC & WDM phase 2 in Hobhouse by 30 June 2021	Progress reports & Completion Certificate	Target: Budget	Percentage Rand	0%		100%	0%	Appoin tment of Contra ctor	Tender stage			
Activity 1.4		Percentage of progress made on Rehabilitation of Hobhouse Waste Water Treatment Works with the pump-station by 30 June 2021	Progress reports & Completion Certificate	Target: Budget	Percentage Rand	0%		100%	0%	Appoin tment of Contra ctor	Tender stage			
Activity 1.5		Percentage of progress made on Refurbishment of Hobhouse Water Treatment Works (Chlorine station) by 30 June 2021	Progress reports & Completion Certificate	Target: Budget	Percentage Rand	0%		100%	0%	Appoin tment of Contra ctor	Tender stage			
Activity 1.6		Percentage of progress made on Commissioning of Grey Water System in Boroa by 30 June 2021	Progress reports & Completion Certificate	Target: Budget	Percentage Rand	0%		100%	0%	Appoin tment of Contra ctor	Tender stage			
Activity 1.7		Percentage of progress made on the construction of Ladybrand	Progress reports &	Target	Percentage	0%		100%	0%	Appoin tment	Tender stage			

		6ML reservoir and pipeline by 30 June 2021	Completion Certificate							of Contractor					
Activity 1.8		Percentage of progress made on Manyatseng construction of 1.9 paved roads and stormwater in Masakeng by 30 June 2021	Progress report & Completion Certificate	Budget	Rand	0%		100%	45%	60%	60%				
Activity 1.9		Percentage progress made on Manyatseng : Establishment and Formalisation of new cemeteries by 30 June 2020	Progress reports & Completion Certificate	Target:	Percentage	0%		100%	New KPI	20%	23%				
Activity 1.10		Percentage progress made on Tweespruit /Borwa: Upgrading of sports field (Phase 1) by 30 June 2021	Progress report & Completion Certificate	Target:	Percentage	0%		100%	20%	50%	71%				
Activity 1.11		Number of MIG Annual reports prepared to comply with MIG Conditions by 30 June 2021	Signed 2018/19 Annual Report	Target:	Percentage	1		1	1	1	1				
Activity 1.12		Number of EPWP beneficiaries appointed by 30 June 2021	Employment Contracts	Target:	Percentage	257		270	257	75	129				
Activity 1.13		Number of EPWP Implementation Plans generated by 30 June 2021	Signed Annual Plan	Target:	Number	1		1	1	1	1				
				Budget	Rand										
Roads and Stormwater															
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken	
Activity 2.1	To improve the standard of roads and storm water drainages in the Municipality	Kilometres of roads re-gravelled by 30 June 2021	Job Cards	Target:	Kilometres	7.6km	25%	2	7.6km	0.5Km	0km	0.5Km			
				Budget	Rand										
Activity 2.2		Kilometres of roads reshaped by 30 June 2021	Job Cards	Target:	Kilometres	33,7 km		2	33,7 km	0.5Km	0km	0.5Km			
				Budget	Rand										
Activity 2.4		Storm-water channel cleaned by 30 June 2021	Job Cards	Target:	Kilometres	2.58 km		10	2.58 km	2.58 km	0.2 km				
				Budget	Rand										
Activity 2.5		Roads and Stormwater Maintenance Plan by 30 June 2021	Approved Maintenance Plan & job cards	Target:	Number	1		1	1	0	0	-1			
				Budget	Rand										

### 3.DEPARTMENT OF CORPORATE SERVICES

#### KPA: INSTITUTIONAL TRANSFORMATION & DEVELOPMENT

Human Resources Division														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity1.1	Development of the corporate Services Excellence	Number of HR related policies reviewed by Council by 30 June 2021	Reviewed policies and Council resolution	Target: Budget	Number	1	30%	5	1		Applicable in the 4 <sup>th</sup> quarter	N/A	N/A	N/A
Activity1.2		Number of awareness made on Health and Safety at workplace by 30 June 2021	Notice, attendance register & minutes	Target: Budget	Number	1		4	1	1				
Activity1.3		Number of OHS meetings held by 30 June 2021	Minutes, Attendance Register & programme	Target: Budget	Number	1		4	1	1	0	-1	No OHS meetings were held due to Covid-19	To be done in the 2 <sup>nd</sup> quarter
Activity1.3		Number of reports on early retirements, recruitment, skills development and light duty submitted to Council for consideration by 30 June 2021	Reports & Council minutes	Target: Budget	Number	0		4	New KPI	1	0	N/A	Only the attachments were received, no report submitted	Department to revise its reporting mechanism in the 2 <sup>nd</sup> quarter
Activity 1.4		Number of Job evaluation conducted by 30 June 2021	Job Evaluation Report	Target: Budget	Number Rand	0		1	0		Applicable in the 3 <sup>rd</sup> quarter	N/A	N/A	N/A
Activity 1.5		Number of Organisational Structures reviewed and approved by Council by 30 June 2021	Organisational Structure & Council resolution	Target: Budget	Number Rand	1		1	1		Applicable in the 4 <sup>th</sup> quarter	N/A	N/A	N/A
Administration and Council Support														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Output 2	Development of the corporate Services Excellence	Number of Council resolutions implementation report submitted to Council by 30 June 2021	Council resolutions progress register & resolution	Target Budget	Number Rand	1	30%	4	1	1	1	0	N/A	N/A
Activity2.1		Number of Year plans compiled and approved by Council by 30 June 2021	Year Plan & council resolution	Target Budget	Number	1		1	1	0	1	0	N/A	N/A

Activity2.2		Number of Council meetings held by 30 June 2021	Notice, Minutes & Attendance register	Target	Number	15		8	15	2	2	0	N/A	N/A
Activity2.3		Number of EXCO Meetings held by 30 June 2021	Notice, Minutes & Attendance register	Target	Number	6		6	6	1	2	+1	N/A	N/A
Activity2.4		Number of MPAC meetings held by 30 June 2021	Notice, Minutes & Attendance register	Target	Number	2		6	0	1	2	+1	N/A	N/A
Activities2.5		Number of Analysis Reports on Attendance of Meetings by Councillors by 30 June 2021	Analysis report and proof submission to Speaker	Target	Number	2		2	1	0	Applicable in the 2 <sup>nd</sup> quarter	0	N/A	N/A

LEGAL AND LABOUR														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity2.8	Development of the Corporate Services Excellence	Number of Contingent Liability Register reviewed by 30 June 2021	Contingent Liability register	Target	Number	12	20%	12	12	3	2	-1	No September register for Contingent Liability Register	Department to update the register monthly
				Budget										
Activity2.10		Percentage of disciplinary matters processed and finalised within 90 days by 30 June 2021	Judgements & register	Target	Percentage	100 %		100%	100%	100%	0%	-100%	Matters delayed	Department to conclude matters within 90 days
				Budget										

Skills Development Division														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity1.1	Development of the corporate Services Excellence	Number of Work-place skills Plan submitted to Dept of Labour by 30 June 2021	Work place skills Plan (WSP) and proof of submission	Target:	Number	1	20%	1	1	0	1	0	N/A	N/A
				Budget										
Activity1.2		Number of Annual Training Report submitted to Training Committee & Dept of Labour by 30 June 2021	Annual Training report (ATR) & proof submission	Target:	Number	1		1	1	0	1	0	N/A	N/A
				Budget										

Activity1.3		Number of institutional Skills audit conducted by 30 June 2021	Skills Audit report	Target:	Number	1		1	1	0	Applicable in the 4 <sup>th</sup> quarter	0	N/A	N/A
				Budget										
Activity1.5		Number of Employment Equity Report submitted to the Dept of Labour by 30 June 2021	Employment Equity report & proof of submission	Target:	Number	1		1	1	0	Applicable in the 3 <sup>rd</sup> quarter	0	N/A	N/A
				Budget										

**DEPARTMENT OF CHIEF FINANCIAL OFFICER:  
KPA: FINANCIAL VIABILITY & MANAGEMENT**

Revenue Management Division													
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Sound Financial Management and Reporting	Number of signed off debtor's reconciliation control accounts generated by 30 June 2021	Monthly Debtors reconciliation reports	Target: Budget	Number	12	30%	12	12	3	3	3	3
Activity1.2		Number of registers sent to water division on faulty meters by 30 June 2021	Registers to Water Division on faulty meters	Target: Budget	Number	12		12	12	3	3	3	3
Activity1.3		Number of monthly billing authorisations conducted	Monthly Bill reports	Target: Budget	Number	12		12	12	3	3	3	3
Activity1.4		Number of Revenue related policies approved by Council as at 30 June 2021	Council resolution & reviewed policies	Target: Budget	Number	5		5	5	5			
Activity1.5		Number of revenue enhancement strategies approved by 30 June 2021	Approved revenue enhancement strategy plus Council resolution	Target: Budget	Number	0		1	0	1	0	0	0
Activity1.6		Number of updates of the supplementary valuation roll by 30 June 2021	Updated certified supplementary Valuation roll	Target: Budget	Number	1		1	1				1
Activity1.7		Number of cut off register for top debtors in towns implemented by 30 June 2021	Cut off notices	Target: Budget	Number	0		12	New KPI	3	3	3	3

ASSET MANAGEMENT													
Planni ng level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighti ng	Annual Target	Past year performan ce	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activit y 1.1	Sound Financial Management and Reporting	Number of auctions conducted on obsolete and redundant assets by 30 June 2021	Auction report	Target:	Number	0		1	0			1	
Activit y 1.2				Budget									
Activit y 1.3		Number of MFMA compliant Asset reviewed as at 30 June 2021	Updated Asset Register	Target	Number	1		1					1
				Budget									
Activit y 1.4		Number of monthly updates of assets performed in terms of accounting requirements	Additions report	Target	Number	12		12	12	3	3	3	3
				Budget									
Activit y 1.5		Number of Assets verified quarterly according to accounting standards	Verifications report	Target	Number	4		4	4	1	1	1	1
				Budget									
Activit y 1.6		Number of reconciliations performed between the General Ledger & fixed Asset Register as at 30 June 2021	Reconciliati ons report	Target	Number	12		12	12	3	3	3	3
				Budget									
Activit y 1.7		Number of analysis report of current fleet by category conducted by 30 June 2021	Analysis report	Target	Number	1		1	1		1		
				Budget									
Activit y1.8		Number of reports on vehicles licenced and registered as at 30 June 2021	Schedule of licencing and registered vehicles	Target:	Number			12	12	3	3	3	3
				Budget									
Activit y1.9		Number of Fuel consumption reports generated to detect the losses as at 30 June 2021	Monthly Fuel report consumptio n reports	Target:	Number	12		12	12	3	3	3	3
				Budget									
Activit y 1.10		Number of Fleet Management related policies approved as at 30 June 2021	Approved updated Asset policies,	Target	Number	1		1	1	1			
				Budget									

			Council resolution											
	Supply Chain Management Division													
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performa nce	Qua rter 1	Qua rter 2	Qua rter 3	Qua rter 4	
Activity5.1	Sound Financial Management and Reporting	Number of Supply Chain Management Policies revised and approved as at 30 June 2021	Approved Revised Supply Chain Management policy and council resolution, Infrastructure Procurement & Delivery Management	Target	Number	1	20%	1	1	2				
				Budget										
		Number of reports on SCM policy implementation submitted to the Mayor as at 30 June 2021	SCM Implementation reports and proof of submission to the Mayor	Target	Number	0		4	4	1	1	1	1	
				Budget										
Activity 5.2		Number of reports on SCM policy implementation submitted to Council as at 30 June 2021	SCM Implementation reports and proof of submission to the Mayor	Target	Number	0	1	0				1		
Activity 5.3				Budget										
Activity5.4		Number of signed off annual procurement plans submitted to PT by 30 June 2021	Signed off by MM annual procurement plans, proof submission to PT	Target	Number	1	1	1	1	0	0	0		
				Budget										
		Number of SCM declarations of interest register for SCM practitioners and members of Bid Committees as at 30 June 2021	SCM declaration register	Target	Number	1	1	1	1					
				Budget										
		Number of workshops held with internal and external stakeholders on Supply Chain Management Policy and processes as at 30 June 2021	Notices, minutes and attendance registers	Target	Number	4	4	2	1	1	1	1		
				Budget										

BUDGET AND REPORTING DIVISION													
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Quarter 4
				Budget									
	Sound Financial Management and Reporting	Number of MFMA compliant Annual Budget approved by Council by 30 June 2021	Council resolution Approved Budget	Target	Number	1	10%	1	1	1			
				Budget	Rand								
Activity 1.2		Number of budget related policies approved by 30 June 2020	Approved policies with council resolutions	Target:	Number	5		5	5	5	0	0	
				Budget	Rand								
		Number of MFMA compliant Draft Annual Budget tabled in Council by 30 June 2021	Council resolution Tabled Budget	Target	Number	1		1	1			1	
				Budget	Rand								
Activity 1.3		Number of section 71 Reports submitted to the Mayor within 10 days after the end of the month	Section 71 reports & proof of submission	Target:	Number	12		12	12	3	3	3	3
				Budget	Rand								
Activity 1.4		Number of Section 11 reports tabled in Council by 30 June 2021	Section 11 reports and council resolutions	Target	Number	4		4	4	1	1	1	1
				Budget	Rand								
Activity 1.5		Number of section 52 (d) reports tabled in Council within 30 days after the end of the month	Section 52 (d) Reports & Council resolution	Target:	Number	4		4	4	1	1	1	1
				Budget	Rand								
Activity 1.6		Number of Mid-year Budget Performance Assessment report submitted to the Mayor, PT & NT on or before 25 of each year	Mid-year Budget Performance Assessment Report, & proof of submission	Target:	Number	1		1	1	0	0	1	0
				Budget	Rand								
Activity 1.7		Number of Annual Financial Statements submitted to the office of the Auditor General by the 31 <sup>st</sup> Aug each year	Signed off Annual Financial Statements and proof of submission	Target:	Number	1		1	1	1	0	0	0
				Budget	Rand								

Expenditure Management Division													
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighing	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Sound Financial Management and Reporting	Number of top 10 key creditors accounts reconciled by 30 June 2021	Monthly Reconciliation reports	Target	Number	12	10%	12	12	3	3	3	3
				Budget	Rand								
Activity1.2		Percentage invoices paid within 30 days	Monthly statistics reports	Target	Percentage	60%		100%	60%	100%	100%	100%	100%
				Budget	Rand								
Activity 1.4		Number of reports on fruitless and wasteful expenditure tabled in Council by 30 June 2021	Quarterly reports on fruitless and wasteful expenditure & Council resolutions	Target	Number	4		4	4	1	1	1	1
				Budget	Rand								
Activity 1.5		Number of VAT 201 reports submitted to SARS by 30 June 2021	Monthly VAT 201 submissions to SARS	Target	Number	12		12	12	3	3	3	3
				Budget	Rand								
Activity 1.6		Number of Section 66 reports tabled in Council by 30 June 2021	Section 66 reports & Council resolution	Target	Number	4		4	4	1	1	1	1
				Budget	Rand								

Payroll Administration													
Plannin g level	Predetermine d Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighti ng	Annual Target	Past year performance	Quarter 1	Quart er 2	Quart er 3	Quarte r 4
Activity 1.1	Sound Financial Management and Reporting Number of updates on the risk register	Number of Payment of salaries by the 25 <sup>th</sup> day of every month	Proof of payment	Target	Number	12	5%	12	12	3	3	3	3
				Budget									
Activity 1.2		Number of Clearance of salary related suspense account by 30 June 2021	Monthly reconciliations	Target	Number	12		12	12	3	3	3	3
				Budget									
Activity 1.4		Payment of third parties by the 7 <sup>th</sup> day of every month	Proof of payment	Target	Number	12		12	12	3	3	3	3
				Budget									
Activity 1.5		Number of Submission of EMP 501 to SARS by 30 June 2021	IRP 5 file & EMP 501 reconciliation	Target	Number	1		1	1	0	0	0	1
				Budget									
				Target	Number	1		1	1	1			

Activity 1.5		Number of Payroll related policies approved by Council by 30 June 2021	S & T policy and Council resolution	Budget	Rands								
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**KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION** To ensure that the municipality is managed in a transparent, equitable and responsible manner

INTEGRATED DEVELOPMENT PLANNING														
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity 1.1	To ensure that the municipality is managed in a transparent, equitable and responsible manner	Number of meetings held on the implementation of the IDP Review Process Plan by 30 June 2021	Notices, attendance registers and minutes	Target:	Number				1					
				Budget:		20		16	20	0				
Activity 1.2		Number of publications of the approved IDP Review Process Plan 30 June 2021	Media Publications	Target	Number	1		1	1	1	1	0	N/A	N/A
				Budget										
Activity 1.3		Number of integrated Development Plan Community Representative forum held 30 June 2021	Notices, attendance registers and minutes	Target	Number	1		1	1					
				Budget										
Activity 1.4		Number of approved Draft IDP tabled in Council on or before 31 March of every year submitted to FSCOGTA within a prescribed period	Approved IDP; and proof of submission	Target		1		1	1		Applicable in the 3rd quarter	0	N/A	N/A
				Budget										
Activity 1.5		Number of approved Integrated Development Plan adopted by Council by 30 June 2021	Tabled draft Integrated Development Plan and a Council resolution	Target	Number	0		1	0		Applicable in the 4 <sup>th</sup> quarter	0	N/A	N/A
				Budget										
Activity 1.6		Number of Integrated Development Plan submitted to submitted to FSCOGTA within 10 days after approval by Council	Approved Integrated Development Plan and a council resolution	Target	Number	1		1	1	0	Applicable in the 4th quarter	0	N/A	N/A
				Budget										

**ORGANISATIONAL PERFORMANCE MANAGEMENT, MONITORING AND REPORTING**

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	Type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Progress on review	Variance	Reasons for variance	Remedial steps taken or to be taken
Activity 1.9	To promote the culture of performance excellence	Number of Quarterly Review of the Municipal Manager & Senior Manager's Performance by 30 June 2021	Attendance register, Report of the Performance Review Panel	Target	Number	4		4	4	1	1	0	N/A	N/A
				Budget										
Activity 2.1		Number of performance quarterly reports submitted to Council for approval by 30 June 2021	Section 52 (d) (non-financial) and Council resolution	Target	Number	4		4	4	1	0	-1	Delays due to system errors	To be combined in the 2 <sup>nd</sup> quarter as part of MFMA S72
				Budget										
Activity 2.2		Number of annual performance reports submitted to Auditor General of South Africa by the 31 <sup>st</sup> Aug of each year	Draft Annual Report submitted to AGSA; and proof of submission to AGSA	Target	Number	1		1	1	1	1	0	N/A	N/A
				Budget										
Activity 2.3		Number of performance Agreements of the Senior Managers submitted to FSCOGTA by 31 <sup>st</sup> July 2020	Signed Performance Agreements and proof of submission	Target	Number	5		5	5	1	1	0	N/A	N/A
				Budget										
Activity 2.4		Number of MFMA compliant annual reports tabled to Council by 30 June 2021	Tabled annual Report and a Council Resolution	Target	Number	1		1	1	0	Applicable in the 3 <sup>rd</sup> quarter	N/A	N/A	N/A
				Budget										
Activity 2.5		Number of MFMA compliant annual reports submitted to Council for approval by 31 March 2021	Council resolution	Target	Number	1		1	1	0	Applicable in the 4 <sup>th</sup> quarter	N/A	N/A	N/A
				Budget										
Activity 2.7		Number of oversight reports submitted to Council for consideration by 31 March 2021	Adopted Oversight Reports adopted by Council	Target	Number	1		1	1	0	Applicable in the 4 <sup>th</sup> quarter	N/A	N/A	N/A
				Budget										
Activity 2.8		Number of monthly reports on the implementation of back to Basics programme by 30 June 2021	Monthly reports & proof of submission	Target	Number	12		12	12	3				
				Budget										

