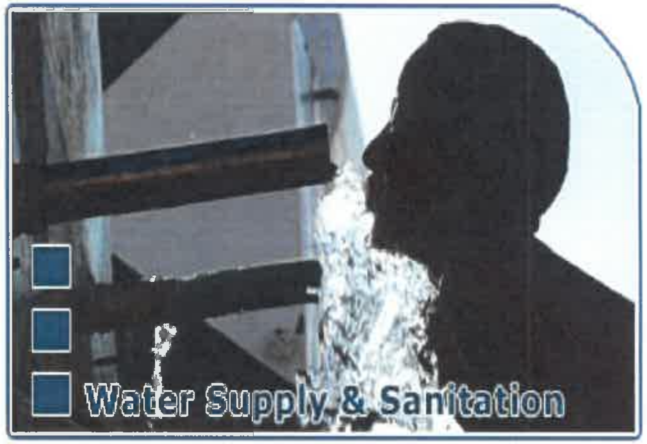
SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN REVISED (SDBIP) – 2020/2021



THABAZIMBI LOCAL MUNICIPALITY

"Working together for Prosperity"

VISION, MISION, VALUES AND STRATEGIC OBJECTIVES

The strategic vision of the organization sets the long-term goal the municipality wants to achieve. Thabazimbi Local Municipality's vision is one that 'wishes' for a future that deals with the many challenges and needs of the community.

The vision of Thabazimbi Local Municipality is:

"To be a leading tourist Municipality in the provision of sustainable and excellent services "

The strategic Mission speaks about what the purpose of the Thabazimbi Local Municipality is.
The Mission is:

"Promote, co-ordinate, implement the financial and environment growth and development through a committed staff and partnership with communities and stakeholders"

Values represent the core priorities of an organization's culture, including what drives employees and politicians within the municipality to achieve set strategies.

The values of Thabazimbi Local Municipality are:

Accountable, transparent, community centered and honest human capital

QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PER DEPARTMENT

EXECUTIVE SUMMARY

The development, implementation and monitoring of a Service Delivery Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA) Section 53 (1) (c) In terms of circular 13 of National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and Budget of the Municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA."

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the municipality, which includes the administration, council and community, whereby the intended objective and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggested that SDBIP provides the vital link between the Mayor, Council and the Administration, and facilitates the process for holding management accountable for its performance.

The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the Municipal Manager to monitor the performance of senior managers and the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.

In the interest of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreement of the municipal manager and senior managers.

In terms of circular 13 of National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP), budget of the municipality, and Performance Management will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA."

MFMA requirement- Approval of the SDBIP

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is:

Service delivery and budget implementation plan' means a detailed plan approved by the Mayor of a municipality in terms of section 53 (1) (c)

1. For implementing the municipality's delivery of municipal services and its annual budget, and which must indicate -

A Projections for each month of -

i) Revenue to be collected, by source; and

ii) Operational and capital expenditure, by vote;

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

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

   a) One of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality' and

   b) Service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval. The Mayor must also review the SDBIP after the Adjustment budget.

The following National Treasury prescriptions as minimum requirements that must form part of the SDBIP are applicable to the Thabazimbi Municipality;

1. Monthly projections of revenue to be collected by source

b) Which specifies the total amount that is appropriated for the purposes of the departmental of functional area concerned

The Components of a SDBIP

National Treasury directives are clear on the contents and methodology to derive at the SDBIP. As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and milestones to serve as monitoring tool for service delivery. What gets measured gets done, therefore it should be noted, that in order to improve on certain processes and co-operation within the municipality, process indicators have been developed for measurement purposes for the 2017/18 financial year.

Thabazimbi Local Municipality has incorporated the following relevant components into their SDBIP, but has used the initiative to devise it as follows:

1. Monthly projections of Revenue by source
2. Monthly projections of Revenue and Expenditure by vote
3. Monthly projections of Capital Expenditure by vote
4. Quarterly projections of service delivery targets and performance indicators for each vote.
5. Capital Works Plan over three years

In the development of Thabazimbi Local Municipality's SDBIP, cognizance was taken of the IDP priorities and strategies as well as the turnaround strategy contained in the IDP ensuring progress towards the achievement thereof.

The SDBIP of the Thabazimbi Municipality is aligned to the key performance areas (KPAs) as prescribed by regulations 805 of 2006 and the IDP Guidelines by COGTA for purposes of alignment to the performance agreement of the Municipal Manager and Manager directly accountable to the Municipal Manager.

The institutional indicators will form part of the performance agreement and plans of the Municipal Manager and Managers directly accountable to the Municipal Manager. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP serves as a management, implementation and monitoring tool that will assist the Mayor, councillors, Municipal Manager and Senior Managers in delivering services to the community. The SDBIP is described as a layered plan. The top later deals with consolidated service delivery targets and time frames as indicated on this plan. Top management is held accountable for the implementation and key performance indicators.

Service Delivery Targets and Performance Indicators

Each Department has to provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager and Managers' performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes. The performance targets for 2018/19 are contained in the accompanying Estimates **Annexure A** document.

A number of meetings were held with departments and the performance indicators and targets were developed. These targets have been included in the 2018/19 SDBIP.

The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of departments to provide information on progress towards achieving these targets on a quarterly basis.

The new performance indicators emanating from the financial recovery plan and the financial Management Capability Maturity Model (FMCMM)have been developed and included in the SDBIP. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

The MFMA requires that operational and capital expenditure by vote is shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget.

A circular from National Treasury clarifies this further by providing details of the Government Finance Statistics classifications, which aims to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by TLM Service Delivery Unit, as these are the most relevant for monitoring purposes and is in line with the municipality's revised virement policy. However, the SDBIP estimates also include a table for each Manager showing where each Service Delivery Unit sits in relation to the service classification.

Monitoring and the adjustments budget process

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections.

As detailed earlier, the Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended.

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

The Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received.

This protocol sets out the various steps that should be followed to allow the Mayor's obligations under section 54 of the MFMA to be fulfilled.

Budget and Trẻasury office will provide the Municipal Manager with information as required under section 71 and 72 of the MFMA and this information will be submitted to the Mayor by the 10th working day of each month.

The information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.

For capital projects, each variance of ±10% or R10, 000 whichever is the greater will be highlighted. The Mayor through the Municipal Manager will then ask the Manager responsible for that project for a written report covering;

1. The reasons for the variance If necessary
2. What corrective measures have been put in place
3. Whether the start and finish dates of the capital project need amending
4. Whether the project specification will need to be amended
5. Revised monthly estimates of expenditure for the project

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

Following the receipt of these reports the Mayor will make one of the following decisions:

1. Note the report of the Manager.
2. Note the report of the Manager and keep the project under review.
3. Request the Manager to attend a Performance Review meeting with the Mayor, Municipal Manager and CFO to examine the reasons for the variation
4. The potential for bringing the project back on track and the likely impact on service delivery

Following this meeting, the Mayor will then decide whether the SDBIP should be amended.

If it is decided to amend the capital programs and SDBIP, so as to maintain overall service delivery, Managers will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital programs that can be implemented sooner. The CFO will assess the financial implications of these suggestions and a recommendation made to the Mayor as to which ones would be possible to proceed with and an adjustments budget prepared.

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

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

At the end of each quarter, Managers must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Budget and Treasury office

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

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

OPERATING BUDGET FRAMEWORK

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source											
Property rates	2	38,825	28,259	69,338	60,349	73,146	73,146	73,146	94,003	99,643	105,622
Service charges - electricity revenue	2	63,305	73,207	40,674	88,920	75,655	75,655	75,655	83,501	88,511	93,822
Service charges - water revenue	2	24,579	18,086	62,855	38,693	51,645	51,645	51,645	49,398	48,734	51,658
Service charges - sanitation revenue	2	18,641	15,032	23,570	27,446	27,447	27,447	27,447	25,072	25,690	27,231
Service charges - refuse revenue	2	11,344	12,835	16,797	20,486	20,486	20,486	20,486	16,147	17,116	18,143
Rental of facilities and equipment		1,542	418	2,958	465	465	465	465	462	490	519
Interest earned - external investments			71	1,305		55	55	55	58	62	65
Interest earned - outstanding debtors		8,342	21,205	25,003	24,388	24,333	24,333	24,333	25,793	27,341	28,982
Dividends received											
Fines, penalties and forfeits		3,000	134	1,288	130	130	130	130	65	69	73
Licences and permits		2,808	5,228	884	3,156	930	930	930	1,724	1,827	1,937
Agency services		2,808									
Transfers and subsidies		67,576	72,129	89,399	97,365	97,365	97,365	97,365	120,315	115,826	126,169
Other revenue	2	4,424	38,811	2,122	887	630	630	630	566	600	636
Gains											
Total Revenue (excluding capital transfers and contributions)		247,194	285,415	336,193	362,287	372,288	372,288	372,288	417,105	425,907	454,855

OPERATING EXPENDITURE

LIM361 Thabazimbi - 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		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Expenditure By Type											
Employee related costs	2	106,525	118,788	116,803	149,571	127,002	127,002	127,002	135,835	145,343	155,517
Remuneration of councillors		8,100	9,365	9,548	11,204	10,216	10,216	10,216	10,625	11,050	11,492
Debt impairment	3	5,932	6,311	40,256	6,992	6,992	6,992	6,992	7,306	7,642	7,994
Depreciation & asset impairment	2	21,976	26,286	45,776	28,709	28,709	28,709	28,709	30,001	31,381	32,825
Finance charges		11,658	14,939	15,372	12,624	10,169	10,169	10,169	15,579	16,296	17,045
Bulk purchases	2	72,832	79,107	95,691	119,924	108,206	108,206	108,206	116,000	122,960	130,338
Other materials	8				9,522	4,800	4,800	4,800	9,000	5,323	5,568
Contracted services		–	13,487	26,164	49,650	44,950	44,950	20,333	54,908	46,974	49,135
Transfers and subsidies		–	–	–	–	7,212	7,212	7,212	7,644	8,103	8,589
Other expenditure	4, 5	–	28,758	27,927	21,885	17,177	17,177	11,319	25,131	26,287	27,496
Losses											
Total Expenditure		227,023	297,042	377,538	410,081	365,433	365,433	334,958	412,030	421,360	445,999

LIM361 Thabazimbi - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousands	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
Financial Performance										
Property rates	38,825	28,259	69,338	60,349	73,146	73,146	73,146	94,003	99,643	105,622
Service charges	117,869	119,160	143,896	175,545	175,233	175,233	175,233	174,119	180,050	190,853
Investment revenue	–	71	1,305	–	55	55	55	58	62	65
Transfers recognised - operational	67,576	72,129	89,399	97,365	97,365	97,365	97,365	120,315	115,826	126,169
Other own revenue	22,924	65,796	32,255	29,027	26,490	26,490	26,490	28,610	30,327	32,146
Total Revenue (excluding capital transfers and contributions)	247,194	285,415	336,193	362,287	372,288	372,288	372,288	417,105	425,907	454,855
Employee costs	106,525	118,788	116,803	149,571	127,002	127,002	127,002	135,835	145,343	155,517
Remuneration of councillors	8,100	9,365	9,548	11,204	10,216	10,216	10,216	10,625	11,050	11,492
Depreciation & asset impairment	21,976	26,286	45,776	28,709	28,709	28,709	28,709	30,001	31,381	32,825
Finance charges	11,658	14,939	15,372	12,624	10,169	10,169	10,169	15,579	16,296	17,045
Materials and bulk purchases	72,832	79,107	95,691	129,446	113,006	113,006	113,006	125,000	128,283	135,906
Transfers and grants	–	–	–	–	7,212	7,212	7,212	7,644	8,103	8,589
Other expenditure	5,932	48,557	94,348	78,526	69,119	69,119	38,643	87,346	80,903	84,625
Total Expenditure	227,023	297,042	377,538	410,081	365,433	365,433	334,958	412,030	421,360	445,999
Surplus/(Deficit)	20,171	(11,627)	(41,345)	(47,794)	6,855	6,855	37,331	5,075	4,548	8,857
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	29,172	28,714	32,783	83,228	72,228	72,228	72,228	94,204	159,279	179,420
Surplus/(Deficit) after capital transfers & contributions	96,343	17,087	(8,562)	35,434	79,083	79,083	109,559	99,279	163,827	188,277
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	96,343	17,087	(8,562)	35,434	79,083	79,083	109,559	99,279	163,827	188,277
Capital expenditure & funds sources										
Capital expenditure	**53,164**	114,677	29,596	83,228	112,737	112,737	112,737	96,503	157,496	177,541
Transfers recognised - capital	**52,463**	33,759	28,902	83,228	112,737	112,737	112,737	96,503	157,496	177,541
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	**701**	80,918	694	–	–	–	–	–	–	–
Total sources of capital funds	**53,164**	114,677	29,596	83,228	112,737	112,737	112,737	96,503	157,496	177,541
Financial position										
Total current assets	**266,864**	98,506	162,896	123,171	138,554	138,554	138,554	142,115	150,382	162,578
Total non current assets	**1,386,604**	1,501,338	713,943	1,637,362	801,738	801,738	801,738	837,810	876,343	916,647
Total current liabilities	**335,695**	255,950	244,840	582,916	124,497	124,497	124,497	130,105	136,090	142,350
Total non current liabilities	**84,005**	87,523	296,794	97,487	346,664	346,664	346,664	362,264	378,928	396,359
Community wealth/Equity	**1,233,767**	1,256,371	335,204	1,080,130	469,131	469,131	469,131	487,556	511,707	540,516
Cash flows										
Net cash from (used) operating	**(18,014)**	(109,339)	67,742	(47,462)	63,669	63,669	63,669	97,637	165,237	189,259
Net cash from (used) investing	**(4,873)**	68,453	(29,596)	(63,228)	(92,737)	(92,737)	(92,737)	(94,204)	(159,279)	(179,420)
Net cash from (used) financing	**24,399**	31,683	(1,833)	(3,066)	(1,380)	(1,380)	(1,380)	(1,380)	(1,463)	(1,551)
Cash/cash equivalents at the year end	**5,172**	(4,030)	36,836	(135,215)	6,388	6,388	6,388	8,441	12,936	21,224
Cash backing/surplus reconciliation										
Cash and investments available	**1,187**	(162,445)	36,836	(105,215)	13,086	13,086	13,086	10,995	13,231	19,118
Application of cash and investments	**42,561**	(28,120)	124,571	330,929	7,101	7,101	7,101	7,927	8,291	8,673
Balance - surplus (shortfall)	**(41,374)**	(134,325)	(87,735)	(436,144)	5,985	5,985	5,985	3,068	4,940	10,444

LIM361 Thabazimbi - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote 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	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue by Vote	1									
Vote 1 - 100 POLITICAL OFFICE BEARER		101,658	71,458	88,056	135,323	78,000	78,000	169,504	239,463	268,026
Vote 2 - 200 MUNICIPAL MANAGER		–	–	–	–	–	–	6	7	7
Vote 3 - 300 BUDGET & TREASURY		50,110	51,323	97,207	60,670	71,350	71,350	124,497	127,451	135,098
Vote 4 - 400 CORPORATE SERVICE		–	–	2,959	–	542	542	424	449	476
Vote 5 - 500 PLANNING AND DEVELOPMENT		7,728	97	230	228	110	110	177	188	199
Vote 6 - 600 COMMUNITY SERVICES		23,845	21,285	19,298	44,166	59,925	59,925	17,978	19,056	20,200
Vote 7 - 700 TECHNICAL SERVICES		142,903	180,207	161,226	214,128	162,362	162,362	198,724	198,573	210,270
0		(1,767)	(7,643)	–	(9,000)	72,228	72,228	–	–	–
Total Revenue by Vote	2	**324,478**	**316,727**	**368,976**	**445,515**	**444,516**	**444,516**	**511,309**	**585,186**	**634,275**
Expenditure by Vote *to be appropriated*	1									
Vote 1 - 100 POLITICAL OFFICE BEARER		50,927	33,643	147,885	16,973	29,721	29,721	37,565	39,453	41,441
Vote 2 - 200 MUNICIPAL MANAGER		–	–	(675)	16,078	13,343	13,343	3,464	3,707	3,966
Vote 3 - 300 BUDGET & TREASURY		94,756	126,445	102,517	56,411	93,621	93,621	81,820	75,701	79,801
Vote 4 - 400 CORPORATE SERVICE		–	–	30,274	60,286	43,055	43,055	48,711	51,292	54,017
Vote 5 - 500 PLANNING AND DEVELOPMENT		13,196	8,809	517	5,041	10,124	10,124	15,559	16,555	17,617
Vote 6 - 600 COMMUNITY SERVICES		10,725	34,285	–	40,652	51,002	51,002	32,069	30,099	32,174
Vote 7 - 700 TECHNICAL SERVICES		80,568	119,417	96,906	200,508	124,751	124,751	192,843	204,553	216,984
Total Expenditure by Vote	2	**238,603**	**327,266**	**378,099**	**410,081**	**365,432**	**365,432**	**412,030**	**421,360**	**445,999**
Surplus/(Deficit) for the year	2	**85,876**	**(10,538)**	**(9,123)**	**35,434**	**79,084**	**79,084**	**99,279**	**163,827**	**188,277**

KPA 1: SPATIAL DEVELOPMENT

Strategic Objectives	Project Name	IDP Ref	KPI	Budget	Budget Source	Baseline	Annual Target	Q1		Q2	
								Target	Portfolio of Evidence	Target	Portfolio of Evidence
To Ensure Sustainable Spatial Development	Review of SDF and LUMS	1	Number of SDF and LUMS reviewed by set date	R1,500,000.00	TLM	New project	2 SDF & LUMS reviewed by 31 March 2021				
To Ensure Sustainable Spatial Development	Development of a housing and integrated human settlement plan	2	Housing and integrated human settlement plan approved by set date	N/A	OPEX	New project	1 Housing and integrated human settlement plan approved by 31 March 2021	Desktop study and analysis	Analysis report	Draft Chapter sector plan	Draft report
To Ensure Sustainable – Spatial Development	Implementation of SPLUMA	3	Percentage of land development and land use applications received, evaluated, processed and approved by set date	N/A	OPEX	New project	100% of land development and land use applications received, evaluated, processed and approved by 30 June 2021	100% (Any number of various development applications received for review and approval amounts to100%)	Register of land development applicants and approval letters	100% (Any number of various development applications received for review and approval amounts to100%)	Register of land development applicants and approval letters

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective	Project Name	IDP Ref	KPI	Budget	Budget Source	Baseline	Annual Target	Q1		Q2	
								Target		Target	Portfolio of Evidence
To ensure quality services to community by improving	Northam rehabilitation of sport facility	4	Sport and recreation facility upgraded by set date	R1,049,419.49	MIG	1 number of sport facility upgraded	1 Northam sport and recreation facility upgraded by	1 sport and recreation facilities upgraded by 30	Completion Certificate		

community by improving current infrastructure to sustainable levels and promotes environmental management system	Regorogile		set date				Regorogile by 30 June 2021				
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Rooiberg High Mast Light	6	Percentage of high mast lights installed by set date	R993,081.96	MIG	New project	100% of Rooiberg High Mast Light installed by 31 March 2021	Appointment of service provider	Appointment Letter	40% of Rooiberg High Mast Light installed	Progress report
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental	Skierlik High Mast Light	7	Percentage of high mast lights installed by set date	R1,800,000,01	MIG	New project	100% of Skierlik High Mast Light installed by 30 June 2021	Appointment of service provider	Appointment Letter	40% of Skierlik High Mast Light installed by	Progress report

levels and promotes environmental management system											
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Upgrading of Rooiberg Cemetery	9	Percentage of cemetery upgraded by set date	R1,000,500,00	MIG	New project	100% of Rooibery cemetery upgraded by 30 June 2021	Procurement process complete	Tender Advert	Appointment of Service provider	Appointment letter
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Regorogile Extension 5 Paving of internal streets phase 3	10	Number of km paved roads constructed by set date	R18,904,283.8	MIG	2km of paved road as at end June 2020	3,2km of Regorogile Extension 5 phase 3 paved roads constructed by 30 June 2021	Appointment of service provider	Appointment Letter	Site Establishment -100% Setting out 100% Clearing and Grubbing - 100% Box cutting -100% Road bed preparation 0.75km Overall progress -30%	Progress report
To ensure quality services to community	Northam Extension 5 Upgrading of internal streets	11	Number of internal streets upgraded by set date	R3,649,999.00	MIG	2Km of roads paved as at end June 2020	4.59 km of Northam extension 5 internal streets	Procurement process complete	Tender Advert	Appointment of Service provider	Appointment letter

To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Upgrading of Sport and Recreation facility at Raphuthi (Ward 4)	12	Number of sport and recreation facility upgraded by set date	R11,000,000.00	MIG	New project	1 sport and recreation facility at Raphuti (ward 4) upgraded by 30 June 2021	Procurement process complete	Tender Advert	Appointment of Service provider	Appointment letter
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Regorogile Upgrading of Stormwater Management (Phase 1)	13	Percentage of storm water upgraded by set date	R14,670,077.13	MIG	New project	100% of Regorogile storm water upgraded by 30 June 2021	Appointment of service provider	Tender Advert	Construction stage	Progress report
To ensure quality services to community by improving current infrastructure to sustainable levels and	Upgrade of the Thabazimbi and Regorogile bulk water supply and associated infrastructure	14	Percentage of bulk water supply and associated infrastructure upgraded by set date	R14,623,125.68	WSIG	2000m and 20 valves	100% of the Thabazimbi and Regorogile bulk water supply and associated infrastructure upgraded by 30 June 2021	Clear and grubbing-100%, Construction of 200m of pipeline,	Progress report	Construction of 1200m of pipeline,2 PRV chambers	Progress report

infrastructure to sustainable levels and promotes environmental management system			set date				upgraded by 30 June 2021				
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Upgrade of the Rooiberg bulk water supply and associated infrastructure	16	Percentage of bulk water supply and associated infrastructure upgraded by set date	R937,546.03	WSIG	1 borehole and 3000m of pipes	100% of the Rooiberg bulk water supply and associated infrastructure upgraded by 30 June 2021	1 Scour Valve and 1 Air valve	Progress report	2 Air valve, Refurbishment of 1 building structure	Progress report
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	The development of a comprehensive WCWDM 5 year's strategy as well as, the implementation of WCWDM interventions within all water supply areas.	17	Percentage development of a comprehensive WCWDM 5 year strategy and the implementation of WCWDM interventions within all water supply areas by set date	R7,390,944.89	WSIG	Development of a 5-year WCWDM strategy	100% development of a comprehensive WCWDM 5 year strategy and the implementation of WCWDM interventions within all water supply areas by 30 June 2021	Develop a 5-year WCWDM Strategy Plan-50%, Development of a WCWDM Monitoring and Reporting system-55%	Progress report	Develop a 5-year WCWDM Strategy Plan-100%, Bulk Meter (Transmission and Distribution) Installation45%, Pressure Management within DMA's-60%	Progress report
To ensure	Regorogile	18	Percentage	R937,546.03	WSIG	New project	Design at 60%	Approval of	Approval	Design at 30%	Design

l management system											
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Northam Upgrading of Water Reticulation (Ward 7, 8)	19	Percentage approval of business plan by DWS, Project Design and Signing of MoU (ward 7, 8) by set date	R937,546,03	WSIG	New project	Design at 60% and Signing of MoU at 100% by 30 June 2021	Approval of Business Plan by DWS	Approval Letter	Design at 30%	Design Report
To ensure quality services to community by improving current infrastructure to sustainable levels and promotes environmental management system	Construction 3km 11kv overhead line Phase 2	20	Number of overhead line constructed by set date	R1,186,000,00	INEP	Construction of 3km 11KV overhead line	3 km 11kv overhead line Phase 2 constructed by 31 December 2020	1.5 km overhead line constructed	Progress Report	3 km overhead line constructed	Completion certificate
To ensure quality services to community by improving current infrastructure	Pre-Engineering of Smashblock 20MVA substation	21	Number of design reports submitted to PMU by set date	R1,444,000,00	INEP	New project	Final approved feasibility design report submitted to PMU by 30 June 2021	Project allocate to Professional Service Provider	Allocation Letter	Feasibility design and preliminary design	Design Report

community by improving current infrastructure to sustainable levels and promotes environmental management system	Settlement Phase 2		by set date				settlement phase 2 households to be electrified by 30 June 2021				

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective	Project Name	IDP Ref	KPI	Budget	Budget Source	Baseline	Annual Target	Q1		Q2	
								Target	Portfolio of Evidence	Target	Portfolio of Evidence
To create conducive environment for sustainable local economic development	LED plan	23	LED plan developed by set date	R500,000.00	TLM	New project	1 LED plan developed by 30 June 2021				
To create conducive environment for sustainable local economic development	Land Audit	24	Land audited by set date	R500,000.00	TLM	New project	1 Land audited by 31 March 2021				
To create conducive environment for	GIS System	25	GIS system developed by set date	R1,000,000.00	TLM	New project	1 GIS system developed by 31 December 2020			1 GIS system developed	GIS system

development											

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives	Project Name	IDP Ref	KPI	Budget	Budget Source	Baseline	Annual Target	Q1		Q2	
								Target	Portfolio of Evidence	Target	Portfolio of Evidence
To ensure restoration of effective financial management, viability, and accountability	Preparation of AFS and Assets register	27	AFS and Assets register prepared by set date	R4,000,000.00	TLM	1	1 AFS and Assets register prepared by 30 September 2020	1 Number of AFS prepared	Audited AFS		
To ensure restoration of effective financial management, viability, and accountability	Supplementary Valuation Roll	28	Valuation Roll Supplemented by set date	R200,000.00	TLM	Valuation roll	1 Valuation roll supplemented by 30 September 2020	1 Valuation roll supplemented	Valuation roll		
To ensure restoration of effective financial management, viability, and accountability	Section 72 reports	29	Number of Mid year reports submitted to the Mayor by set date	N/A	OPEX	New	1 Mid-year reports submitted to the Mayor by 31 December 2020			1 Mid –year reports submitted to council	Resolutions and reports
To ensure restoration of effective financial management, viability, and accountability	Section 52 report	30	Number of section 52 reports submitted to the Mayor by set date	N/A	OPEX	4	4 quarterly section 52 reports submitted to the Mayor by 30 June 2021	1	Council resolution	1	Council resolution
To ensure restoration of ...	Section 71 reports	31	Number of section 71 ...	N/A	OPEX	New	12 section 71 reports ...	3 section 71 reports ...	Council resolution	3 section 71 reports ...	Council resolution

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives	Project Name	IDP Ref	KPI	Budget	Budget Source	Baseline	Annual Target	Q1		Q2	
								Target	Portfolio of Evidence	Target	Portfolio of Evidence
Strengthen public engagement	IDP Public Participation	32	Number of IDP Public Participation held by set date	R850,000.00	TLM	2	2 IDP Public Participation held by 30 June 2021			1	Minutes and attendance register
Ensure that there are functional and accountable governance and management structures	Strategic risk Assessment Facilitate	33	Strategic risk Assessment Facilitated by set date	N/A	OPEX	1 strategic risk assessment facilitated	1 strategic risk assessment facilitated by 30 September 2020	1 risk assessment facilitated	Minutes , attendance and strategic register		
Ensure that there are functional and accountable governance and management structures	Operational Risk Assessment Facilitate	34	Operational Risk facilitated by set date	N/A	OPEX	1 Number operational risk facilitated	1 operational risk facilitated by 30 September 2020	1 Number operational risk facilitated	Minutes and attendance and operational risk register		
Ensure that there are functional and accountable governance and management structures	Annual internal audit plan approved	35	Annual internal audit plan approved by set date	N/A	OPEX	1 Annual Internal Audit Plan Approved	1 Annual internal Audit plan approved by 30 September 2021	1 Annual internal Audit plan approved	Council resolution internal plan		
Strengthen	Risk	36	Risk and fraud	N/A	OPEX	1	1 risk and	1 Number of	Minutes and		

KPA 6: MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

Strategic Objectives	Project Name	IDP Ref	KPI	Budget	Budget Source	Baseline	Annual Target	Q1		Q2	
								Target	Portfolio of Evidence	Target	Portfolio of Evidence
To ensure efficient administrative support services	Employee Training	38	Number of Employees Trained by set date	R1,000,000.00	TLM	68	120 Employees Trained by 30 June 2021	20	Certificates	30	Certificates
To ensure efficient administrative support services	Record Management System	39	Number of Record Management System developed by set date	R1,350,000.00	TLM	New Project	1 Record Management System developed by 30 June 2021	Procurement process complete	Tender Advert	Appointment of Service provider	Appointment letter
To ensure efficient administrative support services	ICT Steering Committee	40	Number of ICT Steering Committee meeting held by set date	N/A	OPEX	New Project	4 ICT Steering Committee meeting held by 30 June 2021	1	Minutes And attendance register	1	Minutes And attendance register
To ensure efficient administrative support services	ICT Infrastructure upgrade and maintenance	41	Number of ICT infrastructure and maintenance upgraded by set date	R4,500,000.00	TLM	New project	1 ICT infrastructure and maintenance upgraded by 30 June 2021	Procurement process complete	Tender Advert	Appointment of Service provider	Appointment letter
To achieve a well transformed and Integrated Organisation	ICT Strategy development	42	Number of ICT strategy developed by set date		TLM	New project	1 ICT strategy developed by 30 June 2021	Procurement process complete	Tender Advert	Appointment of Service provider	Appointment letter
To achieve a well transformed and Integrated	ICT Disaster Recovery Plan	43	Number of ICT Disaster Recovery Plan developed by set date		TLM	New project	1 ICT Disaster Recovery Plan developed by 30 June 2021	Procurement process complete	Tender Advert	Appointment of Service provider	Appointment letter

services	Maintenance		Maintenance by set date				Maintenance by 30 June 2021				
To ensure efficient administrative support services	Telephone Management system	46	Number of Telephone Management system users by set date		TLM	New project	106 Telephone Management system users by 30 June 2020	Procurement process complete	Tender Advert	Appointment of Service provider	Appointment letter

CONCLUSION

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. All the Section 56/57 Management should be evaluated and monitored on the implementation of the SDBIP, which comprises largely of Key Performance Indicators and projects on a quarterly basis.

In preparation of the IDP and SDBIP, the Municipality also took into consideration the comments of CoGHSTA MEC and the Auditor General of South Africa. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery. This enables the Mayor and the Accounting Officer to be proactive and take remedial steps in the event of poor performance.

APPROVED BY THE MAYOR:

CLLR J.M. FISCHER

28/02/2021

DATE