

# **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

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**2020/21  
FINANCIAL YEAR**

**JUNE 2020**

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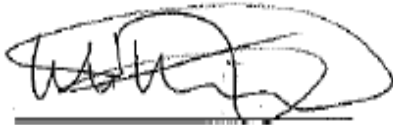
**JOE GQABI  
DISTRICT  
MUNICIPALITY**

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## MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, Z.A. Williams, in my capacity as the Municipal Manager of the Joe Gqabi District Municipality submit the Service Delivery and Budget Implementation Plan (SDBIP) for the 2020/21 financial year for approval by the Executive Mayor. This SDBIP has been prepared in terms of the stipulated requirements of the Municipal Finance Management Act of 2003 and its Regulations.

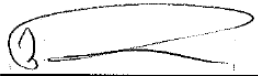


**ZA Williams**  
**Municipal Manager**

**Date: 11 June 2020**

**EXECUTIVE MAYOR'S APPROVAL**

I, Z.I. Dumzela, in my capacity as the Executive Mayor of the Joe Gqabi District Municipality, hereby approve the Service Delivery and Budget Implementation Plan (SDBIP) for the 2020/21 financial year as required in terms of Section 53 (1)(c)(ii) of the Local Government: Municipal Finance Management Act of 2003.



**Alderman. ZI Dumzela**  
**Executive Mayor**

**Date: 26 June 2020**

## **1.1 Legislative Imperative**

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In terms of Section 1(i) of the Local Government: Municipal Finance Management Act of 2003 (MFMA), the Service Delivery and Budget Implementation Plan (SDBIP) is defined as: “a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) projections for each month of:
  - (i) revenue to be collected by source; and
  - (ii) operational and capital expenditure, by vote;
- (b) service delivery targets and performance indicators for each quarter; and
- (c) any other matters that may be prescribed.”

In addition to the requirements as per the MFMA, Circular 13 as published by National Treasury requires the submission of a capital works plan. The MFMA requires the following to be included in the SDBIP of a municipality:

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

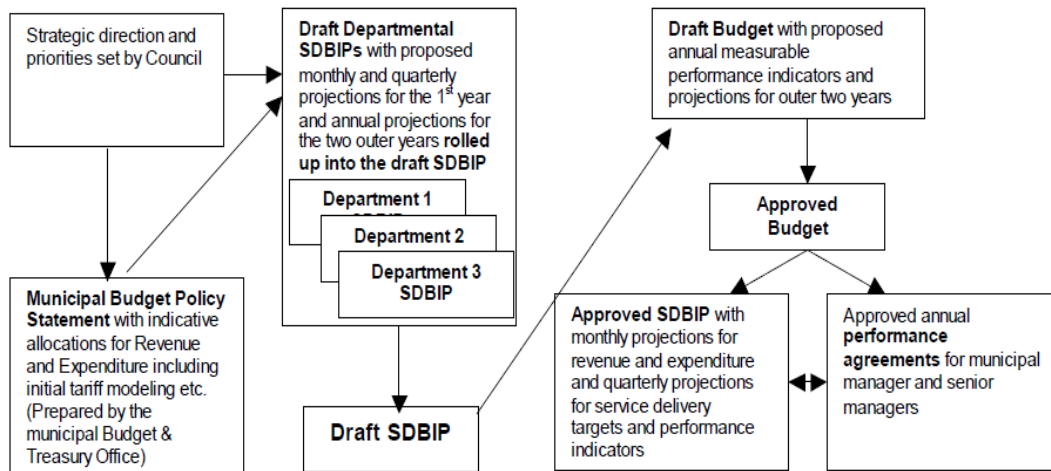
## **2. SDBIP, Budget and IDP linkage**

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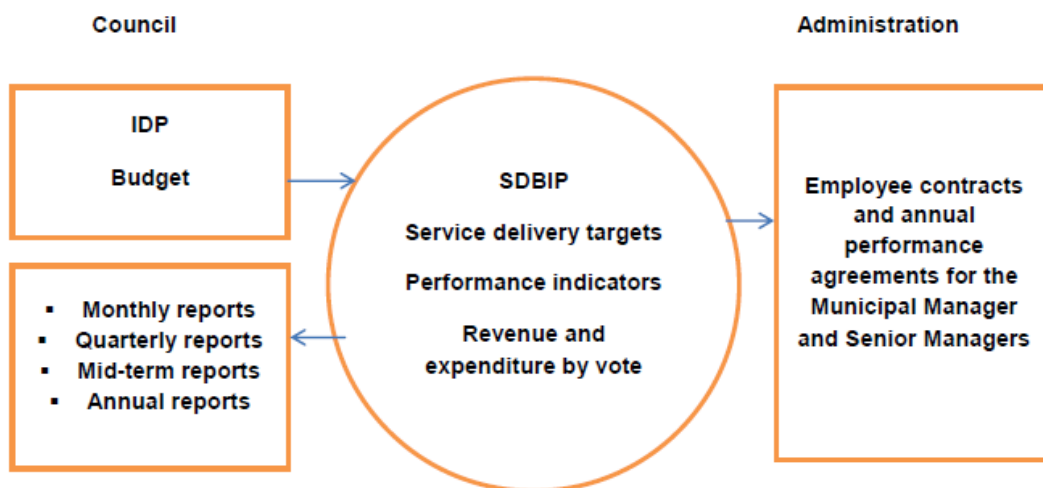
The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality. It details the plans for the implementation of IDP and budget by spelling out service delivery indicators and targets for attainment in the municipal financial year. The process for preparing and approving the SDBIP is depicted in diagram 1 below. The SDBIP serves as a contract between the administration, the Council and the community, expressing the objectives set by the Council as quantifiable outputs and outcomes that can be implemented by the administration over the a period of twelve months starting from July to June of the budget year. This SDBIP will provide the basis for measuring performance of the Joe Gqabi District Municipality (JGDM) in the delivery of services and expenditure of the budget. MFMA Circular 13 states that the SDBIP provides the vital link between

an executive mayor, municipal Council and the administration, as shown in diagram 2 below. Thus, the SDBIP facilitates the process of holding management and accountable for their performance.

**Process for preparing and approving the SDBIP**



**Diagram 1:** SDBIP preparation and approval process



**Diagram 2:** IDP, budget, SDBIP and administration link

The IDP and budget set Council's service delivery and budget targets focusing on both 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 will be based on quarterly SDBIP targets. Thus, this SDBIP will therefore determine the performance agreements of the Municipal Manager and senior managers including the outputs, outcomes and deadlines for which they will be held responsible.

### **3. Monthly projections of revenue to be collected for each source**

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This section deals with monthly projections of revenue to be collected for each source and monthly projections of expenditure (operating and capital) and revenue for each vote. One of the most important and basic priorities for any municipality is to collect all revenue as budgeted for. The failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of section 71(1)(a) and (e). Monthly projections of expenditure (operating and capital) and revenue for each vote projections relate to cash paid and should reconcile to the cash flow statement adopted with the budget documentation. Each key GFS function is a “vote” and must have associated with it as appropriate: operating expenditure; revenue; capital expenditure; and measurable performance objectives. The SDBIP should show monthly projections of revenue by vote in addition to revenue by source. When reviewing budget projections against actual, it would be useful to consider revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only. The section 71(1) (c), (d) and (f) MFMA monthly report requires reporting against such monthly projections in the SDBIP.

**3.1 Budgeted monthly revenue and expenditure**

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DC14 Joe Gqabi - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - M01 July

| Description                                | Ref | 2019/20         | Budget Year 2020/21 |                 |                |               |               |              |                |                    |
|--|-----|-----------------|---------------------|-----------------|----------------|---------------|---------------|--------------|----------------|--------------------|
|  |     | Audited Outcome | Original Budget     | Adjusted Budget | Monthly actual | YearTD actual | YearTD budget | YTD variance | YTD variance % | Full Year Forecast |
| <b>R thousands</b>                         | 1   |                 |                     |                 |                |               |               |              |                |                    |
| <b>Revenue - Functional</b>                |     |                 |                     |                 |                |               |               |              |                |                    |
| <b>Governance and administration</b>       |     | –               | 310 410             | 310 410         | 26 436         | 26 436        | 25 867        | 568          | 2%             | 310 410            |
| Executive and council                      |     | –               | 1 000               | 1 000           | –              | –             | 83            | (83)         | -100%          | 1 000              |
| Finance and administration                 |     | –               | 309 410             | 309 410         | 26 436         | 26 436        | 25 784        | 652          | 3%             | 309 410            |
| Internal audit                             |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| <b>Community and public safety</b>         |     | –               | 6 329               | 6 329           | –              | –             | 527           | (527)        | -100%          | 6 329              |
| Community and social services              |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| Sport and recreation                       |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| Public safety                              |     | –               | 4 000               | 4 000           | –              | –             | 333           | (333)        | -100%          | 4 000              |
| Housing                                    |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| Health                                     |     | –               | 2 329               | 2 329           | –              | –             | 194           | (194)        | -100%          | 2 329              |
| <b>Economic and environmental services</b> |     | –               | 234 165             | 234 165         | 6 362          | 6 362         | 19 514        | (13 152)     | -67%           | 234 165            |
| Planning and development                   |     | –               | 197 420             | 197 420         | 6 362          | 6 362         | 16 452        | (10 090)     | -61%           | 197 420            |
| Road transport                             |     | –               | 32 803              | 32 803          | –              | –             | 2 734         | (2 734)      | -100%          | 32 803             |
| Environmental protection                   |     | –               | 3 942               | 3 942           | –              | –             | 329           | (329)        | -100%          | 3 942              |
| <b>Trading services</b>                    |     | –               | 291 425             | 291 425         | 11 348         | 11 348        | 24 285        | (12 938)     | -53%           | 291 425            |
| Energy sources                             |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| Water management                           |     | –               | 172 212             | 172 212         | 8 980          | 8 980         | 14 351        | (5 371)      | -37%           | 172 212            |
| Waste water management                     |     | –               | 119 213             | 119 213         | 2 367          | 2 367         | 9 934         | (7 567)      | -76%           | 119 213            |
| Waste management                           |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| <b>Other</b>                               | 4   | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| <b>Total Revenue - Functional</b>          | 2   | –               | 842 329             | 842 329         | 44 146         | 44 146        | 70 194        | (26 049)     | -37%           | 842 329            |
| <b>Expenditure - Functional</b>            |     |                 |                     |                 |                |               |               |              |                |                    |
| <b>Governance and administration</b>       |     | –               | 152 076             | 152 076         | 7 358          | 7 358         | 12 673        | (5 315)      | -42%           | 152 076            |
| Executive and council                      |     | –               | 25 172              | 25 172          | 1 814          | 1 814         | 2 098         | (284)        | -14%           | 25 172             |
| Finance and administration                 |     | –               | 123 399             | 123 399         | 5 317          | 5 317         | 10 283        | (4 966)      | -48%           | 123 399            |
| Internal audit                             |     | –               | 3 505               | 3 505           | 227            | 227           | 292           | (65)         | -22%           | 3 505              |
| <b>Community and public safety</b>         |     | –               | 38 511              | 38 511          | 2 289          | 2 289         | 3 209         | (921)        | -29%           | 38 511             |
| Community and social services              |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| Sport and recreation                       |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| Public safety                              |     | –               | 19 293              | 19 293          | 1 028          | 1 028         | 1 608         | (580)        | -36%           | 19 293             |
| Housing                                    |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| Health                                     |     | –               | 19 218              | 19 218          | 1 261          | 1 261         | 1 601         | (340)        | -21%           | 19 218             |
| <b>Economic and environmental services</b> |     | –               | 95 453              | 95 453          | 2 688          | 2 688         | 7 954         | (5 266)      | -66%           | 95 453             |
| Planning and development                   |     | –               | 57 701              | 57 701          | 807            | 807           | 4 808         | (4 002)      | -83%           | 57 701             |
| Road transport                             |     | –               | 32 803              | 32 803          | 1 725          | 1 725         | 2 734         | (1 009)      | -37%           | 32 803             |
| Environmental protection                   |     | –               | 4 949               | 4 949           | 157            | 157           | 412           | (255)        | -62%           | 4 949              |
| <b>Trading services</b>                    |     | –               | 271 133             | 271 133         | 8 853          | 8 853         | 22 594        | (13 742)     | -61%           | 271 133            |
| Energy sources                             |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| Water management                           |     | –               | 222 860             | 222 860         | 8 059          | 8 059         | 18 572        | (10 513)     | -57%           | 222 860            |
| Waste water management                     |     | –               | 48 272              | 48 272          | 794            | 794           | 4 023         | (3 229)      | -80%           | 48 272             |
| Waste management                           |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| <b>Other</b>                               |     | –               | –                   | –               | –              | –             | –             | –            | –              | –                  |
| <b>Total Expenditure - Functional</b>      | 3   | –               | 557 172             | 557 172         | 21 187         | 21 187        | 46 431        | (25 244)     | -54%           | 557 172            |
| <b>Surplus/ (Deficit) for the year</b>     |     | –               | 285 157             | 285 157         | 22 958         | 22 958        | 23 763        | (805)        | -3%            | 285 157            |

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes
2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in the Financial Performance Statement
3. Total Expenditure by functional classification must reconcile to total operating expenditure shown in 'Financial Performance Statement'
4. All amounts must be classified under a functional classification (modified GFS). The GFS function 'Other' is only for Abattoirs, Air Transport, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

**3.2 Monthly capital expenditure (municipal vote)**

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**3.3 Monthly revenue and expenditure (municipal vote)**

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#### 4. Quarterly projections of service delivery targets and performance indicators for each vote

##### KPA 1: Service Delivery and Infrastructure provision

| STRATEGIC OBJECTIVE              | PROGRAMME / STRATEGY   | KPI NUMBER | KEY PERFORMANCE INDICATOR  | PAST PERFORMANCE (Baseline)               |   | CURRENT PERIOD                            | QUARTERLY TARGETS (2019/20 FY)            |   |   |   | EVIDENCE                                  | DIRECTORATE        |
|----------------------------------|--|------------|--|---|---|---|---|---|---|---|---|--------------------|
|                                  |  |            |  | 2018/19 FY (Actual )                      | 2019/20 FY (Actual)                       | 2020/21 FY Target                         | Qtr. 1                                    | Qtr. 2                                    | Qtr. 3                                    | Qtr. 4                                    |   |                    |
| Provide access to basic services | SD01: Develop and maintain water and sanitation infrastructure                           | SD01-01    | % compliance with SANS 241 for drinking water quality  | 94.6%                                     | 93.6%                                     | 95%                                       | N/A                                       | N/A                                       | N/A                                       | 95%                                       | IRIS report                               | WSP                |
|                                  | SD02: Provide effective and efficient disaster risk management, fire and rescue services | SD02-01    | Ratio of fire incidents timely responded to as a proportion of entries in the Occurrence Book.   | 01:01                                     | 01:01                                     | 01:01                                     | 01:01                                     | 01:01                                     | 01:01                                     | 01:01                                     | Report of fire incidents responded to     | Community Services |
|                                  | SD03: Expand and fast-track provision of universal access to basic services              | SD03-01    | % of households earning less than R1100 (national indigent declaration) per month with access to free basic services (water and sanitation)The Municipality is providing more than threshold | 100% of registered households (indigents) | 100% of registered households (indigents) | 100% of registered households (indigents) | 100% of registered households (indigents) | 100% of registered households (indigents) | 100% of registered households (indigents) | 100% of registered households (indigents) | 100% of registered households (indigents) | 1.Billing report   |

| STRATEGIC OBJECTIVE | PROGRAMME / STRATEGY | KPI NUMBER   | KEY PERFORMANCE INDICATOR                                  | PAST PERFORMANCE (Baseline)                      |   | CURRENT PERIOD    | QUARTERLY TARGETS (2019/20 FY)                  |        |   |  | EVIDENCE              | DIRECTORATE        |
|---------------------|----------------------|--|--|--|---|-------------------|---|--------|---|--|-----------------------|--------------------|
|                     |                      |  |  | 2018/19 FY (Actual )                             | 2019/20 FY (Actual)                             | 2020/21 FY Target | Qtr. 1  | Qtr. 2 | Qtr. 3  | Qtr. 4   |                       |                    |
|                     |                      | SD03-02  | % of households with access to basic level of water        | 74.1%  | 74.1%   | 74.6%             | N/A   | N/A    | N/A   | 74.6%  | 1.Calculation Report  | Community Services |
|                     |                      | SD03-03  | % of households with access to a basic level of sanitation | 89.7%  | 94.54%  | 96%               | N/A   | N/A    | N/A   | 96%  | 1. Calculation Report | Community Services |
|                     | SD04-01              | Number of inspections on health establishment premises | New Indicator  | 2 of 95 health establishments premises inspected | 2 of 95 health establishment premises inspected | N/A               | 1 of 95 health establishment premises inspected | N/A    | 1 of 95 health establishment premises inspected | Inspection reports                                   | Community Services    |                    |
|                     | SD05-01              | Number of kilometres of gravel roads graded            | 2562km   | 1664km   | 2000km  | 500 km            | 500km   | 500km  | 500km   | 1. Report to Standing Committee<br>2. DPW MIS Report | Technical Services    |                    |

## KPA 2: Local Economic Development

| STRATEGIC OBJECTIVE   | PROGRAMME / STRATEGY   | KPI NUMBER | KEY PERFORMANCE INDICATOR   | PAST PERFORMANCE (Baseline) |                     | CURRENT PERIOD    | QUARTERLY TARGETS (2019/20 FY) |        |       |            | EVIDENCE   | DIRECTORATE              |
|---|--|------------|---|-----------------------------|---------------------|-------------------|--------------------------------|--------|-------|------------|--|--------------------------|
|   |  |            |   | 2018/19 FY (Actual)         | 2019/20 FY (Actual) | 2020/21 FY Target | Qrt. 1                         | Qrt. 2 | Qrt.3 | Qrt. 4     |  |                          |
| Facilitate and implement job creation and poverty alleviation initiatives | LED01: Implement and expand implementation of EPWP and other job creation initiatives                        | LED01-01   | Number of jobs created through local economic development initiatives including capital projects. | 920                         | 1381                | 650               | 150                            | 150    | 150   | 200        | 1. List of participants  | Technical Services & WSP |
|   | LED02: Support and facilitate rural development and poverty alleviation programmes                           | LED02-01   | Number of hectares cultivated on the RAFI programme   | New Indicator               | 0                   | 50 Hectors        | N/A                            | N/A    | N/A   | 50 Hectors | 1.Implementation Plan<br>2.Report to MayCo   | OMM                      |
|   | LED03: Facilitate and actively participate in youth, women and people with disability development programmes | LED03-01   | Number of capacity building workshops for youth, women and people with disabilities               | 3                           | 2                   | 3                 | N/A                            | 1      | 1     | 1          | 1.Attendance Registers<br>2.Training programme<br>3.Training Report<br>4.Report to MayCo | OMM                      |

| STRATEGIC OBJECTIVE  | PROGRAMME / STRATEGY   | KPI NUMBER | KEY PERFORMANCE INDICATOR | PAST PERFORMANCE (Baseline) |                     | CURRENT PERIOD<br>2020/21 FY Target | QUARTERLY TARGETS (2019/20 FY) |        |       |        | EVIDENCE   | DIRECTORATE |
|--|--|------------|---------------------------|-----------------------------|---------------------|-------------------------------------|--------------------------------|--------|-------|--------|--|-------------|
|  |  |            |                           | 2018/19 FY (Actual)         | 2019/20 FY (Actual) |                                     | Qrt. 1                         | Qrt. 2 | Qrt.3 | Qrt. 4 |  |             |
| Facilitate and support regional economic development initiatives | LED04: Facilitate and support local economic development initiatives | LED04-01   | Number of SMMEs trained   | 27                          | 0                   | 23                                  | N/A                            | N/A    | N/A   | 23     | 1.Attendance Registers<br>2.Training programme<br>3.Training Report<br>4.Report to MayCo | JoGEDA      |

### KPA 3: Financial Viability and Management

| STRATEGIC OBJECTIVE   | PROGRAMME / STRATEGY  | KPI NUMBER | KEY PERFORMANCE INDICATOR  | PAST PERFORMANCE BASELINE   |   | CURRENT PERIOD  | QUARTERLY TARGETS (2019/20 FY) |                   |                   |   | EVIDENCE                      | DIRECTORATE        |
|---|---|------------|--|---|---|---|--------------------------------|-------------------|-------------------|---|-------------------------------|--------------------|
|   |   |            |  | 2018/19 FY (Actual)   | 2019/20 FY (Actual)   | 2020/21 FY Target   | Qtr. 1                         | Qtr. 2            | Qtr.3             | Qtr.4   |                               |                    |
| Ensure sound and effective financial management and reporting | FM01: Comply with all statutory financial management and reporting requirements | FM01-01    | % of capital budget actually spent on capital projects identified in the IDP | 99%   | 92%   | 100%  | 15%                            | 40%(accumulative) | 70%(accumulative) | 100%  | Income and expenditure report | Technical Services |
|   |   | FM01-02    | Improvement in financial viability ratios                                    | Cost coverage ratio: 0.23<br>Debt coverage ratio:71.82<br>Outstanding service debtors to revenue ratio:1.43 | Cost coverage ratio: 2.02<br>Debt coverage ratio:2.03<br>Outstanding service debtors to revenue ratio:4.8 | Cost coverage ratio: 2.02<br>Debt coverage ratio:2.03<br>Outstanding service debtors to revenue ratio:1.8 | N/A                            | N/A               | N/A               | Cost coverage ratio: 2.02<br>Debt coverage ratio:2.03<br>Outstanding service debtors to revenue ratio:1.8 | S71 Report to Council         | Finance            |
|   |   | FM01-03    | % of budget actually spent on implementing workplace skills plan             | 100%  | 100%  | 100%  | N/A                            | 50%               | 75%               | 100%  | Income and Expenditure report | Corporate Services |
|   |   | FM01-04    | % of operational budget allocated for repairs and maintenance                | 8%  | 10%   | 8%  | N/A                            | N/A               | N/A               | 8%  | 1. Approved budget allocation | Finance            |



| STRATEGIC OBJECTIVE | PROGRAMME / STRATEGY  | KPI NUMBER | KEY PERFORMANCE INDICATOR                                  | PAST PERFORMANCE BASELINE |                     | CURRENT PERIOD    | QUARTERLY TARGETS (2019/20 FY) |        |       |       | EVIDENCE                                | DIRECTORATE        |
|---------------------|---|------------|--|---------------------------|---------------------|-------------------|--------------------------------|--------|-------|-------|---|--------------------|
|                     |   |            |  | 2018/19 FY (Actual)       | 2019/20 FY (Actual) | 2020/21 FY Target | Qtr. 1                         | Qtr. 2 | Qtr.3 | Qtr.4 |   |                    |
|                     | FM02: Implement revenue collection and enhancement strategy initiatives | FM02-01    | % of billed revenue collected                              | 40%                       | 19%                 | 30%               | N/A                            | N/A    | N/A   | 30%   | 1. Billing report<br>2. Report to MayCo | Finance            |
|                     | FM03: Implement anti-fraud and anti-corruption measures                 | FM03-01    | Ratio of identified cases of fraud and corruption acted on | New Indicator             | 01:01               | 01:01             | 01:01                          | 01:01  | 01:01 | 01:01 | 1. Case number<br>2. Report to MayCo    | Corporate Services |

**KPA 4: Institutional Development and Transformation**

| STRATEGIC OBJECTIVE                           | PROGRAMME STRATEGY  | KPI NUMBER | KEY PERFORMANCE INDICATOR   | PAST PERFORMANCE<br>Baseline        |                                  | CURRENT PERIOD                   | QUARTERLY TARGETS (2019/20 FY) |        |        |                                  | EVIDENCE                              | RESPONSIBLE DIRECTORATE |
|---|---|------------|---|-------------------------------------|----------------------------------|----------------------------------|--------------------------------|--------|--------|----------------------------------|---------------------------------------|-------------------------|
|   |   |            |   | 2018/19 FY (Actual)                 | 2019/20 FY (Actual)              | 2020/21 FY Target                | Qtr. 1                         | Qtr. 2 | Qtr. 3 | Qtr.4                            |                                       |                         |
| Improve human resource capacity and potential | ID01: Effectively empower and develop skills base within the District | ID01-01    | Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP | 11                                  | 11                               | 11                               | N/A                            | N/A    | N/A    | 11                               | Report to Mayco                       | Corporate Services      |
|   |   | ID01-02    | Number of internships & learnership opportunities created   | 50                                  | 99                               | 48                               | N/A                            | N/A    | N/A    | 48                               | 1. Report to Mayco                    | Corporate Services      |
|   |   | ID01-03    | Fill all budgeted and funded vacant posts   | Not Achieved(21.5% remained vacant) | All vacant budgeted posts filled | All vacant budgeted posts filled | N/A                            | N/A    | N/A    | All vacant budgeted posts filled | 1. Report to management               | Corporate Services      |
|   | ID02: Maintain conducive working conditions for staff                 | ID02-01    | Number of LLF meetings held   | 4                                   | 2                                | 4                                | 1                              | 1      | 1      | 1                                | 1. Minutes<br>2. Attendance Registers | Corporate Services      |

**KPA 5: Good Governance and Public Participation**

| STRATEGIC OBJECTIVE                                       | PROGRAMME   | KPI NUMBER  | KEY PERFORMANCE INDICATOR                          | PAST PERFORMANCE Baseline                          |  | CURRENT PERIOD<br>2020/21 FY (Target) | QUARTERLY TARGETS (2019/20 FY) |        |        |   | EVIDENCE                             | DIRECTORATE                         |
|---|---|---|--|--|--|---------------------------------------|--------------------------------|--------|--------|---|--------------------------------------|-------------------------------------|
|   |   |   |  | 2018/19 FY (Actual)                                | 2019/20 FY (Actual)                                |                                       | Qtr. 1                         | Qtr. 2 | Qtr. 3 | Qtr. 4                                      |                                      |                                     |
| Facilitate intergovernmental cooperation and coordination | GG01: Support and facilitate in intergovernmental cooperation initiatives | GG01-01   | Number of DIMAFO meetings held                     | 1  | 0  | 2                                     | N/A                            | 1      | N/A    | 1   | 1. Minutes<br>2.Attendance Registers | Institutional Support & Advancement |
|   | GG02: Establish and maintain stakeholder engagement initiatives           | GG02-01   | Number of Council meetings held                    | 13   | 9  | 11                                    | 3                              | 2      | 3      | 3   | 1. Minutes<br>2.Attendance Register  | Corporate Services                  |
|   | GG02-02   | Number of Mayoral outreach programs held in each Local Municipality | 1 Mayoral outreach held in each Local Municipality | 1 Mayoral outreach held in each Local Municipality | 1 Mayoral outreach held in each Local Municipality | N/A                                   | 1                              | N/A    | 1      | 1.Attendance Registers<br>2.Outreach report | Institutional Support & Advancement  |                                     |

| STRATEGIC OBJECTIVE   | PROGRAMME                                      | KPI NUMBER | KEY PERFORMANCE INDICATOR  | PAST PERFORMANCE Baseline                         |  | CURRENT PERIOD                                  | QUARTERLY TARGETS (2019/20 FY) |        |  |   | EVIDENCE  | DIRECTORATE |
|---|--|------------|--|---|--|---|--------------------------------|--------|--|---|---|-------------|
|   |  |            |  | 2018/19 FY (Actual)                               | 2019/20 FY (Actual)                              | 2020/21 FY (Target)                             | Qtr. 1                         | Qtr. 2 | Qtr. 3   | Qtr. 4  |   |             |
| Establish and support municipal oversight systems, mechanisms and processes | GG03: Ensure and maintain corporate governance | GG03-01    | Compile 2019/20 FY annual report   | 2017/18 FY Annual Report approved by Council      | 2018/19 FY Annual Report approved by Council     | 2019/20 FY Annual Report approved by Council    | N/A                            | N/A    | 2019/20 FY Draft Annual Report tabled before Council | 2019/20 FY Annual Report approved by Council    | 1. Approved Annual Report.<br>2. Council Resolution             | OMM         |
|   |  | GG03-02    | Compile 2021/22FY MTEF Budget  | 2019/20 FY MTEF Budget approved by Council        | 2020/21FY MTEF Budget approved by Council        | 2021/22FY MTEF Budget approved by Council       | N/A                            | N/A    | 2021/22 FY Draft MTEF Budget tabled before Council   | 2021/22 FY MTEF Budget approved by Council      | 1. Approved Budget<br>2. Council Resolution adopting the budget | Finance     |
|   |  | GG03-03    | Compile 2021/22FY IDP  | 2019/20 FY final reviewed IDP approved by Council | 2020/21FY final reviewed IDP approved by Council | 2021/22 FY IDP compiled and approved by Council | N/A                            | N/A    | 2021/22FY Draft IDP tabled before by Council         | 2021/22 FY IDP compiled and approved by Council | 1. approved IDP<br>2. Council resolution                        | OMM         |
|   |  | GG03-04    | Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager including the Municipal Manager | 8   | 8  | 8   | 8                              | N/A    | N/A  | N/A   | 8 signed performance agreements                                 | OMM         |

| STRATEGIC OBJECTIVE   | PROGRAMME   | KPI NUMBER | KEY PERFORMANCE INDICATOR                               | PAST PERFORMANCE Baseline |                                     | CURRENT PERIOD                | QUARTERLY TARGETS (2019/20 FY) |                           |                               |        | EVIDENCE                             | DIRECTORATE   |
|---|---|------------|---|---------------------------|-------------------------------------|-------------------------------|--------------------------------|---------------------------|-------------------------------|--------|--------------------------------------|---------------|
|   |   |            |   | 2018/19 FY (Actual)       | 2019/20 FY (Actual)                 | 2020/21 FY (Target)           | Qtr. 1                         | Qtr. 2                    | Qtr. 3                        | Qtr. 4 |                                      |               |
|   |   | GG03-05    | Clean audit outcomes achieved                           | Unqualified Audit opinion | Unqualified audit outcomes achieved | Clean audit outcomes achieved | N/A                            | N/A                       | Clean audit outcomes achieved | N/A    | Audit report                         | All Directors |
|   |   | GG03-06    | Number of MPAC meetings held                            | 5                         | 4                                   | 4                             | 1                              | 1                         | 1                             | 1      | 1. Minutes<br>2. Attendance Register | OMM           |
|   |   | GG03-07    | Number of Audit and Performance Committee meetings held | 6                         | 5                                   | 5                             | 1                              | 2                         | 1                             | 1      | 1. Minutes<br>2. Attendance Register | OMM           |
| Facilitate the development of a healthy and inclusive society | GG04: Facilitate Implementation of programmes supporting special groups | GG04-01    | Hold District Mayor's Cup                               | District Mayoral Cup held | District Mayoral Cup held           | District Mayoral Cup held     | N/A                            | District Mayoral Cup held | N/A                           | N/A    | 1. Report to Mayco                   | OMM           |

## PART 5. DETAILED CAPITAL WORKS PLAN

| PROJECT NUMBER    | PROJECT NAME   | PROJECT SCOPE   | WORK OPPORTUNITIES TO BE CREATED | LM       | PROJECT TYPE: | Project Status | APPROVED BUDGET | Source of Funding | BUDGET implication | Projected Expenditure for 2019/20 (Revised) (Incl. VAT) | Projected Expenditure for 2020/2021 (Incl. VAT) | Projected Expenditure for 2021/2022 (Incl. VAT) |
|-------------------|--|---|----------------------------------|----------|---------------|----------------|-----------------|-------------------|--------------------|---|---|---|
|                   | <b>MIG</b>   |   |                                  |          |               |                |                 |                   |                    |   |   |   |
| W/EC/10960/14/ 18 | Prov of Bulk Water Infrastructure for the Town of Ugie Phase B | Construction of Ugie Dam, 3 storage reservoirs, upgrading of WTW and reticulation in Ugie, in order to provide raw water storage to supply Ugie and possibly supply Maclear. Increase water supply for Ugie       | 60                               | Elundini | Water         | Tender         | R 143 188 982   | MIG               | CAPITAL            | R 4 000 000   | R 7 000 000                                     | R 0   |
| W/EC/13004/11/ 16 | Sterkspruit: Upgrading of WTW and Bulk Lines: Phase II         | Construction of 12 km water bulk steel pipeline from Sterkspruit to Hershel and upgrading of Sterkspruit WTW, to provide sufficient potable water for Herschel, and protect the pipeline from illegal connections | 25                               | Senqu    | Water         | Construction   | R 77 026 858    | MIG               | CAPITAL            | R 12 000 000  | R 0   | R 0   |

|                    |   |   |     |          |            |              |               |     |             |              |              |              |
|--------------------|---|---|-----|----------|------------|--------------|---------------|-----|-------------|--------------|--------------|--------------|
| S/EC/14279/16/ 18  | Senqu Rural Sanitation Programme: Phase 4&5     | Construction of VIP toilets in Senqu LM to address the sanitation backlog   | 100 | Senqu    | Sanitation | Construction | R 48 958 842  | MIG | OPERATIONAL | R 25 000 000 | R 15 000 000 | R 12 000 000 |
| W/EC/13003/11/ 14  | Senqu Rural Water Supply: Network Extension     | Provision of quick wins water supply to Senqu villages to address the water historic backlogs   | 40  | Senqu    | Water      | Construction | R 75 349 668  | MIG | CAPITAL     | R 25 000 000 | R 25 000 000 | R 0          |
| S/EC/142807/16 /18 | Elundini Rural Sanitation Programme : Phase 4&5 | Construction of VIP toilets in Elundini LM to address the sanitation backlog  | 100 | Elundini | Sanitation | Construction | R 46 139 223  | MIG | OPERATIONAL | R 25 000 000 | R 15 000 000 | R 13 259 950 |
| W/EC/14718/17/ 23  | Elundini Rural water Programme (ORIO)           | Construction of Water supply infrastructure (Reservoirs, Break Pressure Tanks, Borehole pump houses, Spring Protections, pipework) for 107 villages in Elundini to address water historic backlog | 500 | Elundini | Water      | Tender       | R 143 813 803 | MIG | CAPITAL     | R 10 024 600 | R 16 000 000 | R 0          |
| S/EC/1406/10/1 6   | Jamestown sanitation Phase 2 (Pipelines)        | Construction sewer reticulation pipelines in Jamestown and Masakhane to do away with old dilapidated conservancy/septic tanks   | 30  | WSLM     | Sanitation | Tender       | R 50 193 464  | MIG | CAPITAL     | R 10 000 000 | R 25 000 000 | R 0          |
| W/EC/12333/11/ 18  | Maclear Water Treatment & Distribution Upgrade  | Construction of new 6ML WTW in Maclear and Replacement of old AC pipeline in Maclear CBD to address to the water  | 50  | Elundini | Water      | Tender       | R 226 644 753 | MIG | CAPITAL     | R 0          | R 0          | R 96 000 000 |

|                   |   |   |    |           |            |              |              |     |         |              |              |              |
|-------------------|---|---|----|-----------|------------|--------------|--------------|-----|---------|--------------|--------------|--------------|
|                   | (WTW & AC Pipe Replacement)                                 | shortage to Maclear   |    |           |            |              |              |     |         |              |              |              |
| S/EC/14280/16/ 18 | Bulk Sanitation Infrastructure Upgrade for Maclear Phase 3B | Construction of Bulk sanitation pipeline from town pumpstation to the WWTW as part of Sanitation infrastructure scheme to provide water borne sanitation to Maclear | 30 | Elundi ni | Sanitation | Tender       | R 60 447 551 | MIG | CAPITAL | R 0          | R 0          | R 49 000 000 |
| W/EC/15327/18/ 20 | Upscaling of Barkly East Bulk Water Infrastructure          | Up-scaling of raw water abstraction pump station and WTW to 4.8 ML/day yield to increase capacity to cater for new housing development in Barkly East               | 20 | Senqu     | Water      | Construction | R 42 490 377 | MIG | CAPITAL | R 20 000 000 | R 20 000 000 | R 0          |

|    |                                  |   |    |      |       |          |    |     |         |              |              |  |
|----|----------------------------------|---|----|------|-------|----------|----|-----|---------|--------------|--------------|--|
|    |                                  | and any future developments   |    |      |       |          |    |     |         |              |              |  |
| NR | Aliwal North WTP Off-Channel Dam | Construction of a 35ML and 10ML raw water storage dams next to Aliwal North WTW to provide raw water storage from the Orange river. Currently water is abstracted from a running river and when it is dry there | 25 | WSLM | Water | Planning | NR | MIG | CAPITAL | R 10 000 000 | R 10 000 000 |  |



|        |   |   |    |        |            |          |                |      |             |                      |                      |                      |
|--------|---|---|----|--------|------------|----------|----------------|------|-------------|----------------------|----------------------|----------------------|
|        |   | is no other source of raw water   |    |        |            |          |                |      |             |                      |                      |                      |
| NR     | Upgrading of Sanitation Services for Ugie | Provision of waste water infrastructure (Pump station, sewer lines and WWTW) in order to do away with old dilapidated communal septic tanks | 30 | Elundi | Sanitation | Planning | NR             | MIG  | CAPITAL     | R 5 000 000          | R 25 000 000         |                      |
| NR     | Venterstad Water Services                 | Provision of water reticulation network for Venterstad  | 20 | WSLM   | Water      | Planning | NR             | MIG  | CAPITAL     | R 3 000 000          | R 0                  |                      |
| N/A    | PMU Top Slice                             |   |    | N/A    | N/A        | Planning | R 7 843 400    | MIG  | OPERATIONAL | R 7 843 400          | R 8 034 000          | R 8 961 000          |
|        |   |   |    |        |            |          |                |      |             |                      |                      |                      |
|        | <b>TOTAL</b>                              |   |    |        |            |          |                |      |             | <b>R 156 868 000</b> | <b>R 166 034 000</b> | <b>R 179 200 000</b> |
|        | <b>RBIG (DWS)</b>                         |   |    |        |            |          |                |      |             |                      |                      |                      |
| ECR046 | Sterkspruit Regional Bulk Sanitation      | Construction of a new WWTW in Sterkspruit that will be able to treat bulk of  | 50 | Senqu  | Sanitation | Design   | 120 000 000,00 | RBIG | CAPITAL     | R 0                  | R 20 000 000         | R 76 373 500         |

## **5. Conclusion**

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The Service Delivery and Budget Implementation Plan (SDBIP) is a key management, implementation and monitoring tool which provides operational content to the end-of-year service delivery targets as set out in the budget and IDP. It determines the performance agreements for the Municipal Manager and all Top Managers whose performance is monitored through Section 71 monthly reports and evaluated through the annual process.