

NDLAMBE MUNICIPALITY



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

2020/2021



VISION:

NDLAMBE MUNICIPALITY strives to be a premier place to work, play, and stay, on the eastern coast of South Africa. It strives to be the destination of choice for people who love natural and cultural heritage, adventure water sports, and laid-back living for families.

Our promise is to build a state-of-the-art physical infrastructure which will be laid out aesthetically in our beautiful natural environment. Our prosperous community supports a safe and healthy lifestyle which is supported by affordable natural living and a vibrant tourism and agriculturally-based economy!

We promote good governance by providing sustainable, efficient, cost effective, adequate and affordable services to all our citizens.

MISSION:

To achieve our vision by enabling optimal performance within each of the five Key Performance Areas of Local Government within the context of available resources.

VALUES:

- Commitment;
- Transparency;
- Honesty;
- Trustworthiness; and
- Care



NDLAMBE LOCAL MUNICIPALITY (EC 105)

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) FOR
2020/2021 FINANCIAL YEAR**

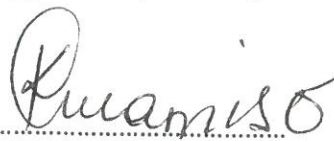
Section 69 (3)(a) of the Municipal Finance Management Act (Act 56 of 2003) states that “the accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor— a draft service delivery and budget implementation plan for the budget year”

In line with the above section:

I, Rolly Dumezweni, in my capacity as an Accounting Office of Ndlambe Municipality hereby submit to the Mayor, Hon Councillor K.C. Ncamiso a Service Delivery and Budget Implementation Plan (SDBIP) for the 2020/2021 financial year.


.....
ROLLY DUMEZWENI
MUNICIPAL MANAGER

Approved by the Mayor on this.....day of August 2020.


.....
CLLR KC NCAMISO
MAYOR

Comment:

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1. INTRODUCTION

The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

2. LEGISLATIVE IMPERATIVE

In terms of Section 53 (1) (c) (ii) of the Local Government: Municipal Finance Management Act (MFMA), the SDBIP is defined as a detailed plan approved by the Mayor of a municipality for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate 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

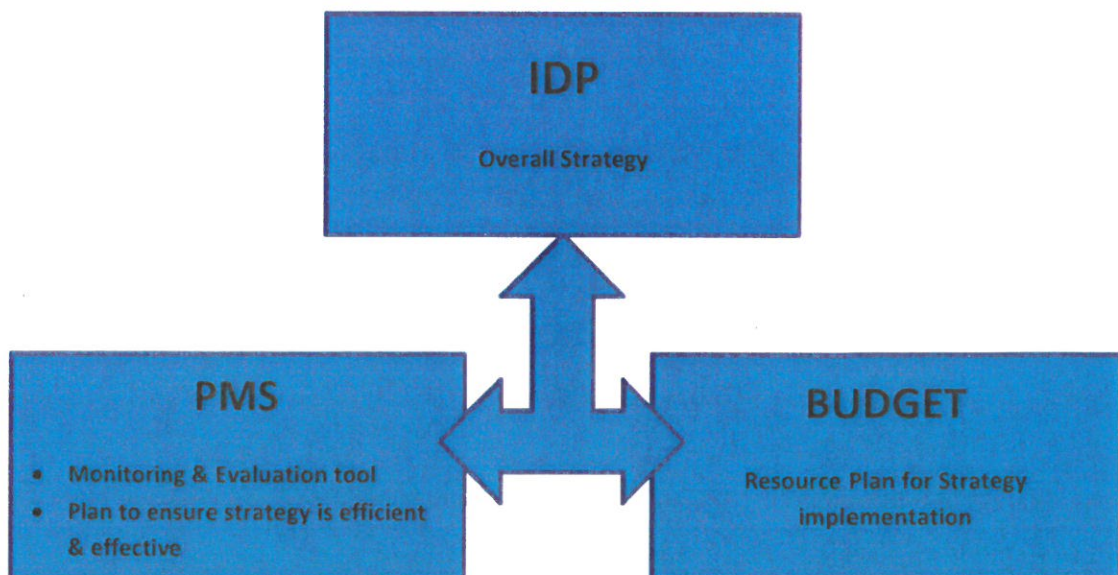
(c) other matters prescribed

The SDBIP for 2020/2021 is based on the reviewed IDP and influences the Budget approved Council. In terms of Section 69 (3) (a) the Municipal Manager must by no later than 14 days of the approval of the annual budget submit the draft SDBIP to the Mayor. In terms of Section 53 (1) (c) (ii) of the MFMA, the Mayor must approve the SDBIP within 28 days after the approval of the budget. In addition, the Mayor must ensure that the revenue and expenditure projections for each month as well as the service delivery targets and performance indicators as set out in the SDBIP are made public after approval.

3. LINKING THE IDP, BUDGET AND PERFORMANCE MANAGEMENT

The IDP ultimately forms the strategic landscape of Council on which the strategic vision of Council as political structure is encapsulated and documented. Within the IDP a taxonomy of priorities, objectives, initiatives and projects exist from which the Performance Indicators and Performance Targets that underpin the Performance Management System will be derived. The figure below shows the relationship between the IDP, PMS and the Budget:

Figure 1: Linkages between the IDP, Budget and Performance Management



The IDP is a key strategic planning tool in which the Municipality's five-year programmes and projects are set out. The IDP programmes and projects inform the Municipality's budgeting processes. Performance management measures IDP implementation and budget performance.

4. PERFORMANCE MANAGEMENT MODEL

A performance management model is a conceptual framework that guides on what should be measured and managed within the municipality. Such measurement occurs through the grouping together of performance indicators, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. It further ensures that a balanced set of measures are employed that do not rely on only one facet of performance, but represent a holistic and integrated assessment of the performance of an organisation.

Performance management will be applied to various levels within the municipality. The legislative framework as set out above provides for performance management at various levels in a municipality include organisational (sometimes also referred to as municipal, corporate or strategic) level, operational (also referred to as services, departmental or section/team level) and lastly, at individual level (referred to as performance agreements). These levels are however integrated and interdependent on each other.

The model that will be utilised by the municipality is aimed at ensuring alignment of the PMS to the IDP and is linked to the Regulations, 2001 and 2006. The following national key performance areas (KPAs) as propounded in the Five-Year Local Government Strategic Agenda form the thrust of performance management model of the municipality:

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

Figure 2 below illustrates how the municipality will utilise the performance scorecards in order to measure and enhance performance in an integrated ongoing process, taking into account the five national KPAs, which are referred to as performance perspectives in this regard.

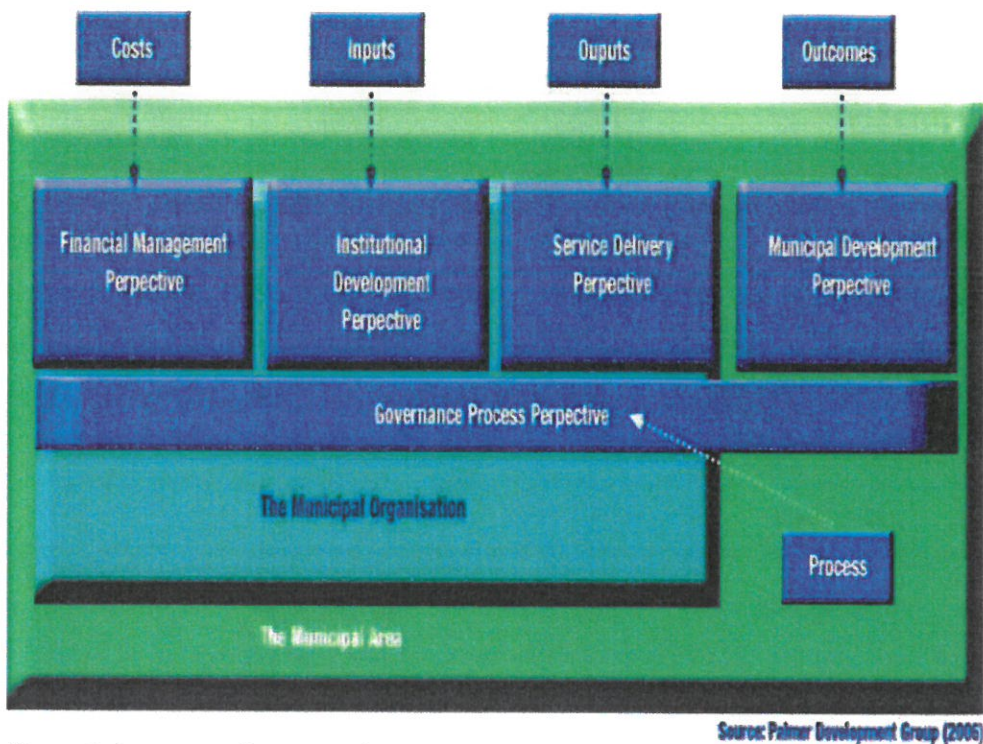


Figure 2: Structure of Municipal Scorecard

4.1 Strategic (Organisational) Performance linked to the Integrated Development Plan (IDP) of Ndlambe Municipality

At this level the performance of the municipality will be measured and managed against the progress made in achieving the strategic objectives as set out in the integrated development plan (IDP) of the municipality. This will be done on the basis of key performance indicators and targets set for each of the IDP objectives of the municipality. Given the fact that the IDP has a five-year time span, the measures set at this level will be of a strategic and mostly long-term nature with an outcome and impact focus. The measures set for the Municipality at an organisational level will be captured in an organisational scorecard.

4.2 Operational (Departmental) Performance linked to the Service Delivery and Budget Implementation Plan (SDBIP) of Ndlambe Municipality

The validity of the strategy of the municipality and the extent to which it is successfully implemented will also be measured and managed at an operational (departmental) level. This will be achieved by measuring against the progress made with regard to service delivery and budget implementation of the municipality through service delivery measures and targets captured in the annual service

delivery and budget implementation plan (SDBIP) of a municipality. Given the fact that a SDBIP has a one-year time span, the measures set at this level will be of an operational and short to medium-term nature with an input (budget) and output (service delivery) focus.

4.3 Individual Performance linked to OPMS and the individual's key performance areas and job descriptions

The performance of individuals is measured against personal performance targets, which are set in accordance with job descriptions and their roles linked to the strategy of the municipality and the business plans (SDBIPs) of the municipal operational units (departments). The Municipal Performance Regulations for Municipal Managers and Managers reporting directly to Municipal Managers, 2006 have put in place a legislative framework for linking the individual performance of section 57 Managers to the strategy and operations of the municipality.

By cascading performance measures from organisational to operational and individual levels, both the IDP and the SDBIP form the link to individual performance management. This link ensures that performance management at the various levels relate to one another, which is a requirement of the Municipal Planning and Performance Regulations, 2001 and 2006. The MFMA, 2003 specifically requires that the annual performance agreements of managers will be linked to the SDBIP of the municipality and the measurable performance objectives approved with the budget.

5. ORGANISATIONAL SCORECARDS AT DIFFERENT LEVELS

Figure 2 presents two levels of scorecards for Ndlambe Municipality, namely, that is the Strategic Scorecard and the SDBIP Scorecard.

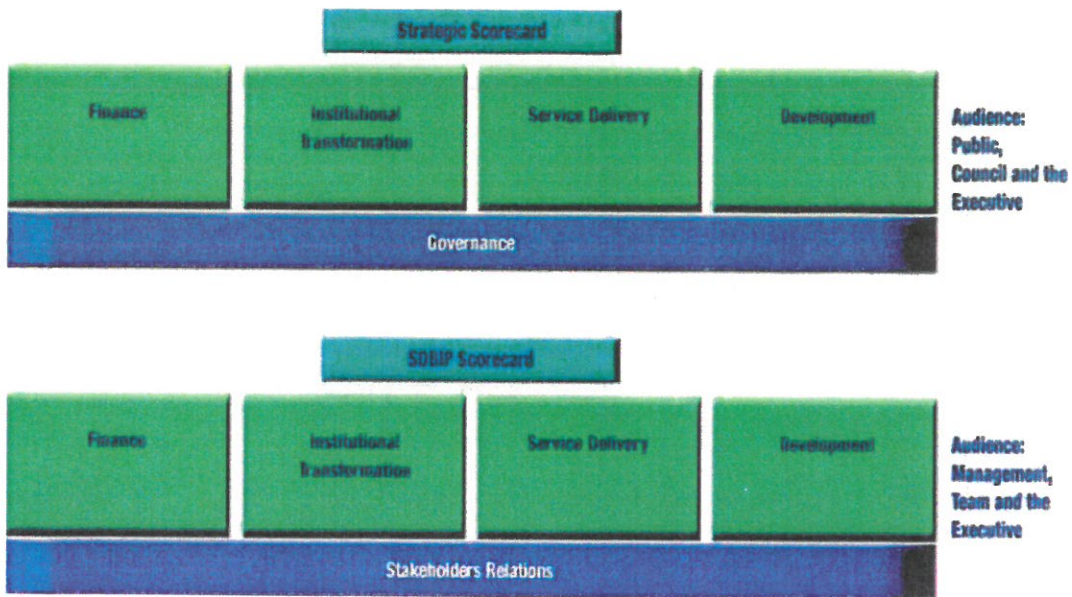


Figure 2: Two Levels of Municipal Scorecards

5.1 *The Strategic Scorecard*

The strategic scorecard will provide an overall picture of performance for the municipality as a whole, reflecting performance on the strategic priorities set in the IDP.

The development perspective of this scorecard will therefore necessitate that information be collected from other development role players in the municipal area for reporting purposes. These include other spheres of government, state-owned enterprises, business formations and civil society organisations.

In his/her capacity as the accounting officer of the municipality, the Municipal Manager is primarily responsible for performance on the Strategic Scorecard. As such, the strategic scorecard is closely linked and forms the largest component of how the Municipal Manager's performance will be appraised. His monthly and quarterly reports to the Executive Committee and Municipal Council will, among other things, detail how the key performance areas, key performance indicators and targets on the strategic scorecard are being progressively achieved. Similarly, the mid-year and annual reports of the MM will clearly capture progress on the strategic scorecard of the municipality. Such report will be placed on the website of the municipality in order to maximise public awareness and participation in local governance.

5.2 SDBIP Scorecards (One-year scorecard)

The SDBIP scorecards will capture the performance of each municipal department. Unlike the strategic scorecard, which reflects on the strategic priorities of the municipality, a SDBIP scorecard will provide a comprehensive picture of the performance of each department. It will consist of objectives, indicators and targets derived from the service plan and service strategies.

Management will ensure that the SDBIP scorecards do not duplicate current reporting. Rather, the SDBIP scorecards will be integrated as a core component of the municipality's vertical reporting system. The SDBIP scorecards will simplify all regular reporting from departments to the municipal manager and portfolio committees / councillors.

SDBIP Scorecards will comprise the following components:

- **Development perspective** for departmental outcomes, which sets out the economic and social developmental outcomes that the service is to impact on. In this vein, the development perspective of this scorecard will seek to assess the extent to which the strategies that are implemented by the department are contributing towards the intended developments in the municipal area.
- **Service delivery perspective**, which sets out the products and services that the department will deliver. This perspective will include service delivery targets and key performance indicators for each quarter.
- **Institutional transformation perspective**, which sets out how the department will manage and develop its human resources, information and organisational development.
- **Financial management perspective**, which sets out:
 - projections of revenue to be collected by source
 - projections of operational and capital expenditure by vote

Performance reporting in this section of the scorecard will be in terms of actual performance against projections.

- **Stakeholder relations perspective**, which sets out how the department will improve its relationship with its key stakeholders. In essence, this perspective relates to the **governance and community participation** KPA as it applies to all municipalities in terms of the 5-Year Local Government Strategic Agenda. Therefore, each municipal department will account as to how it

promotes good governance and public participation in local governance. This will enable the said constitutional and legislative injunctions to be upheld at a departmental level, thereby breaking silo operations as all departments will be compelled to work with one another in this regard.

In addition to the requirements of the MFMA, 2003 and the National Treasury Guidelines for SDBIPs, the SDBIP scorecard approach provides an additional opportunity to set objectives, indicators and targets for, as well as report against:

- a) Service Outcomes
- b) Institutional Transformation Issues
- c) Stakeholder Relations

It will be noted that the relevant S57 Manager is primarily responsible for performance on the SDBIP Scorecard. As such, the SDBIP scorecard is closely linked to, and forms the largest component of, how the S57 manager's performance will be appraised. Against this backdrop, it is noteworthy that performance in the form of a SDBIP scorecard will be reported monthly and quarterly to the Municipal Manager and the relevant Portfolio Councillor and/or Committee. Every HOD will be expected to meaningfully contribute to the promotion of public participation.

6. REPORTING ON THE SDBIP

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the municipal administration. A series of reporting requirements are outlined in the MFMA. Both the Mayor and the Accounting Officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports for which MFMA gives very clear outlines. The reports then allow the Councillors of the Ndlambe municipality to monitor the implementation of service delivery programs and initiatives across its jurisdiction.

6.1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month. Reporting must include the following:

- i. actual revenue, per source;

- ii. actual borrowings;
- iii. actual expenditure, per vote;
- iv. actual capital expenditure, per vote;
- v. the amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- a. any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote;
- b. any material variances from the service delivery and budget implementation plan and;
- c. any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget.

6.2 Quarterly Reporting

Section 52 (d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

6.3 Mid-year Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for midyear reporting. The Accounting Officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account –

- i. the monthly statements referred to in section 71 of the first half of the year
- ii. the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
- iii. the past year's annual report, and progress on resolving problems identified in the annual report; and
- iv. the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustment budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the municipality accountable to the community.

7. PLANNING PERFORMANCE

The municipality must involve the community in deciding what priorities and needs it wants to achieve. Community involvement will be in line with relevant legislation and approved policy. The planning cycle delivers a five year and annually reviewed IDP (including a Corporate Scorecard with definitions), an annual Corporate SDBIP, Directorate or Departmental Scorecards. Planning ensures that clear strategic direction is set and prioritised. Planning is informed by feedback on performance.

This is the stage where Strategic objectives, performance indicators and targets are determined. Indicators measure the extent to which objectives are being achieved, indicating performance in relation to outcomes, outputs, activities and inputs. Targets set the level of performance to be achieved within a defined period of time. Indicators must be measurable, relevant, objective and precise. They must include outcomes, output and input indicators. National general indicators must be included.

The IDP will be set for the five year term of office of the elected council and reviewed annually. It will include the SFAs, corporate objectives (strategic objectives), corporate indicators and targets. There will be a direct relationship between the corporate objective, corporate indicator and target. The actual achievements of targets set for the objectives will be reported on quarterly bases where appropriate. They will form the platform for the quarterly and annual reports on performance.

The components will be interlinked to ensure implementation. All the corporate objectives and indicators will cascade into a Directorate and/or a Departmental SDBIP and/or the Municipal Manager's and/or a section 57 appointees scorecards.

7.1 Monitoring, Measuring, Evaluating and Reviewing performance

Monitoring and measuring are the processes and procedures to collect, collate and analyse organisational performance data on an on-going basis to determine whether planned performance targets have been met, exceeded or not met. It will take place on a quarterly and an annual basis. The performance evaluation results are determined by regular management meetings to establish:

- Year- to- date performance progress and reasons for variances for both under- or over performance; and
- Remedial action (effective methods of correction or enhancement), if any, which need to be taken to achieve the agreed performance targets.
- A date for implementation and a responsible person will be identified.

A review of indicators and targets can take place to the extent that changing circumstances so demand and in accordance with a prescribed process. These are limited to major organisational changes and when the budget is adjusted. Reporting performance includes an Annual Report to the relevant Council committees and to the community for comment and Quarterly reports at corporate, directorate and department level to the relevant Council committees.

7.2 Auditing and Oversight

Internal Audit and Audit Committee (includes the Performance Management committee) review the OPM system for functionality, performance information and compliance. The Auditor General and Standing Committee on Public Accounts (SCOPA) review the Annual Report.

**QUARTERLY PROJECTIONS OF SERVICE
DELIVERY TARGETS AND PERFORMANCE
INDICATORS**



2017-2019 Strategic Plan
Department of Economic Development and Environmental Affairs

Department	Strategic Objective	Indicator	Key Performance Indicator (KPI)	Process	Budget Allocation	Annual Progress				Notes of Realisation	Classification	
						2017/18	2018/19	2019/20	2020/21			
Economic Development	2.1 Develop sustainable economic and effective municipal services for citizens	1.1, 2.1, 2.2	1. Number of employees for building of at least 500 new houses submitted to the Department of Human Settlements	Review and Development strategies and build-up	3 100 000	100%	NA	100%	100%	100%	100%	Director: Infrastructure Development
	2.1 Promote sustainable economic and effective municipal services for citizens	1.1, 2.1, 2.2	2. Funding of completed and low backlogs projects within its mandate	Invest Development from Finance - Management	4 182 000	100%	NA	100%	100%	100%	100%	Director: Infrastructure Development
	2.2 Promote sustainable economic and effective municipal services for citizens	1.1, 2.1, 2.2	3. Revenue of former households with income below R100 000 per annum	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
Community Development Services	2.3 Develop sustainable economic and effective municipal services for citizens	1.1, 2.1, 2.2	4. Number of activities which provided with income to white female - as per national benchmark = 0	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
	2.3 Develop sustainable economic and effective municipal services for citizens	1.1, 2.1, 2.2	5. Number of activities with 100% female participation	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
	2.3 Develop sustainable economic and effective municipal services for citizens	1.1, 2.1, 2.2	6. Number of activities with 100% female participation	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
Community Protection Services	2.4 Promote the vehicle traffic environment	1.1, 2.1, 2.2	7. Number of activities which provided with income to white female - as per national benchmark = 0	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
	2.4 Promote the vehicle traffic environment	1.1, 2.1, 2.2	8. Number of activities which provided with income to white female - as per national benchmark = 0	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
	2.4 Promote the vehicle traffic environment	1.1, 2.1, 2.2	9. Number of activities which provided with income to white female - as per national benchmark = 0	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
Community Protection Services	2.5 Improve the vehicle traffic environment	1.1, 2.1, 2.2	10. Number of activities which provided with income to white female - as per national benchmark = 0	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
	2.5 Improve the vehicle traffic environment	1.1, 2.1, 2.2	11. Number of activities which provided with income to white female - as per national benchmark = 0	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services
	2.5 Improve the vehicle traffic environment	1.1, 2.1, 2.2	12. Number of activities which provided with income to white female - as per national benchmark = 0	Check-up Jobs: Refuse Transfer: Informal Settlements: etc	19 478 748	117%	117%	117%	117%	117%	117%	Director: Community Development Services

Department	Strategic Objective	Indicator Code	Key Performance Indicator (KPI)	Project	Budget 2022/23 (R million)	Baseline 2019/20 (R million)	Annual Target 2022/23				Name of Verification	Deadline	
							2022/23	Quarter 1	Quarter 2	Quarter 3			Quarter 4
SECTION 1: PERFORMANCE INDICATORS, PROJECTS, TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT													
Strategic Objective: To A greater place to work and do business													
Department: Corporate Services	1.1 Improve the efficiency of the government of the Municipality	1.1.1.10	10. Percentage of staff who are satisfied with the current level of service	Project: BAYFACILE FRAMEWORK Operational Strategy (Business Case) Continued Case Manager	11.111	10.000	4 days	4 days	4 days	4 days	4 days	Contract Manager reflects feedback	Quarterly
Department: Corporate Services	1.1 Improve the efficiency of the government of the Municipality	1.1.1.20	20. Staff absence rate	Project: Human Resource Management & Improvement	11.121	11.000	1%	1%	1%	1%	1%	Produce individual appointment letters issued	Quarterly
Department: Corporate Services	1.1 Improve the efficiency of the government of the Municipality	1.1.1.21	21. The number of employees who are satisfied with the current level of service	Project: Human Resource Management & Improvement	11.121	11.000	4%	4%	4%	4%	4%	Employee Equity Report, Employee Contract, Appointment Letter, Dispute Certificate of Ineligibility	Quarterly
Department: Corporate Services	1.1 Improve the efficiency of the government of the Municipality	1.1.1.22	22. The percentage of employees who are satisfied with the current level of service	Project: Human Resource Management & Improvement	11.121	11.000	1.0%	1.0%	1.0%	1.0%	1.0%	Managerial Budget, Training Report	Quarterly
SECTION 2: PERFORMANCE INDICATORS, PROJECTS, TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT													
Strategic Objective: To A greater place to work and do business													
Department: Office of the Municipal Manager	1.4 Develop a robust and effective strategic framework for the Municipality	1.4.1.1 - 1.4.2.1	14. Number of strategic initiatives implemented	Project: Strategic Framework Development	11.141	11.000	4%	4%	4%	4%	4%	Strategic Framework Document	Quarterly
Department: Office of the Municipal Manager	1.4 Develop a robust and effective strategic framework for the Municipality	1.4.1.2 - 1.4.2.2	14. Number of strategic initiatives implemented	Project: Strategic Framework Development	11.141	11.000	4%	4%	4%	4%	4%	Strategic Framework Document	Quarterly
Department: Office of the Municipal Manager	1.4 Develop a robust and effective strategic framework for the Municipality	1.4.1.3 - 1.4.2.3	14. Number of strategic initiatives implemented	Project: Strategic Framework Development	11.141	11.000	4%	4%	4%	4%	4%	Strategic Framework Document	Quarterly
Department: Office of the Municipal Manager	1.4 Develop a robust and effective strategic framework for the Municipality	1.4.1.4 - 1.4.2.4	14. Number of strategic initiatives implemented	Project: Strategic Framework Development	11.141	11.000	4%	4%	4%	4%	4%	Strategic Framework Document	Quarterly

Department	Strategic Objective	Indicator/Date	Key Performance Indicator (KPI)	Project	Budget 2020/21	Actual 2020/21	Actual 2021				Name of Verification	Quarter
							Quarter 1 2021	Quarter 2 2021	Quarter 3 2021	Quarter 4 2021		
Office of the Municipal Manager	1.1 Develop a clear, legally binding, and adopted municipal strategic plan	4.1.2.1.27	77. Monitor of SAGS 2017 Commitment	Environmental Budget System (SAGS) Report	16,161	16,161	100%	100%	100%	100%	Financial Services Manager, Legal Services Development	1
							2020/21	2021	2021	2021		
Section 2: Financial Viability and Management												
Financial Services	2.1 Monitor financial viability of the municipality	7.2.2.1.28	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Financial Services	2.2 Monitor financial viability of the municipality	4.2.2.1.29	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Financial Services	2.3 Monitor financial viability of the municipality	5.2.2.1.30	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Financial Services	2.4 Monitor financial viability of the municipality	5.2.2.1.31	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Financial Services	2.5 Monitor financial viability of the municipality	5.2.2.1.32	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Financial Services	2.6 Monitor financial viability of the municipality	5.2.2.1.33	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Financial Services	2.7 Monitor financial viability of the municipality	5.2.2.1.34	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Financial Services	2.8 Monitor financial viability of the municipality	5.2.2.1.35	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Financial Services	2.9 Monitor financial viability of the municipality	5.2.2.1.36	Key Performance Indicator (KPI)	Operational Management Cost	64,647,351	64,647,351	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Section 3: Economic and Social Development and Infrastructure												
Office of the Municipal Manager	3.1 Increase the effectiveness of the governance of the Municipality	4.1.1.1.1	Key Performance Indicator (KPI)	Operational Cost Internal Audit	4,111,000	4,111,000	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		
Corporate Services	3.1 Increase the effectiveness of the governance of the Municipality	4.1.1.1.2	Key Performance Indicator (KPI)	Operational Cost Internal Audit	4,111,000	4,111,000	100%	100%	100%	100%	Financial Services Manager	100%
							2020/21	2021	2021	2021		

Department	Strategic Directive	Initiative Code	Key Performance Indicator (KPI)	Project	Budget 2020/21	Revenue 2019/2020 (revised)	Annual Report 2020/21				Share of Verification	Qualification
							2020/21	Quarter 1	Quarter 2	Quarter 3		
Corporate Finance	1.1 Increase the efficiency of our financial services to our customers	01 - 1.1.21	24. Number of staff members that are trained (over 12 months) in our 2021 financial products	Financial Services IT Used (FISUIT) 100% What financial services solutions to create What challenges	140,000	100%	100%	100%	100%	100%	100%	Finance - Corporate Services
Office of the Municipal Manager	1.1 Increase the efficiency of our financial services to our customers	01 - 1.1.21	24. Number of staff members that are trained (over 12 months) in our 2021 financial products	Human Resource Management, etc	170,025	0%	0%	0%	0%	0%	0%	Human Resource Management
Office of the Mayor	1.1 Increase the efficiency of our financial services to our customers	01 - 1.1.21	24. Number of staff members that are trained (over 12 months) in our 2021 financial products	Human Resource Management, etc	0%	0%	0%	0%	0%	0%	0%	Human Resource Management
Office of the Municipal Manager	1.1 Increase the efficiency of our financial services to our customers	01 - 1.1.21	27. Number of staff members that are trained (over 12 months) in our 2021 financial products	Human Resource Management, etc	770,000	0%	0%	0%	0%	0%	0%	Human Resource Management
Office of the Municipal Manager	1.1 Increase the efficiency of our financial services to our customers	01 - 1.1.21	28. Number of staff members that are trained (over 12 months) in our 2021 financial products	Human Resource Management, etc	1,170,025	0%	0%	0%	0%	0%	0%	Human Resource Management
Office of the Municipal Manager	1.1 Increase the efficiency of our financial services to our customers	01 - 1.1.21	29. Number of staff members that are trained (over 12 months) in our 2021 financial products	Human Resource Management, etc	0%	0%	0%	0%	0%	0%	0%	Human Resource Management
Office of the Municipal Manager	1.1 Increase the efficiency of our financial services to our customers	01 - 1.1.21	30. Number of staff members that are trained (over 12 months) in our 2021 financial products	Human Resource Management, etc	0%	0%	0%	0%	0%	0%	0%	Human Resource Management

ANNEXURE A

PROJECTED MONTHLY REVENUE AND
EXPENDITURE BY VOTE

EC105 Ndiambe - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework						
		July	August	Sept	October	November	December	January	February	March	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23				
Revenue by Vote																				
Vote 1 - EXECUTIVE AND COUNCIL		356	356	356	356	356	356	356	356	356	356	356	356	356	356	356				
Vote 2 - MUNICIPAL MANAGER		247	247	247	247	247	247	247	247	247	247	247	247	247	247	247				
Vote 3 - CORPORATE SERVICES		4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944				
Vote 4 - COMMUNITY AND PROTECTION SERVICES		4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944	4 944				
Vote 5 - COMMUNITY AND PROTECTION SERVICES		3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464				
Vote 6 - INFRASTRUCTURE DEVELOPMENT		3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464	3 464				
Vote 7 - INFRASTRUCTURE DEVELOPMENT		6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570				
Vote 8 - ELECTRICITY SERVICES		6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570	6 570				
Vote 9 - WATER WORKS		16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444				
Vote 10 - FINANCIAL SERVICES		16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444	16 444				
Vote 11 - Ndiamba LM		38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544				
Vote 12 - Ndiamba LM		38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544				
Vote 13 - Ndiamba LM		38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544	38 544				
Vote 14 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Vote 15 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Total Revenue by Vote		140 484	140 484	140 484	140 484	140 484	140 484	140 484	140 484	140 484	140 484	140 484	140 484	140 484	140 484	140 484				
Expenditure by Vote to be appropriated																				
Vote 1 - EXECUTIVE AND COUNCIL		1 079	1 079	1 079	1 079	1 079	1 079	1 079	1 079	1 079	1 079	1 079	1 079	1 079	1 079	1 079				
Vote 2 - MUNICIPAL MANAGER		2 734	2 734	2 734	2 734	2 734	2 734	2 734	2 734	2 734	2 734	2 734	2 734	2 734	2 734	2 734				
Vote 3 - CORPORATE SERVICES		2 386	2 386	2 386	2 386	2 386	2 386	2 386	2 386	2 386	2 386	2 386	2 386	2 386	2 386	2 386				
Vote 4 - COMMUNITY AND PROTECTION SERVICES		7 275	7 275	7 275	7 275	7 275	7 275	7 275	7 275	7 275	7 275	7 275	7 275	7 275	7 275	7 275				
Vote 5 - COMMUNITY AND PROTECTION SERVICES		8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490				
Vote 6 - INFRASTRUCTURE DEVELOPMENT		8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490				
Vote 7 - INFRASTRUCTURE DEVELOPMENT		8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490	8 490				
Vote 8 - ELECTRICITY SERVICES		6 574	6 574	6 574	6 574	6 574	6 574	6 574	6 574	6 574	6 574	6 574	6 574	6 574	6 574	6 574				
Vote 9 - WATER WORKS		3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616	3 616				
Vote 10 - FINANCIAL SERVICES		6 243	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849				
Vote 11 - FINANCIAL SERVICES		6 243	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849	5 849				
Vote 12 - Ndiambe LM		38 508	38 114	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594				
Vote 13 - Ndiambe LM		38 508	38 114	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594	37 594				
Vote 14 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Vote 15 - Null		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Total Expenditure by Vote		137 533	135 958	133 878	133 478	133 478	133 478	133 478	133 478	133 478	133 478	133 478	133 478	133 478	133 478	133 478				
Surplus/(Deficit) before assoc.		2 951	4 526	6 606	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006				
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Surplus/(Deficit)		2 951	4 526	6 606	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006	7 006				
References		1																		
1. Surplus (Deficit) must reconcile with Budgeted Financial Performance																				

Medium Term Revenue and Expenditure Framework

Budget Year 2020/21

Budget Year +1 2021/22

Budget Year +2 2022/23

ANNEXURE B

**PROJECTED MONTHLY OPERATIONAL AND
CAPITAL EXPENDITURE BY VOTE**

