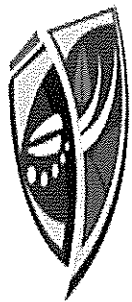


MAKANA LOCAL MUNICIPALITY



MAKANA
MUNICIPALITY | EASTERN CAPE
...a great place to be

*Makana Municipality
strive to ensure
sustainable, affordable,
equitable and quality
services in a just,
friendly, secure and
healthy*

Adjusted Service Delivery Budget Implementation Plan

2019 - 2020

EXECUTIVE SUMMARY:

Our Service Delivery and Budget Implementation Plan (SDBIP) commits Makana Local Municipality to ensure that the organisation actually delivers on the Integrated Development Plan (IDP), budget (both capital and operational) spending and service delivery targets during the 2019/20 financial year. It is a continued commitment on how we will on quarterly basis implement and report on (service delivery) the objectives set out in our IDP. SDBIP gives operational expression to the developmental local government and the IDP.

The IDP is a strategic development plan which represents the driving force for making the Municipality more strategic, inclusive, responsive, and performance driven in character. The IDP therefore serves a contract between the Municipality and its residents in which it guides and informs all planning, budgeting, investment, development, management and implementation in the medium-term decision-making. It is a plan for the entire municipal area and not just for specific areas.

It is in this context that our IDP, budget and SDBIP would assist the Municipality to be rebuild in a way that the livelihoods of our people will improve and therefore contribute meaningfully in our open and transparent planning and implementation systems.

On 27th February 2020 Council consider and approved the adjusted 2019/20 MTREF budget to reaffirm the Municipality's commitment to achieve its service delivery targets.

It is envisage that the Adjusted SDBIP will be used as tool as

1. Improve oversight by political arm of the Municipality
2. Improve Expenditure on Operational and Capital
3. Improve Monitoring and Evaluation
4. Prioritisation of the Activities
5. Improve allocation of funds
6. Improve Alignment between IDP and Budget

OFFICIAL SIGN-OFF

It is hereby certified that this Adjusted Service Delivery Budget Implementation Plan :

1. Was developed with the supervision of the Executive Mayor of Makana Municipality and Management, as per the prescripts of the Municipal Finance Management Act No.56 of 2003 as guided by MFMA Circular 13.
2. Takes into account all the relevant Acts, legislations, policies and other mandates for which the South African Resources Agency is responsible; and
3. Reflects the strategic outcome orientated goals and objectives which the Makana Municipality will endeavour to achieve over the period 1 July 2019 – 30 June 2020.
4. Alignment of the SDBIP KPI and revised IDP 2019-20 objectives
5. Alignment of the SDBIP 2019-20 to Adjusted Budget 2019-20
6. Addressing SMART principle of SDBIP KPI's

APPROVED BY:

Cllr M.Mpahlwa
Executive Mayor

Signature: Mpahlwa Date: 6/03/2020

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1. Strategic Overview
2. MFMA legislative requirements
3. Linkage with IDP and Budget
4. Components of adjusted top-layer of the service delivery budget Implementation plan (reflected as annexures)

1. STRATEGIC OVERVIEW:

The strategic direction that the Makana Municipality is undertaking is set out in its Integrated Development Plan (IDP). The plan has been reviewed for the 2019/20 financial year in conjunction with the stakeholders and community and the implementation of the Makana IDP is supported by the Medium Term Revenue and Expenditure Framework (MTREF) budget. The services that the Municipality provides and the investment in infrastructure will make the Municipality globally safe and attractive to live, work and invest. Investment supports and drives the development path and brings the opportunities of job creation that will ultimately improve social and economic livelihoods of the residents of Makana. The development of Service Delivery and Budget Implementation Plans (SDBIPs) is a requirement under Municipal Finance Management Act (MFMA) and gives effect to the municipality's Integrated Development Plan (IDP) and annual budget.

2. LEGISLATIVE FRAMEWORK IN TERMS OF MFMA

Section 1 of the Municipal Finance Management Act (MFMA) no 56 of 2003 defines the "service delivery and budget implementation plan" as the detailed plan approved by the by the Mayor of the municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget and which must include the following :-

- a) Projections of each month of –
 - (i) Revenue to be collected by source and
 - (ii) Operational and Capital expenditure by vote
- b) Service Delivery targets and performance indicators for each quarter and
- c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(i) (c).

The MFMA requires that municipalities develop a Service Delivery and Budget Implementation Plan as strategic financial management tool to ensure that budgetary decisions that are adopted by the municipalities for the financial year are aligned with their Integrated Development Plan Strategy.

In terms of section 53 (i) (c) (ii) o the MFMA the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

3. LINKAGE WITH IDP AND BUDGET

Integrated Development Planning requires many different planning processes to be brought together and co-ordinated. In terms of linking service plans or service delivery and budget implementation plans of the individual directorate in the Municipality with the other planning processes in the IDP, the directorates should produce operational plans, capital plans, annual budgets, institutional and staffing plans, etc. to take the IDP forward.

Clearly it is not feasible to include all of this detail within the IDP document.

The Makana Municipality identified six development priorities areas (SDPs) arising from the engagement between community, the elected leaders and municipal administration and interested stakeholders.

The (SDPs) are aligned within the Five Year Local Government Strategic Agenda which is a roadmap entailing developmental priorities and corresponding targets to be achieved by municipalities during this term (2017-2022); as well as the national 2016 electoral mandate

These are:

1. Institutional Transformation and Organisational Development
2. Basic Service Delivery
3. Local Economic Development
4. Financial Management and Viability
5. Good Governance and Public Participation

The MTREF budget is allocated against these strategic focus areas at a municipal level. Corporate objectives with measurable key performance indicators (KPIs) and targets are identified. The municipal planning processes undertaken at directorate and sub-directorate levels yields objectives with indicators, targets and resource allocation (includes the budgets) at these various levels. The implementation of the SDBIP is categorised in terms of votes as prescribe by MFMA. The votes indicate budget allocations for Core Administration Makana are as follows;

- Vote 1: Infrastructure and Engineering
- Vote2: Corporate Services
- Vote 3: Financial Services
- Vote 4: Community and Social Services
- Vote 5: Executive Mayor
- Vote6 : Municipal Manager
- Vote7: Local Economic Development
- Vote 8: Technical and Infrastructure Housing
- Vote 9 : Technical and Infrastructure Electricity
- Vote 10: Technical and Infrastructure Water

4. COMPONENTS OF ADJUSTED TOP-LAYER OF THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (REFLECTED AS ANNEXURES)

4.1 Capital Budget

4.2 Adjusted Quarterly projections of service delivery target and performance indicators

EC104 MAKANA MUNICIPALITY CAPITAL ADJUSTMENTS BUDGET - 27 FEBRUARY 2020

MIG Budget Excluding VAT					
	2019/20 Original Budget	2019/20 First Adjustments Budget	2019/20 Second Adjustments Budget	Expenditure 31 JAN 2020	%
Feasibility Study of investigation of water supply to Makhanda West from James Kleinhans WTW	1,421,079	1,421,079	876,440	444,821	50.75%
Waainek Bulk Water Supply Refurbishment (Multi-year Project)	4,373,096	8,932,226	8,932,230	6,908,938	77.35%
Belmont Valley Wastewater Treatment Works Refurbishment	5,456,819	5,456,819	5,871,770	903,415	15.39%
Replacement of Asbestos pipes in water reticulation network in Grahamstown	4,007,617	4,007,617	4,497,310	313,563	6.97%
Mayfield Gravity sewer	3,739,130	3,739,130	5,120,060	1,531,153	29.90%
Upgrade of Ncame Street	1,157,955	1,157,955	703,790	15,000	2.13%
Alicedale Roads & Stormwater			374,220	374,220	100.00%
Alicedale Sewerage Works		5,814,181	4,153,190	3,766,896	90.70%
	20,155,696	30,529,007	30,529,010	14,258,006	46.70%
WSIG Budget Excluding VAT					
	2019/20 Original Budget	2019/20 First Adjustments Budget	2019/20 Second Adjustments Budget	Expenditure 31 JAN 2020	%
Refurbishment of Jameson Dam	7,448,652	8,695,652	8,472,504	494,071	5.83%
Refurbishment of Riebeeck East WTW		6,955,044	6,955,044	4,656,787	66.96%
Refurbishment of Alicedale WTW		10,147,495	10,147,495	3,864,650	38.08%
Purchase James Kleynhans Pump Set		1,220,000	1,781,960	729,652	40.95%
Fencing of Bothas Hill Reservoirs		1,301,739	2,227,450	30,000	1.35%
Refurbishment of Two Sewer Pump Stations in Joza		3,130,435	4,909,390	250,000	5.09%
Completion of Alicedale Bulk Sewer Pipeline		3,043,478	-	#DIV/0!	
Groundwater Development (Boreholes)		8,798,857	12,711,900	2,136,478	16.81%
	17,391,304	43,292,700	47,205,743	12,161,636	25.76%
INEP Budget Excluding VAT					
	2019/20 Original Budget	2019/20 First Adjustments Budget	2019/20 Second Adjustments Budget	Expenditure 31 JAN 2020	%
Refurbishment of 66KV Line	-	1,537,952	1,537,952	1,112,890	72%
Upgrade of 11KV Mini-substations		-	3,369,200	1,170,689	
	-	1,537,952	4,907,152	2,283,578	46.54%
Library Services - Internally Generated Funds					
	2019/20 Original Budget	2019/20 First Adjustments Budget	2019/20 Second Adjustments Budget	Expenditure 31 JAN 2020	%
Air conditioners	173,913	173,913	173,913		
Fencing of Library	173,913	173,913	173,913		
Computer Equipment	173,913	173,913	173,913	-	0.00%
	521,739	521,739	521,739	-	0.00%
Internally Generated Funds					
	2019/20 Original Budget	2019/20 First Adjustments Budget	2019/20 Second Adjustments Budget	Expenditure 31 JAN 2020	%
Community Services Equipment	200,000	200,000	100,000		
Technical Services Equipment	200,000	200,000	100,000		
Technical Services Vehicles			500,000		
Refurbishment oh Alicedale Halls (Insurance)			2,000,000		
Office & Computer Equipment	600,000	600,000	300,000	53,164	17.72%
	1,000,000	1,000,000	3,000,000	53,164	1.77%
Total Capital Budget performance	39,068,739	76,881,398	86,163,644	28,756,385	33.37%

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**Makana Local Municipality
Adjusted Service Delivery and Budget Implementation Plan 2019/2020
Top Layer SDBIP**

Key Performance Area	Predefined Objective (DPO)	Key Performance Indicator	Indicator owner	Baseline	Source of Evidence	Budget	Project	Annual Target	Target Narration	Quarter 1 Sep 2019	Target Narration	Quarter 2 Dec 2019	Target Narration	Quarter 3 March 2020	Target Narration	Quarter 4 June 2020	Target Narration
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1.1_1 1. Percentage of water samples complying to SANS 241 standards	Director: Engineering and Infrastructural Services	90%	Laboratory test result IRIS System Reports	R 300,000	Drinking Water Quality: Drinking Water Quality Project 4	100%	Compliance	100%	Compliance	100%	Compliance	100%	Compliance	100%	Compliance
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1.1_2 2. Percentage of waste water samples complying to general standards	Director: Engineering and Infrastructural Services	90%	Laboratory test result IRIS System Reports	R 300,000	Waste water Treatment	100%	Compliance	100%	Compliance	100%	Compliance	100%	Compliance	100%	Compliance
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1.1_3 3. Percentage of Wasinek Bulk Water Supply refurbishment completed	Director: Engineering and Infrastructural Services	New Indicator	Completion Certificate from Service Provider	R 8,992,320	Water Treatment Works: Wasinek Bulk Water Supply Refurbishment	100%	Refurbishment completed	20%	Refurbishment completed	50%	Refurbishment completed	75%	Refurbishment completed	100%	Refurbishment completed
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1.1_4 4. Number of milestones completed towards the refurbishment of Belmont Valley Wastewater Treatment Works	Director: Engineering and Infrastructural Services	New Indicator	Detailed Excel Capital Report and progress report	R 5,871,770	Reservoirs: Fencing of Belmont Valley Wastewater Treatment Works	4	35% Completed	1	Completed	2	Completed	3	Advertising	4	35% Completed
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1.1_5 5. Number of milestones completed towards the replacement of asbestos pipes	Director: Engineering and Infrastructural Services	New Indicator	Detailed Excel Capital Report and progress report	R 4,497,310	Replacement of Asbestos Pipes	4	35% Completed	1	Completed	2	Completed	3	Advertising	4	35% Completed
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1.1_6 6. Number of milestones completed towards the upgrading of Mayfield WWTW by June 2020	Director: Engineering and Infrastructural Services	New Indicator	Detailed Excel Capital Report and progress report	R 5,120,060	Waste Water Treatment Works: Mayfield Waste Water Treatment Works Upgrade	4	35% Completed	1	Completed	2	Completed	3	Advertising	4	35% Completed

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Key Performance Area	Predefined Objective (DP)	Ref	Key Performance Indicator	Indicator owner	Baselines	Source of Evidence	Budget	Project	Annual Target	Quarter 1 Target Narration	Quarter 2 Target Narration	Quarter 3 Target Narration	Quarter 4 Target Narration	Target Narration
RPA 1: Basic Service Delivery	2. Upgrading and resurfacing of roads network	1_2_7	7. Number of milestones completed towards the upgrading of Neame Street	Director: Engineering and Infrastructural Services	New Indicator	Detailed Excel Capital Report and Progress report from service provider	R 703,790	Roads: Upgrade of Neame Street	4	1	2	3	4	5% of construction completed
RPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_8	8. Percentage of Jameson Dam refurbished	Director: Engineering and Infrastructural Services	New Indicator	Detailed Excel Capital Report and progress report	R 8,695,652	Dams and Weirs: Refurbishment of Jameson Dam	100%	N/A	N/A	25%	100%	Refurbishment completed
RPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_9	9. Percentage completion of Riebeck East Water Treatment Works	Director: Engineering and Infrastructural Services	New Indicator	Completion certificate from service provider	R 6,955,044	Water Treatment Works: Refurb Riebeck East water (WSIG)	100%	N/A	N/A	70%	100%	Completion
RPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_10	10. Percentage completion of Aliceale Water Treatment Works	Director: Engineering and Infrastructural Services	New Indicator	Completion certificate from service provider	R 10,147,495	Reticalution: Aliceale Sewage Reticalution	100%	N/A	N/A	70%	100%	Completion
RPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_11	11. Number of borehole sites tested	Director: Engineering and Infrastructural Services	New Indicator	Yield Test Results	R 12,711,900	Boreholes: Groundwater Development Project (Boreholes) - WSIG Drought	15	N/A	N/A	6	9	Borehole sites tested
RPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_12	12. Number of milestones achieved towards the purchasing of James Keynyhans Pump Set	Director: Engineering and Infrastructural Services	New Indicator	Tender Advert Appointment Letter Completion certificates Payment requisitions	R 1,781,960	Machinery and Equipment: Purchase James Keynyhans Pump Set (WSIG)	1	N/A	N/A	1	N/A	Appointment of service provider
RPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_13	13. Percentage completion of fencing of the Bothas Hill reservoirs	Director: Engineering and Infrastructural Services	New Indicator	Completion certificate from service provider Progress reports	R 2,227,450	External Facilities: Fencing Bothas Hill Reservoirs	90%	N/A	N/A	N/A	90%	Of fencing completed

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Key Performance Area	Predetermined Objective (DP)	Ref	Key Performance Indicator	Indicator owner	Baseline	Source of Evidence	Budget	Project	Annual Target	Target Narration	Quarter 3 March 2020	Target Narration	Quarter 4 June 2020	Target Narration
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_14	14. Percentage of Sewer Pump stations upgraded/refurbished	Director: Engineering and Infrastructural Services	New Indicator	Completion certificate from service provider Progress reports	R 4,909,390	Pump Station: Refurbishment of Two Sewer Pump Stations	60%	N/A	N/A	N/A	60%	Upgraded
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_15	15. Number of milestones reached towards the operationalisation of the refurbished 66KV Line	Director: Engineering and Infrastructural Services	New Indicator	Progress Reports Close out Report Completion Certificate from Service Provider Work Permits	R 1,537,952	66KV Station: Construction	2	Excavations and planning of poles conducted by service provider	1	Final Inspections conducted, Site handed over and line is operational	N/A	N/A
KPA 1: Basic Service Delivery	1. Sufficient water-sanitation infrastructure that provide conducive environment for development and investment	1_1_16	16. Number of 11KV mini-substations completed	Director: Engineering and Infrastructural Services	New Indicator	Completion Certificate from Service Provider	R 3,369,200	Power Plants: Upgrade of Mini-Substations- INEP	4	N/A	N/A	N/A	4	N/A
KPA 2: Community and Social Development	3. To promote the well-being, health, safety and security of our community	2_3_17	Number of community environmental education awareness initiatives held	Director: Public Safety and Community Services	2	Environmental Management Portfolio Committee Reports Attendance Registers (where applicable) Awareness	R 25,000	Community environmental education awareness programmes	4	N/A	1	N/A	1	N/A
KPA 2: Community and Social Development	3. To promote the well-being, health, safety and security of our community	2_3_18	18 Number of community fire, rescue and disaster management awareness programmes held	Director: Public Safety and Community Services	4	Fire and Rescue Portfolio Committee report Attendance Registers (where applicable) Awareness material	R 1,500	Fire and Disaster management awareness programme	4	N/A	1	N/A	1	N/A
KPA 2: Community and Social Development	3. To promote the well-being, health, safety and security of our community	2_3_19	Number of fire inspections held	Director: Public Safety and Community Services	New Indicator	Fire and Rescue Portfolio Committee Report Inspection Reports (signed and dated)	R 1,500	Community Safety	100	N/A	25	N/A	25	N/A

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Key Performance Area	Problem/Need Objective(DP)	Ref	Key Performance Indicator	Indicator owner	Baseline	Source of Evidence	Budget	Project	Annual Target	Target Narration	Quarter 1 Sep 2019	Target Narration	Quarter 2 Dec 2019	Target Narration	Quarter 3 March 2020	Target Narration	Quarter 4 June 2020	Target Narration
RPA2: Community and Social Development	4. To provide reading and study material	2_4_20	Number of library service awareness programmes held	Director: Public Safety and Community Services	4	Portfolio Reports Photographs (dated) Copies of programme	R 178,933	Community Outreach programme	4	N/A	1	N/A	1	N/A	1	N/A	1	N/A
RPA3: Local Economic Development and Rural Development	5. Promote and support Agricultural development	3_5_21	21. Number of capacity building sessions held (SMMEs and farmers)	Director: Local Economic Development	New Indicator	Performance Report Attendance Registers Training material	R 100,000	Assistance and Support: Women and youth agricultural support	3	N/A	N/A	N/A	1	N/A	N/A	N/A	2	N/A
RPA3: Local Economic Development and Rural Development	6. Effective Implementation of Community Works Programme	3_6_22	22. Number of job opportunities created through the CWP programme	Director: Local Economic Development	1000	Report on the number of job opportunities created through CWP programme job contracts	N/A	Community work programme	1000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1000	N/A
RPA3: Local Economic Development and Rural Development	7. Promote and support: SMME development	3_7_23	23. Number of crafter stands allocated for the National Arts Festival	Director: Local Economic Development	3	Report on the number of crafter stands in National Arts Festival Payment requisitions	N/A	Special Events and Functional Festival Expenses	3	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	N/A
RPA4: Institutional Development and Financial Management	8. To create an efficient, effective and accountable administration	4_8_24	24. Number of milestones reached in terms of reviewing the Human Resources policies	Director: Corporate Services	New Indicator	Revised HR Policies Reports	N/A	Review of Human Resources Policies	3	HR Policies approved	1	HR Policies awareness road shows	1	HR Policies consultation road shows	1	HR Policies approval	N/A	N/A
RPA4: Institutional Development and Financial Management	8. To create an efficient, effective and accountable administration	4_8_25	25. Percentage of training budget spent	Director: Corporate Services	New Indicator	Financial Expenditure Report	R 440,000	Employee Assistance Programme: Training of staff	95%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	95%	N/A
RPA4: Institutional Development and Financial Management	9. Effective organisational design and policy development	4_9_26	26. Number of programmes adopted by Council	Director: Corporate Services	0	Council Resolution noting the approval of Organisational structure	N/A	Review of the Organogram	1	Adoption of the Municipal Organogram Structure	N/A	N/A	N/A	N/A	N/A	N/A	1	Adoption of the Municipal Organogram Structure

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Key Performance Area	Pratolomined Objective(DP)	Ref	Key Performance Indicator	Indicator owner	Baseline	Source of Evidence	Budget	Project	Annual Target	Target Narration	Quarter 1 Sep-2019	Target Narration	Quarter 2 Dec-2019	Target Narration	Quarter 3 March 2020	Target Narration	Quarter 4 June-2020	Target Narration
KPA 4: Institutional Development and Financial Management	10. To ensure a good relationship between management and employees through regular interactions on labour issues	4_10_27	27. Number of Local Labour Forums held	Director: Corporate Services	4	Attendance Register and Minutes	N/A	Local Labour Meetings	4	N/A	1	N/A	1	N/A	1	N/A	1	N/A
KPA 4: Institutional Development and Financial Management	11. A financially viable and sustainable Municipality	4_11_28	28. The percentage of the municipal capital budget actually spent on capital projects	Chief Financial Officer	29%	AFS and Section 71 Quarterly Budget Statement	R 86,163,644	Capital Expenditure Management	95%	N/A	10%	N/A	30%	N/A	60%	N/A	95%	N/A
KPA 4: Institutional Development and Financial Management	11. A financially viable and sustainable Municipality	4_11_29	29. The percentage of the municipal operational budget actually spent on repairs and maintenance(Q RM)	Chief Financial Officer	1.60%	AFS and section 71 In-Year Monthly & Quarterly Budget Statement	R 6,926,500	Repair and Maintenance Budget expenditure	1.00%	N/A	0.50%	N/A	0.75%	N/A	1.00%	N/A	1.00%	N/A
KPA 4: Institutional Development and Financial Management	11. A financially viable and sustainable Municipality	4_11_30	30. Payment percentage	Chief Financial Officer	70%	Monthly Debtors Report submitted to the FAME Portfolio Committee compiled from MunSoft Financial System for each month	R 381,942,110	Debtors Collection Rate	90%	N/A	40%	N/A	70%	N/A	80%	N/A	90%	N/A
KPA 4: Institutional Development and Financial Management	12. Enhance Revenue strategy	4_12_31	31. Debt to Revenue	Chief Financial Officer	13.50%	Annual Financial Statements, supported by figures as per the Munsoft financial system	R 542,151,000	Debt to Revenue	15%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15%	N/A
KPA 4: Institutional Development and Financial Management	11. A financially viable and sustainable Municipality	4_11_32	32. Service debtors to revenue	Chief Financial Officer	150%	Annual Financial Statements, supported by figures as per the Munsoft financial system	R 542,151,000	Service debtors to revenue	120%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	120%	N/A
KPA 4: Institutional Development and Financial Management	11. A financially viable and sustainable Municipality	4_11_33	33. Cost coverage	Chief Financial Officer	0.9	Annual Financial Statements, supported by figures as per the Munsoft financial system	N/A	Cost coverage	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	N/A

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Key Performance Area	Predefined Objective(OP)	Ref	Key Performance Indicator	Indicator Owner	Baseline	Source of Evidence	Budget	Project	Annual Target	Quarter 1 Target Narration Sep-2019	Quarter 2 Target Narration Dec-2019	Quarter 3 Target Narration March 2020	Quarter 4 Target Narration June-2020	Target Narration
KPA 4: Institutional Development and Financial Management	11. A financially viable and sustainable Municipality	4_11_34	34. % of FMG conditional grant spent	Chief Financial Officer	100%	Table SC7(1) of the Monthly Section 71 report	R 2,680,000	FMG conditional grant spent	100%	N/A	40%	80%	100%	N/A
KPA 4: Institutional Development and Financial Management	12. To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	4_12_35	35. Number of households receiving free basic water	Chief Financial Officer	4275	Indigent Report extracted from Munsif Financial System	R 1,300,000	Households receiving free basic water	4300	N/A	N/A	N/A	4300	N/A
KPA 4: Institutional Development and Financial Management	12. To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	4_12_36	36. Number of households receiving free basic electricity	Chief Financial Officer	1149	Indigent Report extracted from Munsif Financial System & pre-paid monthly electricity report	R 6,000,000	Households receiving free basic electricity	1150	N/A	N/A	N/A	1150	N/A
KPA 4: Institutional Development and Financial Management	12. To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	4_12_37	37. Number of households receiving free basic sanitation	Chief Financial Officer	3987	Indigent Report extracted from Munsif Financial System	R 8,276,100	Households receiving free basic sanitation	4000	N/A	N/A	N/A	4000	N/A
KPA 4: Institutional Development and Financial Management	12. To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	4_12_38	38. Number of households receiving free basic refuse removal	Chief Financial Officer	4500	Indigent Report extracted from Munsif Financial System	R 6,000,000	Households receiving free basic refuse removal	4500	N/A	N/A	N/A	4500	N/A
KPA 5: Good Governance and Public Participation	13. Improve planning of risk management	5_13_39	39. Number of strategic risk assessments conducted	Manager Risk	1	Minutes and attendance register of the risk assessment sessions	R 30,000	Risk Management: risk management strategy	3	N/A	1	1	1	N/A
KPA 5: Good Governance and Public Participation	14. Support vulnerable groups	5_14_40	40. Number of commemoration days participated in	Special Programme	New Indicator	Invitation Photos Attendance Registers Reports	R 100,000	Awareness and Information: AIDS/HIV awareness programs	4	N/A	1	1	1	TB Day and Condoms STI awareness Candle light

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Key Performance Area	Predetermined Objective(DP)	Ref	Key Performance Indicator	Indicator owner	Baseline	Source of Evidence	Budget	Project	Annual Target	Target Narration	Quarter 1 Sep-2019	Target Narration	Quarter 2 Dec-2019	Target Narration	Quarter 3 March 2020	Target Narration	Quarter 4 June-2020	Target Narration
KPA 5: Good Governance and Public Participation	15. To communicate effectively and be responsive to the needs of the community	5_15_41	41. Number of Ward Committee meetings held in each ward	Manager office of the Speaker	1	Agendas Attendance Registers Minutes Ward Committee Reports	N/A	Ward Committee meetings	12	Meetings per ward	3	Meetings per ward	3	Meetings per ward	3	Meetings per ward	3	Meetings per ward
KPA 5: Good Governance and Public Participation	15. To communicate effectively and be responsive to the needs of the community	5_15_42	42. Number of public Ward meetings held	Manager in the Speaker office	New Indicator	Agendas Attendance Registers Minutes	N/A	Ward public meetings	56	N/A	14	Ward public meeting per quarter	14	Ward public meeting per quarter	14	Ward public meeting per quarter	14	Ward public meeting per quarter

M. H.

