



**FINAL
SERVICE
DELIVERY AND
BUDGET
IMPLEMENTATION
PLAN**

**2021/22
FINANCIAL YEAR**

JUNE 2021

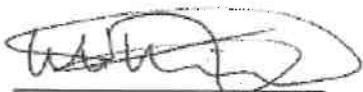
**JOE GQABI
DISTRICT
MUNICIPALITY**

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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 Final Service Delivery and Budget Implementation Plan (SDBIP) for the 2021/22 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 2021

EXECUTIVE MAYOR'S APPROVAL

I, Z.I. Dumzela, in my capacity as the Executive Mayor of the Joe Gqabi District Municipality, hereby approve the Final Service Delivery and Budget Implementation Plan (SDBIP) for the 2021/22 financial year as required in terms of Section 53 (1)(c)(ii) of the Local Government: Municipal Finance Management Act of 2003.



**Cllr. ZI Dumzela
Executive Mayor**

Date: 23 June 2021

PART 1:

1.1 Legislative Imperative

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

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

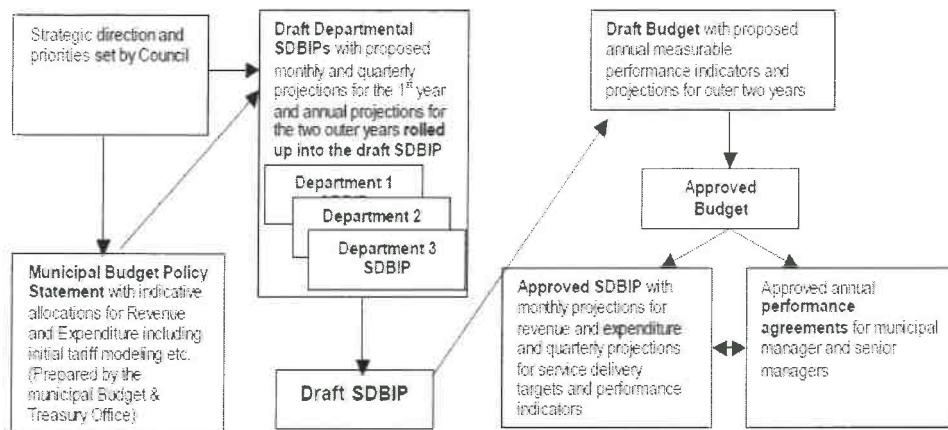


Diagram 1: SDBIP preparation and approval process

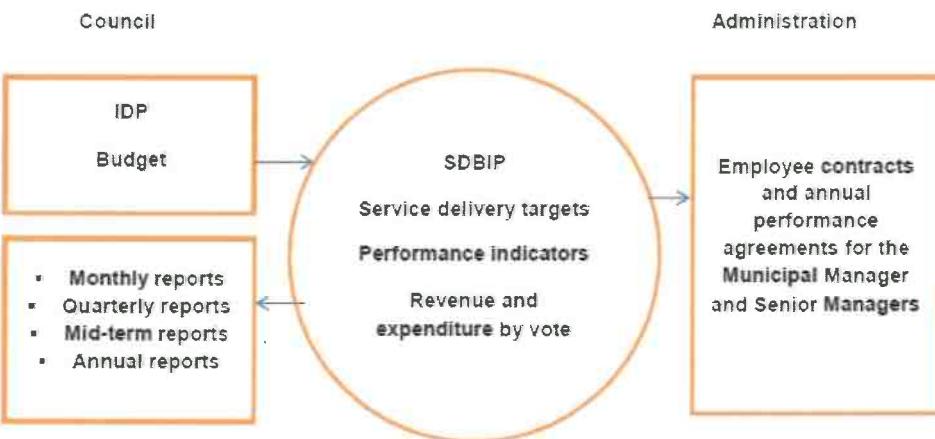


Diagram 2: IDP, budget, SDBIP and administration link

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

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

DC14 Joe Gqabi - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2017/18		2018/19		2019/20		Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework	
		R thousand	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year 2022/23	Budget Year +1	Budget Year +2
Revenue - Functional	1										
Governance and administration											
Executive and council	266,105	271,765	343,622	310,410	343,622	343,622	324,633	343,024	343,024	344,951	—
Finance and administration	—	3,184	—	1,000	—	343,622	343,622	323,633	343,024	343,024	344,951
Internal audit	266,105	268,560	343,622	309,410	343,622	343,622	324,633	343,024	343,024	344,951	—
Community and public safety											
Community and social services	—	—	—	6,329	—	2,329	—	160	123	130	—
Sport and recreation	—	—	—	—	—	—	—	—	—	—	—
Public safety	—	—	—	—	4,000	—	—	—	—	—	—
Housing	—	—	—	—	—	—	—	—	—	—	—
Economic and environmental services											
Planning and development	36,838	30,959	—	234,165	234,165	2,329	2,329	160	123	130	—
Road transport	1,474	—	—	197,420	197,420	214,755	214,755	196,920	182,590	190,988	188,538
Environmental protection	25,258	25,906	—	32,803	38,823	171,890	171,890	167,787	180,246	188,538	2,350
Trading services											
Energy sources	10,106	5,053	—	3,942	3,942	3,942	3,942	3,942	6,500	—	—
Water management	345,169	345,169	—	291,425	287,799	287,799	287,799	304,754	306,617	320,448	—
Waste water management	—	—	—	—	—	—	—	—	—	—	—
Waste management	306,647	268,565	—	172,212	185,086	185,086	185,086	180,856	192,321	204,521	115,927
Other	92,764	76,605	—	119,213	102,713	102,713	102,713	123,896	114,296	—	—
Total Revenue - Functional	4	—	—	—	—	—	—	—	—	—	—
Expenditure - Functional	2	703,354	647,894	343,622	842,329	842,329	842,329	848,505	826,467	832,354	856,518
Governance and administration											
Executive and council	205,852	140,583	233,659	152,076	145,636	145,636	145,636	164,340	160,454	162,219	—
Finance and administration	30,615	49,073	—	18,172	18,172	18,172	18,172	18,959	21,186	23,446	24,527
Internal audit	175,237	91,511	233,659	123,399	123,399	123,399	123,399	138,700	132,850	133,332	—
Community and public safety											
Community and social services	—	—	—	38,505	38,505	38,505	38,505	31,778	37,773	41,158	4,360
Sport and recreation	40,617	49,153	—	38,511	38,511	38,511	38,511	37,477	64,425	65,278	68,400
Public safety	17,039	49,153	—	—	—	—	—	—	—	—	—
Housing	—	—	—	—	19,293	19,293	19,293	15,641	16,141	16,928	17,759
Economic and environmental services											
Planning and development	9,876	—	—	19,218	21,836	21,836	21,836	21,836	48,284	48,284	50,641
Road transport	24,514	26,820	—	95,453	108,380	108,380	108,380	57,701	66,210	117,643	32,673
Environmental protection	4,841	—	—	—	—	—	—	—	88,510	29,175	30,323
Trading services											
Energy sources	18,059	26,820	—	32,803	36,903	36,903	36,903	57,267	6,500	22,633	2,350
Water management	1,614	—	—	—	—	—	—	—	—	—	—
Waste water management	231,188	348,612	—	271,153	400,918	400,918	400,918	380,106	385,340	402,958	—
Waste management	—	—	—	—	—	—	—	—	—	—	—
Other	161,812	258,815	—	22,860	328,921	328,921	328,921	71,997	287,491	310,708	324,975
	69,376	89,797	—	48,272	—	—	—	—	72,615	74,632	77,984
	—	—	—	—	—	—	—	—	—	—	—
Total Expenditure - Functional	3	502,171	565,168	233,659	557,172	692,411	692,411	706,514	642,591	666,251	189,763
Surplus/(Deficit) for the year		200,183	82,726	109,963	285,157	156,093	119,953	119,953	189,763	190,266	

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 Budgeted Financial Performance (revenue and expenditure)

3. Total Expenditure by functional classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)

4. All amounts must be classified under a functional classification. The GFS function 'Other' is only for Lubulula, Air Transport, Forestry, 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.

check open balance
check openp balance

-354,742,533
-351,247,703
-2,339,506
-2,339,506

3.2 Monthly capital expenditure (municipal vote)

Choose name from list - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

R thousand	Vote Description	Ref	2018/19			2019/20			Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year 2022/23	Budget Year +1 2023/24				
Revenue by Vote		1	-	3,184	-	-	-	337,228	337,228	336,354	336,095	337,714	-	
Vote 1 - Office of Municipal Manager			258,381	267,710	-	-	337,228	337,228	337,228	316,354	316,354	-	-	
Vote 2 - Financial Services			7,724	871	-	-	6,394	6,394	6,394	6,647	6,647	7,238	-	
Vote 3 - Corporate Services			26,732	25,906	-	-	202,168	202,168	202,168	170,020	170,020	182,590	190,988	
Vote 4 - Technical Services			10,106	5,053	-	-	6,271	6,271	6,271	6,616	6,616	123	130	
Vote 5 - Community Services			-	-	-	-	-	-	-	-	-	-	-	
Vote 6 - Institutional Support and Advancement			-	-	-	-	-	-	-	-	-	-	-	
Vote 7 - Water Service Provision			399,411	345,169	-	-	287,799	287,799	287,799	304,754	304,754	306,617	320,448	
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]			-	-	-	-	-	-	-	-	-	-	-	
Total Revenue by Vote		2	702,354	647,394	-	839,860	839,860	839,860	805,391	805,391	832,354	856,518	-	
Expenditure by Vote to be appropriated		1	30,615	49,073	-	32,084	32,084	32,084	33,399	33,399	32,611	33,936	-	
Vote 1 - Office of Municipal Manager			125,322	44,712	-	47,819	47,819	47,819	59,156	59,156	59,457	57,195	-	
Vote 2 - Financial Services			49,915	46,739	-	55,436	55,436	55,436	56,873	56,873	59,085	-	-	
Vote 3 - Corporate Services			22,901	26,820	-	80,873	80,873	80,873	69,962	69,962	34,075	14,635	-	
Vote 4 - Technical Services			42,230	49,153	-	63,429	63,429	63,429	63,429	63,429	63,312	66,335	-	
Vote 5 - Community Services			-	-	-	26,725	26,725	26,725	34,695	34,695	30,923	32,106	-	
Vote 6 - Institutional Support and Advancement			231,188	348,612	-	309,441	309,441	309,441	368,999	368,999	385,340	402,958	-	
Vote 7 - Water Service Provision			-	-	-	-	-	-	-	-	-	-	-	
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]			-	-	-	-	-	-	-	-	-	-	-	
Total Expenditure by Vote		2	502,171	565,168	-	615,807	615,807	615,807	688,638	688,638	662,591	666,251	-	
Surplus/(Deficit) for the year		2	200,183	82,726	-	224,053	224,053	224,053	116,752	116,752	169,763	190,266	-	
References														

1. Insert 'Vote'; e.g. department, if different to functional classification structure
2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
3. Assign share in 'associate' to relevant Vote

check Surplus/(Deficit) for the year

3.3 Monthly revenue and expenditure (municipal vote)

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

R thousand	Description	Ref	2018/19		2019/20		Current Year 2020/21		2021/22 Medium Term Revenue & Expenditure Framework	
			Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23
Revenue By Source										
Property rates	2	—	—	—	—	—	—	—	—	—
Service charges - electricity/revenue	2	52,683	87,119	—	141,761	141,761	141,761	—	150,287	159,283
Service charges - water/revenue	2	24,475	37,362	—	31,695	31,695	31,695	—	33,557	35,613
Service charges - sanitation/revenue	2	—	—	—	—	—	—	—	—	37,750
Rental of facilities and equipment	2	3,309	4,621	—	—	—	—	—	—	—
Interest earned - external investments	2	24,092	22,124	—	7,124	7,124	7,124	—	7,124	7,124
Interest earned - outstanding debtors	2	—	—	44,342	44,342	44,342	44,342	44,342	47,390	51,721
Dividends received	2	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits	2	—	—	—	—	—	—	—	—	—
Licences and permits	2	—	—	—	—	—	—	—	—	—
Agency services	2	409,661	409,661	—	60	60	60	60	60	60
Transfers and subsidies	2	314,817	5,671	—	434,399	434,399	434,399	434,399	377,678	358,186
Other revenue	2	1,714	—	—	4,709	4,709	4,709	4,709	7,685	8,5
Gains	2	—	—	—	6,208	6,208	6,208	6,208	6,450	6,721
Total Revenue (excluding capital transfers and contributions)	421,070	566,619	—	670,898	670,898	670,898	670,898	631,340	621,120	619,312
Expenditure By Type										
Employee related costs	2	186,859	210,133	—	243,760	243,760	243,760	243,760	233,222	244,520
Remuneration of councillors	2	5,292	5,933	—	6,335	6,335	6,335	6,335	6,335	6,335
Debt impairment	3	37,676	32,931	—	79,441	79,441	79,441	79,441	80,950	84,350
Depreciation & asset impairment	2	48,192	49,159	—	50,496	50,496	50,496	50,496	124,465	129,693
Finance charges	2	5,916	5,646	—	5,785	5,785	5,785	5,785	10,658	8,185
Bulk purchases - Water	2	4,164	4,459	—	10,000	10,000	10,000	10,000	10,000	10,000
Inventory consumed	8	—	—	—	25,902	20,998	20,998	20,998	16,503	16,503
Contracted services	8	14,442	14,873	—	11,960	11,960	11,960	11,960	122,453	82,451
Transfers and subsidies	4,5	7,879	8,495	—	8,063	8,063	8,063	8,063	8,063	5,671
Other expenditure	4,5	19,114	—	—	78,968	78,968	78,968	78,968	77,861	75,855
Losses	5,76	—	—	—	—	—	—	—	—	—
Total Expenditure	502,171	565,166	—	615,807	615,807	615,807	615,807	615,807	666,251	666,251
Surplus/(Deficit)	(81,101)	1,451	—	55,091	55,091	55,091	55,091	(57,298)	(41,471)	(46,940)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	250,1802	132,636	—	168,961	168,961	168,961	168,961	174,050	211,234	237,206
Transfers and subsidies - capital (non-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) contributions	169,701	134,037	—	224,053	224,053	224,053	224,053	224,053	116,752	169,763
Taxation	169,701	134,037	—	224,053	224,053	224,053	224,053	224,053	116,752	169,763
Surplus/(Deficit) after taxation	—	—	—	—	—	—	—	—	—	—
Attributable to minorities	169,701	134,037	—	224,053	224,053	224,053	224,053	224,053	116,752	169,763
Surplus/(Deficit) attributable to municipality	7	—	—	—	—	—	—	—	—	—
Share of surplus/(deficit) of associate	7	169,701	134,037	—	224,053	224,053	224,053	224,053	224,053	116,752
Surplus/(Deficit) for the year	6	—	—	—	—	—	—	—	—	—
References										
¹ Classifications are revenue sources and expenditure type										
² Detail to be provided in Table SA1										
³ Previously described as 'bad' or 'doubtful debts' - amounts shown should reflect the change in the provision for debt impairment										
⁴ Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs										
⁵ Repairs & maintenance detailed in Table A9 and Table SA3C										
⁶ Contributions are funds provided by external organisations to assist with infrastructure development, e.g. developer contributions (detail to be provided in Table SA1)										
⁷ Equity method (Includes Joint Ventures)										
⁸ All materials not part of 'bulk e.g. road making material, pipe etc.'										
check balance										
-30,482,307										
Total revenue	671,872	659,254	—	—	—	—	—	—	—	—
			839,860	839,860	839,860	839,860	839,860	839,860	839,860	856,518

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

KPA 1: Service Delivery and Infrastructure provision

STRATEGIC OBJECTIVE	SD02: Provide effective and fast-track provision of universal access to basic services	SD03-01	SD03: Expand and fast-track provision of effective and fast-track provision of universal access to basic services	SD01: Develop and maintain water and sanitation infrastructure and rescue services	PROGRAMME / STRATEGY	SD02-01	SD01-01	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)	CURRENT PERIOD	QUARTERLY TARGETS (2021/22 FY)			EVIDENCE
										2019/20 FY (Actual)	2020/21 FY (Actual)	2021/22 FY Target	Qtr. 1	Qtr. 2	Qtr. 3
STRATEGIC OBJECTIVE	Provide access to basic services	SD02: Provide effective and fast-track provision of universal access to basic services	SD03-01	SD03: Expand and fast-track provision of effective and fast-track provision of universal access to basic services	PROGRAMME / STRATEGY	SD02-01	SD01-01	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)	CURRENT PERIOD	QUARTERLY TARGETS (2021/22 FY)			EVIDENCE
Finance	Community Services	WSF	Directorate	IRIS report	Report of fire incidents responded to	1.Billing report									
Finance	Community Services	WSF	Directorate	IRIS report	Report of fire incidents responded to	1.Billing report									

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD		QUARTERLY TARGETS (2021/22 FY)				EVIDENCE	
				2019/20 FY (Actual)	2020/21 FY (Actual)	2021/22 FY Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Community Services	Community Services	Community Services
SD04: Render effective municipal health services	SD04-01	SD03-03	SD03-02	% of households with access to basic level of water	74.1%	74.6%	N/A	N/A	N/A	N/A	1.Calculation Report	1. Calculation Report	
SD04: Render effective municipal health services	SD04-01	SD03-03	SD03-02	% of households with access to a basic level of sanitation	94.54%	96%	N/A	N/A	N/A	N/A	1 of 95 health establishment premises inspected	N/A	Inspection reports
SD04: Render effective municipal health services	SD04-01	SD03-03	SD03-02	Number of inspections on health establishment premises	2 of 95 health establishment premises inspected	2 of 95 health establishment premises inspected	N/A	N/A	N/A	N/A	1 of 95 health establishment premises inspected	N/A	

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	QUARTERLY TARGETS (2021/22 FY)				TECHNICAL SERVICES	
				2019/20 FY (Actual)	2020/21 FY (Actual)		2021/22 FY Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	
SD05: Support maintenance of road networks in the District	SD05-01	KPI 01	Number of kilometres of gravel roads graded	2562km	1664km	2000km	500 km	500km	500km	500km	500km	1. Report to Standing Committee 2. DPW MIS Report

KPA 2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME / PROJECT	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	QUARTERLY TARGETS (2021/22 FY)				EVIDENCE	DIRECTORATE	
				2019/20 FY (Actual)	2020/21 FY (Actual)		2021/22 FY Target	Qrt. 1	Qrt. 2	Qrt.3	Qrt. 4		
LED03: Facilitate and actively participate in youth, women and people with disability development programmes	LED02: Support and facilitate rural development and poverty alleviation programmes	LED02-01	Number of hectors cultivated on the RAFI programme	50	80 Hectors	New Indicator	N/A	N/A	N/A	N/A	80 Hectors	1.Implementation Plan 2.Report to MayCo	OMM
LED03: Facilitate and actively participate in youth, women and people with disability development programmes	LED01: Implement and expand implementation of job creation initiatives	LED01-01	Number of jobs created through local economic development initiatives including capital projects.	920	1381	650	150	150	150	150	200	1. List of participants	Technical Services & WSP
Facilitate and implement job creation and poverty alleviation initiatives													OMM

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	LED04: Facilitate and support regional economic development initiatives	Number of SMMEs trained	0	23	N/A	N/A	23	Qrt. 4	EVIDENCE	JOGEDA	DIRECTORATE
KEY PERFORMANCE INDICATOR	KPI NUMBER	PAST PERFORMANCE (Baseline)	CURRENT PERIOD	QUARTERLY TARGETS (2021/22 FY)	2021/22 FY Target	Qrt. 1	Qrt. 2	Qrt. 3	Qrt. 4	EVIDENCE	JOGEDA	DIRECTORATE
2019/20 FY (Actual)	2020/21 FY (Actual)	2020/21 FY (Actual)	2021/22 FY	Qrt. 1	Qrt. 2	Qrt. 3	Qrt. 4			1.Attendance Registers 2.Training programme 3.Training Report 4.Report to MayCo		

KPA 3: Financial Viability and Management												
STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	PAST PERFORMANCE BASELINE		CURRENT PERIOD		QUARTERLY TARGETS (2021/22 FY)			EVIDENCE			
		KPI NUMBER	KEY PERFORMANCE INDICATOR	2019/20 FY (Actual)	2020/21 FY (Actual)	2021/22 FY Target	Qtr. 1	Qrt. 2	Qrt. 3	Qrt. 4		
FMO1-04	FMO1-03	FMO1-02	FMO1-01	% of capital budget actually spent on capital projects identified in the IDP	92%	100%	100%	15%	40%(accumulative)	70%(accumulative)	100%	Income and expenditure report
FMO1	Ensure sound and effective financial management and reporting	FM01-04	% of budget actually spent on implementing workplace skills plan	100%	100%	100%	N/A	N/A	75%	100%	Income and Expenditure report	
FMO1	Comply with all statutory financial management and reporting requirements	FM01-03	% of operational budget allocated for repairs and maintenance	10%	8%	8%	N/A	N/A	N/A	8%	1. Approved budget allocation	
Finance	Corporate Services	Corporate Services	Finance	Technical Services	DIRECTORATE	EVIDENCE						

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE BASELINE		CURRENT PERIOD		QUARTERLY TARGETS (2021/22 FY)				EVIDENCE	DIRECTORATE
				2019/20 FY (Actual)	2020/21 FY (Actual)	2021/22 FY Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4			
FM02: Implement anti-fraud and anti-corruption measures and enhance collection strategy initiatives	FM02-01	FM02-01	% of billed revenue collected	19%	30%	N/A	N/A	N/A	N/A	30%	1. Billing report 2. Report to MayCo	Corporate Services	Finance
FM03: Implement anti-fraud and anti-corruption measures and enhance collection strategy initiatives	FM03-01	FM03-01	Ratio of identified cases of fraud and corruption acted on	01:01	01:01	01:01	01:01	01:01	01:01	01:01	1. Case number 2. Report to MayCo	Corporate Services	Finance

KPA 4: Institutional Development and Transformation

STRATEGIC OBJECTIVE	ID02-01	ID01-03	ID01-02	ID01-01	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD		QUARTERLY TARGETS (2021/22 FY)				EVIDENCE	
							2019/20 FY (Actual)	2020/21 FY (Actual)	2021/22 FY Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Corporate Services	Corporate Services	Corporate Services
ID02: Maintain conducive working conditions for staff within the District programme	ID01-01	ID01-02	ID01-03	ID01-01	ID01-01	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP	11	11	N/A	N/A	N/A	N/A	11	Report to Mayco	Corporate Services	Corporate Services
Improve human resource capacity and potential	ID02-01	ID01-03	ID01-02	ID01-01	ID01-01	Number of internships & learnership opportunities created	99	48	48	N/A	N/A	N/A	48	1. Report to Mayco	Corporate Services	Corporate Services

KPA 5: Good Governance and Public Participation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD		QUARTERLY TARGETS (2021/22 FY)				EVIDENCE		
				2019/20 FY (Actual)	2020/21 FY (Target)	2021/22 FY (Target)	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Institutional Support & Services	Corporate Registers	Institutional Support & Services	Corporate Registers
G01: Support and facilitate in stakeholder engagement initiatives	G02: Establish and maintain intergovernmental cooperation initiatives	G01-01	Number of DIMAFO meetings held	1	0	2	N/A	1	N/A	1	1. Minutes 2.Attendance Registers	1	1. Minutes 2.Attendance Register	1
G02-01	G02-02	G02-01	Number of Council meetings held	13	9	11	3	2	3	3	1. Attendance Registers 2.Outreach report	1	1. Attendance Registers 2.Outreach report	1
			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	N/A	N/A					

STRATEGIC OBJECTIVE	PROGRAMME	PAST PERFORMANCE Baseline				CURRENT PERIOD		QUARTERLY TARGETS (2021/22 FY)				EVIDENCE		DIRECTORATE
		2019/20 FY (Actual)	2020/21 FY (Target)	2021/22 FY (Target)	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	1. Approved Annual Report.	2. Council Resolution	OMM	1. Approved Annual Report.	2. Council Resolution	
G003-04	G003-03	G003-02	G003-01	KPI NUMBER	Compile 2020/21 FY annual report	2018/19 FY Annual Report approved by Council	2019/20 FY Annual Report approved by Council	2020/21 FY Annual Report approved by Council	N/A	N/A	2020/21 FY Draft Annual Report tabled before Council	2020/21 FY Annual Report approved by Council	1. Approved Annual Report.	2. Council Resolution
G003-04	G003-03	G003-02	G003-01	KPI NUMBER	Compile 2022/23 FY MTEF Budget	2020/21 FY MTEF Budget approved by Council	2021/22FY MTEF Budget approved by Council	2022/23FY MTEF Budget approved by Council	N/A	N/A	2022/23 FY Draft MTEF Budget tabled before Council	2022/23 FY MTEF Budget approved by Council	1. Approved Budget	2.Council Resolution adopting the budget
G003-04	G003-03	G003-02	G003-01	KPI NUMBER	Compile 2022/23 FY IDP	2020/21FY final reviewed IDP approved by Council	2021/22FY final reviewed IDP approved by Council	2022/23 FY IDP compiled and approved by Council	N/A	N/A	2022/23FY Draft IDP tabled before Council	2022/23 FY IDP compiled and approved by Council	1. approved IDP	2. Council resolution
G003-04	G003-03	G003-02	G003-01	KPI NUMBER	Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager including the Municipal Manager	8	8	8	N/A	N/A	N/A	8 signed performance agreements	8 signed performance agreements	OMM

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD		QUARTERLY TARGETS (2021/22 FY)			EVIDENCE	DIRECTORATE
				2019/20 FY (Actual)	2020/21 FY (Target)	2021/22 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 2. Attendance Register	OMM
		GG03-07	Number of Audit and Performance Committee meetings held	6	5	5	1	2	1	1	1. Minutes 2. Attendance Register	OMM

PART 5. DETAILED CAPITAL WORKS PLAN

JOE GQABI DISTRICT MUNICIPALITY
3-YEAR INFRASTRUCTURE PLAN
2019/20 to 2021/2022

01/20 to 2021/2022

5. Conclusion

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.

