



**FINAL SERVICE
DELIVERY AND BUDGET
IMPLEMENTATION PLAN
[SDBIP]**

**2021-2022
FINANCIAL
YEAR**

GREAT KEI MUNICIPALITY

CONTENTS

MUNICIPAL MANAGER'S QUALITY CERTIFICATE.....	4
MAYOR'S APPROVAL	Error! Bookmark not defined.
PART 1: BACKGROUND	6
1.1. Introduction.....	6
1.2. Legislative framework	6
1.3 SDBIP Cycle.....	7
PART 2: FINANCE	8
2.1 Component 1 – Budget Information.....	8
2.1.1 Sub-component 1 – Monthly Projections of Revenue by Source	8
2.1.2 Sub-component 2 – Monthly Projections of Expenditure (Operating and Capital) and revenue for each vote Capital Expenditure (Standard Classification)	14
2.1.3 Sub-component 3- Budget Statement Summary Error! Bookmark not defined.	
2.1.4 Sub-component 4- Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote).....	Error! Bookmark not defined.
2.1.5 Sub-component 5- Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding)	Error! Bookmark not defined.
2.1.6 Sub-component 6- Monthly Budget Statement - Financial Position	Error! Bookmark not defined.
2.1.7 Sub-component 7- Monthly Budget Statement - Cash Flow.....	Error! Bookmark not defined.
2.1.8 Sub-component 8- Reconciliation of IDP Strategic objectives and 2018-2019 Final Budget	Error! Bookmark not defined.
PART 3: KEY PERFROMANCE INDICATORS AND PERFROMANCE TARGETS	18
3.1 KPA 1- Service Delivery and Infrastructure Provision.....	18
3.3 KPA 2: Local Economic Development	23
3.4 KPA 3: Financial Viability and Management.....	25
3.5 KPA 4: Institutional Development and Transformation.....	31
3.6 KPA5: Good governance and public participation	36
PART 4: PROJECTS	39
4.1 Three Year Capital Plan (3 YCP).....	39
PART 5.....	40
5.1 Conclusion.....	40

ACRONYMS

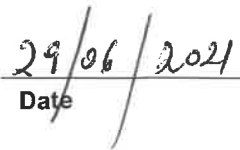
ADM	Amatole District Municipality
AFS	Annual Financial Statements
AG	Auditor general
CWP	Community Works programme
COGTA	Department of Cooperative Governance and Traditional Affairs
DRDLA	Department of Rural Development and Agrarian Reform
EPWP	Expanded Public Works Programme
EEP	Employment Equity Plan
FY	Financial year
GKM	Great Kei Municipality
ICT	Information Communication Technology
IDP	Integrated Development Plan
IT	Information Technology
IGR	Inter-Governmental Relations
LED	Local Economic Development
LGTAS	Local Government Turn Around Strategy
LLF	Local Labour Forum
MFMA	Local Government: Municipal Finance Management Act No. 56 of 2003
MIG	Municipal Infrastructure Grant
MPAC	Great Kei Municipality Public Accounts Committee
MTRF	Medium Term Revenue Framework
MRM	Moral Regeneration Movement
N/A	Not applicable (for the period)
NKPI	National Key Performance Indicator
PMS	Performance Management Systems
SDBIP	Service Delivery and Budget Implementation Plan
SLA	Service Level Agreement
SMME's	Small, Medium and Micro Enterprises
SDF	Spatial Development Framework
SPU	Special Programmes Unit

MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, _____, in my capacity as the Municipal Manager of the Great Kei Municipality submit this Draft Service Delivery and Budget Implementation Plan (SDBIP) for the 2021/2022 financial year for approval by the Mayor. This reviewed SDBIP has been prepared in terms of Section 53(1) (c) (ii) of the Local Government: Municipal Finance Management Act of 2003.



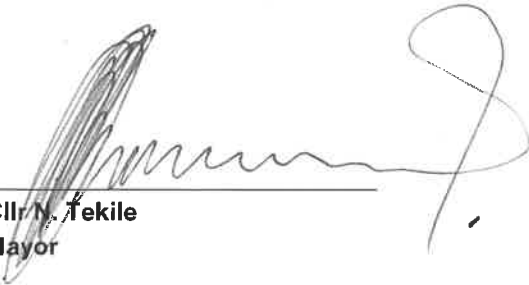
Mr. L.M Mambila
Municipal Manager



Date

1 MAYOR'S APPROVAL

I, _____, in my capacity as the Mayor of the Great Kei Municipality, hereby approve the Draft Service Delivery and Budget Implementation Plan (SDBIP) for the 2021/2022 financial year as required in terms of Section 53(1) (c) (ii) of the Local Government: Municipal Finance Management Act of 2003.



Cllr N. Tekile
Mayor

29/06/2021

Date

PART 1: BACKGROUND

1.1. Introduction

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.

1.2. Legislative framework

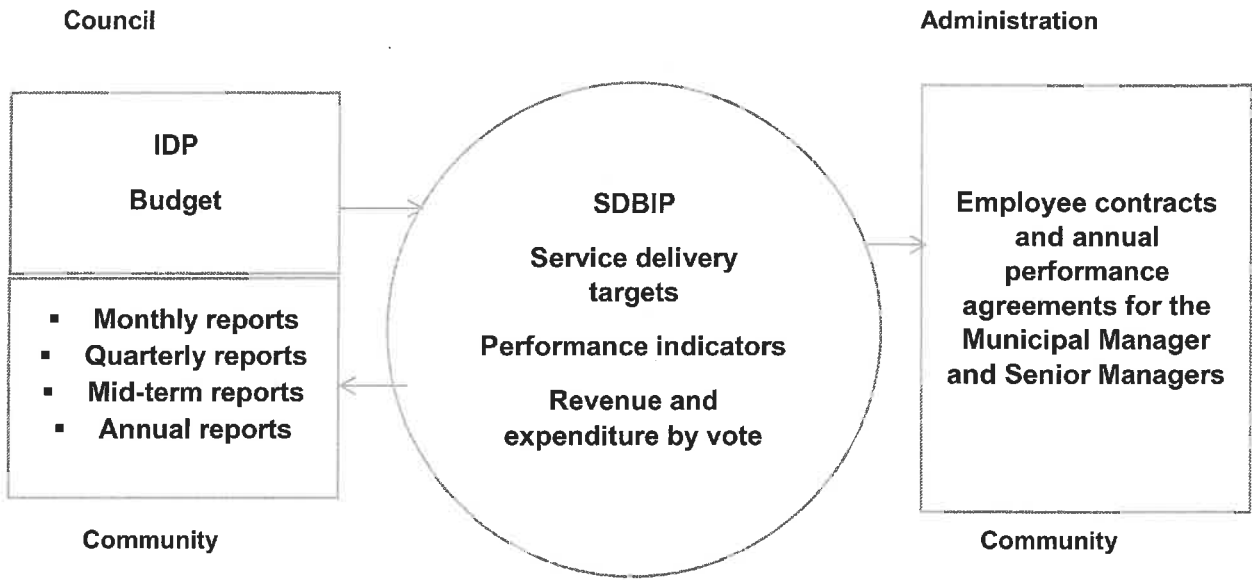
In terms of Section 1(i) of the MFMA, the SDBIP is defined as: *“a detailed plan approved by the mayor of a municipality in terms of section 53(1) (c) (ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) 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 terms of the MFMA read together with Municipal Budget and Reporting Regulations of 2009, the process of the SDBIP is as follows:

- The Mayor of a municipality must (c) (ii) that the municipality’s service delivery and budget implementation plan is approved by the Mayor within 28 days after approval of the IDP and budget. This SDBIP will inform the performance agreements of all Section 57/6 Managers and it will further be cascaded down as per the PMS policy of Council.

1.3 SDBIP Cycle



PART 2: FINANCE

2.1 Component 1 – Budget Information

2.1.1 Sub-component 1 – Monthly Projections of Revenue by Source

EC-123 Great Kei - Supporting Table SA25 Budgeted monthly revenue and expenditure

Ref	Description	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24	
	Revenue By Source																
	Property rates	2 250	2 250	2 250	2 250	2 250	2 250	2 250	2 250	2 250	2 250	2 250	2 250	27 000	28 134	29 372	
	Service charges - electricity revenue	862	862	862	862	862	862	862	862	862	862	862	862	10 345	10 780	12 254	
	Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Service charges - refuse revenue	861	861	861	861	861	861	861	861	861	861	861	861	10 333	10 767	11 741	
	Rental of facilities and equipment	142	142	142	142	142	142	142	142	142	142	142	142	1 700	1 771	1 849	
	Interest earned - external investments	42	42	42	42	42	42	42	42	42	42	42	42	500	521	544	
	Interest earned - outstanding debtors	443	443	443	443	443	443	443	443	443	443	443	443	5 321	5 544	5 798	
	Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Fines, penalties and forfeits	2	2	2	2	2	2	2	2	2	2	2	2	20	21	22	
	Licences and permits	103	103	103	103	103	103	103	103	103	103	103	103	1 230	1 282	1 838	
	Agency services	21	21	21	21	21	21	21	21	21	21	21	21	250	261	272	
	Transfers and subsidies	4 263	4 263	4 263	4 263	4 263	4 263	4 263	4 263	4 263	4 263	4 263	4 263	51 156	50 914	49 748	
	Other revenue	293	293	293	293	293	293	293	293	293	293	293	293	3 510	3 649	4 801	
	Gains	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Total Revenue (excluding capital transfers)	9 280	9 280	9 280	9 280	9 280	9 280	9 280	9 280	9 280	9 280	9 280	9 280	111 365	113 644	118 229	
	Expenditure By Type																
	Employee related costs	3 361	3 361	3 361	3 361	3 361	3 361	3 361	3 361	3 361	3 361	3 361	3 361	40 337	41 928	43 685	
	Remuneration of councillors	421	421	421	421	421	421	421	421	421	421	421	421	5 061	5 263	5 494	
	Debt impairment	1 083	1 083	1 083	1 083	1 083	1 083	1 083	1 083	1 083	1 083	1 083	1 083	13 000	13 572	14 169	
	Depreciation & asset impairment	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	15 000	15 630	16 318	
	Finance charges	42	42	42	42	42	42	42	42	42	42	42	42	500	521	544	
	Bulk purchases - electricity	708	708	708	708	708	708	708	708	708	708	708	708	8 500	8 857	9 247	
	Inventory consumed	217	217	217	217	217	217	217	217	217	217	217	217	2 609	2 838	2 838	
	Contracted services	935	935	935	935	935	935	935	935	935	935	935	935	11 220	11 480	12 141	
	Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Other expenditure	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	1 161	13 927	14 407	14 993	
	Losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Total Expenditure	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	110 143	114 377	119 410	
	Surplus/(Deficit)	102	102	102	102	102	102	102	102	102	102	102	102	1 222	(733)	(1 181)	
	Transfers and subsidies - capital (monetary allocations) (National /	921	921	921	921	921	921	921	921	921	921	921	921	11 055	20 715	21 562	
	Transfers and subsidies - capital (in-kind - all	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit) after capital transfers & contributions	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	12 276	19 982	20 381	
	Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit)	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	1 023	12 276	19 982	20 381	

2.1.2 Sub-component 2 – Monthly Projections of Expenditure (Operating and Capital) and revenue for each vote Capital Expenditure (Standard Classification)

EC123 Great Kei - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Multi-year expenditure to be appropriated	1															
Vote 1 - Office of the Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Directorate: Budget and Treasury		13	13	13	13	13	13	13	13	13	13	13	13	150	0	0
Vote 3 - Directorate: Corporate Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Directorate: Strategic Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Directorate: Technical Service & Community		601	601	601	601	601	601	601	601	601	601	601	601	7 217	8 716	8 918
Capital multi-year expenditure sub-total	2	614	614	614	614	614	614	614	614	614	614	614	614	7 367	8 716	8 918
Single-year expenditure to be appropriated																
Vote 1 - Office of the Municipal Manager		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Directorate: Budget and Treasury		(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	574	53	0	0
Vote 3 - Directorate: Corporate Services		-	-	-	-	-	-	-	-	-	-	-	0	0	0	0
Vote 4 - Directorate: Strategic Services		52	52	52	52	52	52	52	52	52	52	52	622	0	0	0
Vote 5 - Directorate: Technical Service & Community		218	218	218	218	218	218	218	218	218	218	218	218	2 622	10 309	10 872
Capital single-year expenditure sub-total	2	223	223	223	223	223	223	223	223	223	223	223	845	3 297	10 309	10 872
Total Capital Expenditure	2	837	837	837	837	837	837	837	837	837	837	837	1 459	10 664	19 025	19 790

2.1.3 Sub-component 3- Budget Statement Summary

EC123 Great Kei - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote	1									
Vote 1 - Office of the Municipal Manager		-	2 248	3	-	-	-	-	-	-
Vote 2 - Directorate: Budget and Treasury		75 712	83 947	97 597	78 707	88 586	88 586	81 824	84 942	86 391
Vote 3 - Directorate: Corporate Services		-	161	107	200	200	200	200	200	200
Vote 4 - Directorate: Strategic Services		-	624	256	271	271	271	600	625	653
Vote 5 - Directorate: Technical Service & Community Serv		-	25 689	40 076	34 621	41 966	41 966	39 796	48 592	52 547
Total Revenue by Vote	2	75 712	112 669	138 038	113 800	131 023	131 023	122 420	134 359	139 791
Expenditure by Vote to be appropriated	1									
Vote 1 - Office of the Municipal Manager		-	5 522	8 329	-	-	-	-	0	0
Vote 2 - Directorate: Budget and Treasury		80 814	46 642	42 410	37 616	39 250	39 250	40 299	41 705	43 432
Vote 3 - Directorate: Corporate Services		-	10 019	10 873	10 427	10 537	10 537	8 714	9 132	9 487
Vote 4 - Directorate: Strategic Services		-	11 764	16 902	17 107	18 676	18 676	18 664	19 264	20 267
Vote 5 - Directorate: Technical Service & Community Serv		-	49 753	55 401	38 071	42 918	42 918	42 467	44 277	46 224
Total Expenditure by Vote	2	80 814	123 700	133 915	103 222	111 382	111 382	110 143	114 377	119 410
Surplus/(Deficit) for the year	2	(5 102)	(11 031)	4 124	10 578	19 641	19 641	12 276	19 982	20 381

2.1.4 Sub-component 4- Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote)

EC123 Great Kei - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source											
Property rates	2	36 236	24 630	47 760	27 806	27 806	27 806	27 806	27 000	28 134	29 372
Service charges - electricity revenue	2	15 088	9 177	18 885	7 434	9 634	9 634	9 634	10 345	10 780	12 254
Service charges - water revenue	2	6 139	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	7 664	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	3 309	9 548	7 951	10 333	10 333	10 333	12 784	10 333	10 767	11 741
Rental of facilities and equipment		271	246	472	2 200	2 200	2 200	2 200	1 700	1 771	1 849
Interest earned - external investments		-	467	716	500	500	500	500	500	521	544
Interest earned - outstanding debtors		920	9 028	165	1 500	1 500	1 500	1 500	5 321	5 544	5 788
Fines, penalties and forfeits		1 558	4	4 632	-	-	-	-	20	21	22
Licences and permits		41	650	436	2 300	2 300	2 300	2 300	1 230	1 282	1 838
Agency services		195	329	90	700	700	700	700	250	261	272
Transfers and subsidies		24 769	45 645	42 462	49 497	56 226	56 226	56 226	51 156	50 914	49 748
Other revenue	2	10 554	1 033	2 400	881	3 031	3 031	3 031	3 510	3 649	4 801
Total Revenue (excluding capital transfers and contributions)		106 743	100 759	125 969	103 152	114 231	114 231	116 682	111 365	113 644	118 229
Expenditure By Type											
Employee related costs	2	31 857	65 826	30 950	46 843	46 263	46 263	46 263	40 337	41 928	43 665
Remuneration of councillors		1 956	4 731	4 554	4 509	5 051	5 051	5 051	5 051	5 263	5 494
Debt impairment	3	5 486	178	21 603	13 000	13 000	13 000	13 000	13 000	13 572	14 169
Depreciation & asset impairment	2	616	18 630	2 765	14 000	14 000	14 000	14 000	15 000	15 630	16 318
Finance charges		866	996	3 147	500	500	500	500	500	521	544
Bulk purchases - electricity	2	19 764	10 160	19 151	7 391	7 391	7 391	7 391	8 500	8 857	9 247
Inventory consumed	8	4 734	(503)	898	2 025	1 926	1 926	1 926	2 609	2 719	2 838
Contracted services		3 849	6 207	23 199	5 218	9 438	9 438	9 438	11 220	11 480	12 141
Transfers and subsidies		271	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	5 666	25 036	27 648	9 736	13 814	13 814	13 814	13 927	14 407	14 993
Losses		-	(7 560)	-	-	-	-	-	-	-	-
Total Expenditure		75 063	123 700	133 915	103 222	111 382	111 382	111 382	110 143	114 377	119 410
Surplus/(Deficit)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		31 680	(22 941)	(7 946)	(70)	-2 849	2 849	5 300	1 222	(733)	(1 181)
Transfers and subsidies - capital (in-kind - all)		(31 030)	11 911	11 197	10 648	16 792	16 792	16 792	11 055	20 715	21 562
Surplus/(Deficit) after capital transfers & contributions		649	(11 031)	4 124	10 578	19 641	19 641	22 092	12 276	19 982	20 381
Surplus/(Deficit) after taxation		649	(11 031)	4 124	10 578	19 641	19 641	22 092	12 276	19 982	20 381
Surplus/(Deficit) attributable to municipality		649	(11 031)	4 124	10 578	19 641	19 641	22 092	12 276	19 982	20 381
Surplus/(Deficit) for the year		649	(11 031)	4 124	10 578	19 641	19 641	22 092	12 276	19 982	20 381

2.1.5 Sub-component 5- Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding)

Vote Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Office of the Municipal Manager		-	(34)	-	-	-	-	-	-	-	-
Vote 2 - Directorate: Budget and Treasury		-	(7 088)	-	278	578	578	578	150	0	0
Vote 3 - Directorate: Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 4 - Directorate: Strategic Services		-	-	-	-	-	-	-	-	-	-
Vote 5 - Directorate: Technical Service & Community		-	-	-	9 259	8 359	8 359	8 359	7 217	8 716	8 918
Capital multi-year expenditure sub-total	7	-	(7 122)	-	9 537	8 937	8 937	8 937	7 367	8 716	8 918
Single-year expenditure to be appropriated	2										
Vote 1 - Office of the Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 2 - Directorate: Budget and Treasury		78 600	1 173	-	-	-	-	-	53	0	0
Vote 3 - Directorate: Corporate Services		-	-	13	-	-	-	-	0	0	0
Vote 4 - Directorate: Strategic Services		-	-	-	-	-	-	-	622	0	0
Vote 5 - Directorate: Technical Service & Community		-	10 012	6 143	-	7 427	7 427	7 427	2 622	10 309	10 872
Capital single-year expenditure sub-total		78 600	11 185	6 157	-	7 427	7 427	7 427	3 297	10 309	10 872
Total Capital Expenditure - Vote		78 600	4 063	6 157	9 537	16 364	16 364	16 364	10 664	19 025	19 790
Capital Expenditure - Functional											
Governance and administration		78 670	(34)	13	278	578	578	578	203	0	0
Executive and council		-	(34)	-	-	-	-	-	-	-	-
Finance and administration		78 670	-	13	278	578	578	578	203	0	0
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		0	-	-	-	485	485	485	-	0	0
Community and social services		-	-	-	-	485	485	485	-	0	0
Sport and recreation		0	-	-	-	-	-	-	-	-	-
Economic and environmental services		139	3 292	5 696	9 259	13 538	13 538	13 538	10 301	11 633	11 964
Planning and development		-	-	-	-	-	-	-	649	0	0
Road transport		139	3 292	5 696	9 259	13 538	13 538	13 538	9 652	11 633	11 964
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		(209)	771	447	-	1 763	1 763	1 763	160	7 391	7 826
Energy sources		(210)	(656)	447	-	1 763	1 763	1 763	0	7 391	7 826
Water management		1	-	-	-	-	-	-	-	-	-
Waste management		-	1 427	-	-	-	-	-	160	-	-
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	78 600	4 029	6 157	9 537	16 364	16 364	16 364	10 664	19 025	19 790
Funded by:											
National Government		3 349	2 636	6 157	9 259	14 602	14 602	14 602	9 652	19 025	19 790
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	3 349	2 636	6 157	9 259	14 602	14 602	14 602	9 652	19 025	19 790
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		(3 417)	-	-	278	1 762	1 762	1 762	1 012	0	0
Total Capital Funding	7	(68)	2 636	6 157	9 537	16 364	16 364	16 364	10 664	19 025	19 790

2.1.6 Sub-component 6- Monthly Budget Statement - Financial Position

EC123 Great Kei - Table A6 Budgeted Financial Position

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
ASSETS											
Current assets											
Cash		(1 809)	138	(16 817)	(1 005)	10 270	10 270	10 270	9 378	10 420	10 878
Call investment deposits	1	4 037	1 194	3 457	10 408	23 155	23 155	23 155	4 000	4 168	4 351
Consumer debtors	1	391 344	55 232	16 626	(147 843)	(69 051)	(69 051)	(69 051)	46 000	47 932	50 041
Other debtors		65 927	4 170	525	0	451	451	451	140	146	152
Inventory	2	-	(14 240)	(14 240)	-	-	-	-	0	0	0
Total current assets		459 499	46 495	(10 449)	(138 440)	(35 175)	(35 175)	(35 175)	59 518	62 666	65 423
Non current assets											
Investments		-	-	-	-	-	-	-	-	-	-
Investment property		7 247	82 044	82 044	82 044	82 044	82 044	82 044	82 044	82 044	82 044
Investment in Associate		-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	3	258 148	266 460	255 323	251 161	262 380	262 380	262 380	301 285	254 077	255 156
Intangible		(115)	1 113	1 035	1 113	1 113	1 113	1 113	1	1 113	1 113
Other non-current assets		5 225	36	36	36	36	36	36	36	36	36
Total non current assets		270 505	349 652	338 438	334 354	345 573	345 573	345 573	383 365	337 270	338 349
TOTAL ASSETS		730 004	396 147	327 989	195 913	310 398	310 398	310 398	442 883	399 935	403 772
LIABILITIES											
Current liabilities											
Bank overdraft	1	-	-	-	-	-	-	-	-	-	-
Borrowing	4	-	(0)	1 106	-	-	-	-	0	0	0
Consumer deposits		-	410	376	411	407	407	(407)	50	52	54
Trade and other payables	4	39 161	64 115	46 685	11 244	(87 939)	(87 939)	(87 939)	25 000	22 000	20 000
Provisions		34 331	3 413	16 222	413	413	413	(413)	1 171	451	451
Total current liabilities		73 492	67 939	64 391	12 068	(87 120)	(87 120)	(88 758)	26 221	22 504	20 506
Non current liabilities											
Borrowing		(601)	-	-	-	-	-	-	-	-	-
Provisions		27 014	25 211	415	29 796	29 796	29 796	29 796	(23 000)	(23 966)	(25 021)
Total non current liabilities		26 413	25 211	415	29 796	29 796	29 796	29 796	(23 000)	(23 966)	(25 021)
TOTAL LIABILITIES		99 905	93 149	64 805	41 864	(57 323)	(57 323)	(58 962)	3 221	(1 462)	(4 515)
NET ASSETS	5	630 099	302 998	263 184	154 050	367 721	367 721	369 360	439 662	401 398	408 287
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		260 740	266 958	279 313	355 942	365 006	365 006		347 990	364 730	365 130
TOTAL COMMUNITY WEALTH	5	260 735	266 958	279 313	355 942	365 006	365 006	-	347 990	364 730	365 130

2.1.7 Sub-component 7- Monthly Budget Statement - Cash Flow

EC123 Great Kei - Table A7 Budgeted Cash Flows

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		-	-	-	19 464	19 464	19 464	19 464	18 900	19 694	20 560
Service charges		-	-	-	13 397	13 397	13 397	13 397	14 475	15 083	16 797
Other revenue		-	-	-	6 081	6 081	6 081	6 081	6 819	9 150	10 602
Transfers and Subsidies - Operation	1	-	-	-	49 497	56 226	56 226	56 226	50 706	50 914	49 748
Transfers and Subsidies - Capital	1	-	-	-	10 648	16 792	16 792	16 792	11 055	20 715	21 562
Interest		-	-	-	-	2 000	2 000	2 000	5 000	5 210	5 439
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		-	(3 273)	(6 542)	(1 671)	(85 677)	(85 677)	(85 677)	(78 028)	(99 937)	(100 706)
Finance charges		-	-	-	-	(500)	(500)	(500)	(500)	(547)	(547)
Transfers and Grants	1	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	(3 273)	(6 542)	97 417	27 785	27 785	27 785	28 426	20 282	23 456
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		-	-	-	(9 537)	(16 364)	(16 364)	(16 364)	(10 664)	(19 025)	(19 790)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	-	-	(9 537)	(16 364)	(16 364)	(16 364)	(10 664)	(19 025)	(19 790)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	(0)	(0)	(0)
Payments											
Repayment of borrowing		-	(921)	-	-	-	-	-	(0)	(0)	(0)
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	(921)	-	-	-	-	-	(0)	(0)	(0)
NET INCREASE/ (DECREASE) IN CASH HELD		-	(4 194)	(6 542)	87 880	11 420	11 420	11 420	17 762	1 258	3 666
Cash/cash equivalents at the year end	2	4 036	566	1 332	(7 740)	9 606	9 606	9 606	7 000	24 762	26 020
Cash/cash equivalents at the year end	2	4 036	(3 627)	(5 210)	80 140	21 027	21 027	21 027	24 762	26 020	29 685

2.1.8 Sub-component 8- Reconciliation of IDP Strategic objectives and 2018-2019 Final Budget

2.8.1 Reconciliation of IDP Strategic Objectives and Budget (Revenue)

EC123 Great Kei - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
To enhance the enforcement of National Road Traffic Act 93 of 1996 by laws and safeguard municipal assets by June 2022	Safety and Traffic Services			-	(410)	(5 016)	2 300	2 300	2 300	1 470	1 532	2 099
To ensure a fully capacitated and competent workforce and council for the enhancement of performance, service delivery and sound corporate governance by June 2022	Human resources Development			-	(161)	(79)	200	200	200	200	200	200
To ensure accessible roads within the Great Kei Local Municipal Area by June 2022	Roads			-	(1 177)	(2 474)	12 232	16 349	16 349	12 715	12 215	12 562
To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning and Land Use Management systems	Town planning			-	(176)	(192)	271	271	271	600	625	653
To ensure improved solid waste management by June 2022	Solid Waste management			-	(4 687)	(9 435)	12 784	12 784	12 784	12 784	13 449	14 423
To ensure provision of public amenities by June 2022	Public Amenities			-	(15)	(478)	2 200	2 200	2 200	2 160	1 782	1 860
To increase access to electricity in Great Kei Communities by 2022	Electrification			-	(2 475)	(3 286)	5 185	8 333	8 333	10 666	19 614	21 503
To maintain and improve effective revenue collection system consistent with Section 95 of the MSA and enforce the municipality's credit and debt control policy Section 54 MFMA by June 2022	Revenue Enhancement & Incentive Administration			-	(192)	(21 362)	650	650	650	420	438	457
To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act VAT Act Treasury regulations and Budget reforms by June 2022	Budgeting and Reporting			-	(77 513)	(71 602)	78 407	87 936	87 936	81 404	84 504	85 934
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	-	(86 807)	(133 925)	114 150	131 023	131 023	122 420	134 359	139 791

2.1.8.2 Reconciliation of IDP Strategic Objectives and Budget (operating expenditure)

EC123 Great Kei - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
R thousand												
To Coordinate improvement of Municipal Environmental Management by 2022	Environmental Management			-	1 040	994	1 077	1 077	1 077	-	0	0
To enhance the enforcement of National Road Traffic Act 93 of 1996 by laws and safeguard municipal assets by June 2022	Safety and Traffic Services			-	2 768	3 090	3 325	3 355	3 355	1 867	1 946	2 031
To ensure a fully capacitated and competent workforce and council for the enhancement of performance, service delivery and sound corporate governance by June 2022.	Human resources Development			-	5 123	9 030	16 245	10 437	10 437	8 610	9 023	9 373
To ensure a safe and secure environment by June 2022	Community Safety and Disaster Management			-	-	4	-	100	100	104	108	113
To ensure accessible roads within the Great Kei Local Municipal Area by June 2022	Roads			-	14 075	14 846	5 265	7 145	7 145	7 446	7 759	8 099
To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning and land Use Management systems	Town planning			-	1 059	2 000	2 044	2 544	2 544	2 685	2 808	2 932
To ensure effective functioning of Council and its committees by June 2022	Council Support			-	7 673	17 067	14 082	14 627	14 627	13 039	13 587	14 184
To ensure improved solid waste management by June 2022	Solid Waste management			-	5 519	10 258	16 108	16 858	16 858	17 998	18 754	19 579
To ensure provision of public amenities by June 2022	Public Ammunities			-	639	3 404	261	331	331	450	469	490
To ensure the institutionalization of Performance Management by June 2022	Operational planning and performance monitoring			-	44	2 632	1 558	2 082	2 082	2 945	2 885	3 167
To increase access to electricity in Great Kei Communities by 2022	Electrification			-	9 635	24 017	13 594	14 153	14 153	14 690	15 333	16 008
To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act VAT Act Treasury regulations and Budget reforms by June 2022	Budgeting and Reporting			-	46 839	42 489	37 039	38 673	38 673	40 299	41 705	43 432
To promote holistic customer reception management and provision of auxiliary services to the entire institution by June 2022	Auxiliary Services			-	10	2 505	9 839	4 031	4 031	3 803	3 963	4 090
To strengthen relations between the municipality government departments and parastatals and to ensure integrated planning by June 2022	Inter Governmental Relations			-	-	731	-	-	-	-	0	0
Allocations to other priorities												
Total Expenditure			1	-	94 624	133 068	120 436	115 414	115 414	113 946	118 340	123 500

2.1.8.3 Reconciliation of IDP Strategic Objectives and Budget (capital expenditure)

EC123 Great Kei - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
To ensure a safe and secure environment by June 2022	Community Safety and Disaster Management			-	-	13	-	-	-	0	0	0
To ensure accessible roads with in the Great Kei Local Municipal Area by June 2022	Roads			-	7 547	5 696	7 085	11 364	11 364	2 348	2 881	2 826
To ensure improved solid waste management by June 2022	Solid Waste management			-	1 427	-	-	-	-	160	-	-
To ensure provision of public amenities by June 2022	Public Ammunities			-	-	-	2 174	2 659	2 659	7 304	8 753	9 138
To ensure the development implementation and review of integrated development planning by June 2022	Strategic Planning			-	-	-	-	-	-	622	0	0
To increase access to electricity in Great Kei Communities by 2022	Electrification			-	2 253	447	-	1 763	1 763	0	7 391	7 826
To maintain and improve effective revenue collection system consistent with Section 95 of the MSA and enforce the municipality's credit and debt control policy Section 64 MFMA by June 2022	Revenue Enhancement & Indigent Administration			-	-	-	-	-	-	27	0	0
To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act VAT Act Treasury regulations and Budget reforms by June 2022	Budgeting and Reporting			-	(7 164)	-	278	578	578	203	0	0
Allocations to other priorities			3									
Total Capital Expenditure			1	-	4 063	6 157	9 537	16 364	16 364	10 664	19 025	19 790

PART 3: KEY PERFORMANCE INDICATORS AND PERFORMANCE TARGETS

3.1 KPA 1- Service Delivery and Infrastructure Provision

Priority Area	IDP Objective	IDP strategy	Baseline 2020/21	KPI Number	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	QUARTERLY TARGETS					POE	Custodian
								Q1	Q2	Q3	Q4			
1. Roads	To ensure accessible roads within the Great Kei Local Municipal Area by June 2022	SD01: By constructing, maintain gravel roads & Surfaced roads	9,8km of gravel roads to be constructed in 2020/21 at Komga to Sivive (2,8km), Cefane Internal Streets(3,5km), Morgan Bay Internal Streets (2,5km) & Bridge from Sivive to Zone 10 (1km)	SD01-01	Number of km's to be constructed through MIG	R2,7m	4km of gravel roads to be constructed in 2021/21 at Sotho Location (Sotho Internal Streets)	Appointment of contractors -Site Establishment	- Clearing of 4km of the road to be constructed - Preparation of 4km of roadbed	- Installation of Storm water pipes (Portal Culverts) - Tipping & Processing of 4km of the gravel wearing course layer	- Construction of 4km at Sotho Internal Streets, stormwater features - Finishing of the gravel wearing course -Finishing the road & road reserve -Complete Project	Contractor Appointment letters, Signed Monthly progress reports, Practical and Certificates of completion	DTS	
			TBD		Number of km's to be constructed through Small Towns Revitalization Programme (over 2 financial years [2021/2022; and 2022/2023])	R13m	7,25km of surfaced roads to be constructed at Chintsa(3,55km) and Kei Mouth (3,7km) [over 2 financial years [2021/2022; and 2022/2023]	Submission of final project designs -Procurement for contractors	Appointment of contractors -Site Establishment	Clearing & Grubbing -Construction of pavement layers -Installation of storm water pipes	- Construction of pavement layers -Laying of kerbs and concrete storm water works	Contractor Appointment letters, Signed Monthly progress reports, Practical and Certificates of completion		
				SD01-02	Number of square meters to be maintained through pothole patching and blading utilizing EPWP & internal funding	500 square meters maintained per maintenance plan	Procurement of Cold Asphalt Mix & Tools	200 m ² Areas: Komga & Coastal Areas	150 m ² Areas: Komga & Coastal Areas	150 m ² Areas: Komga & Coastal Areas	Order for Material. Progress Reports	DTS		

Priority Area	QUARTERLY TARGETS										Custodian		
	IDP Objective	IDP strategy	Baseline 2020/21	KPI Number	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	Q1	Q2	Q3		Q4	POE
2. Public amenities	To ensure provision of public amenities by June 2022.	SD02: By Constructing public amenities.	1 community hall to be constructed at Lusizini	SD02-01	Number of public amenities constructed	R8,4m	3 community halls to be constructed at Mangqukela, Magrangxeni & Khayelishsha locations	Appointment of Contractors, -Site Establishment	-Construction of foundations at the Mangqukela & Magrangxeni & Khayelishsha community halls	-Construction of brickwork for superstructure, Roof Coverings, Fencing for Mangqukela, Magrangxeni & Khayelishsha Community Halls	Construction of walkways, Plastering & Finishes to the community halls... Completion of projects	Contractor appointment letters, Signed monthly progress reports, Practical and Certificates of completion.	DTS
3. Electrification	To increase access to electricity in Great Kei Communities by 2022	SD03: Solicit funding from DOE and potential funders	2019/20 Application to DOE	SD03-01	Number of funding applications submitted to department of energy		1 Application submitted to Department of Energy	Application submitted to DoE	N/A	Quarterly Report on Progress Status	Quarterly Report on Progress Status	Proof of submission & Gazette. Quarterly Reports	DTS
4. Town Planning	To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning & Land Use Management Systems	SD04: By Upgrading and maintaining the electrical network	TBD	SD04-01	Small Town Revitalization Project – Upgrading of Electrical Infrastructure	STR FUND R2 million	Completion of Electricity Upgrade – Phase 1 – over 2 financial years [2021/ 2022; and 2022/ 2023]	Design Reports & Advertisement for Contractors	Appointment for Construction	Site Establishment and Progress Reports on Electricity Upgrade Phase 1	Progress Reports on Electricity Upgrade Phase 1	Progress Reports & Completions Reports	DTS
4. Town Planning	To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning & Land Use Management Systems	SD06: By ensuring Controlled development within Great Kei LM	Land Audit Report	SD06-01	Reports on the land audit report implementation plan (Input)		Report of the land audit report implementation plan	Planning and Survey of Municipal Commonage Procurement Processes	Draft subdivision Plan and Motivation Report	Motivation Report submission and Endorsement By Council	Surveying of Municipal Commonage	Quarterly Reports submitted to the standing committee for noting on progress	DTS
5. Building Control	To ensure that National Building Regulations are adhered to by 2022	SD07: By implementing National Building regulations within the GKM area	Approved building plans	SD07-01	100% of submitted building plans processed (Input)		100% approval of building plans within 3 months	Processing of all development applications submitted in 3 months	Processing of all development applications submitted in 3 months	Processing of all development applications submitted in 3 months	Processing of all development applications submitted in 3 months	Quarterly Reports submitted to the standing committee for noting on progress	DTS

Priority Area	IDP Objective	IDP strategy	Baseline 2020/21	KPI Number	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	Q1	Q2	Q3	Q4	POE	Custodian
6. Sustainable Human Settlements	To facilitate the provision of sustainable human settlement within GKM by June 2022	SD08: By Facilitating access to Housing as per the Great Kei Housing Sector Plan	5000 Beneficiaries Captured	SD08-01	Number of beneficiaries captured in the National Housing Needs Register		50 Beneficiaries captured in the NHNR, Recruitment of EPWP & their training on system Application request for a secondment from the DoHS	Application request for a secondment from the DoHS	Recruitment of EPWP & their training on system Application request for a secondment from the DoHS	25 Beneficiaries captured in the NHNR, Recruits of EPWP and Training of EPWP on the DoHS System	25 Beneficiaries captured in the NHNR	50 Beneficiaries captured in the NHNR, List of Recruited EPWP Training Reports & letter from DOHS.	
7. Community Safety	To ensure a safe and secure environment by June 2022	SD10: By Coordinating sitting of community safety forum. SD11: By Developing and implementing of the GKM Disaster Management plan	4 Community Safety Forums meetings ADM Disaster Management Plan	SD10-01 SD11-01	Number of Community Safety Forum meetings GKM Disaster Management plan developed, approved and implemented by Council	No Budget	4 Community Safety Forums meetings GKM Disaster Management plan developed, approved and implemented by Council	1 CSF meeting Draft GKM Disaster Management plan	1 CSF meeting Workshopping of plan to stakeholders	1 CSF meeting GKM Disaster Management plan developed and submit to Council	1 CSF meeting Implement of the GKM Disaster Management plan	Invites. Agenda .Attendance registers Copy of a plan. Council resolutions	DTS DTS
8. Solid Waste	To ensure improved solid waste management by June 2022	SD12: By implementing integrated Waste Management Plan in line with NEMWA	4335 households with access to weekly refuse removal	SD12-01	Access To Refuse Removal in Komga, Chintsa East, Haga- and Kei Mouth		Refuse Collection plan for Komga, Chintsa East, Haga-Haga, Kei Mouth and Morgans Bay	Monthly Collection Reports & Quarterly Reports for Komga, Chintsa East, Haga-Haga, Kei Mouth and Morgans Bay	Monthly Collection Reports & Quarterly Reports for Komga, Chintsa East, Haga-Haga, Kei Mouth and Morgans Bay	Monthly Collection Reports & Quarterly Reports for Komga, Chintsa East, Haga-Haga, Kei Mouth and Morgans Bay	Monthly Collection Reports & Quarterly Reports for Komga, Chintsa East, Haga, Kei Mouth and Morgans Bay	Standing Committee Reports	DTS
9. Environmental Management	To Co-ordinate improvement of Municipal Environmental Management by 2022	SD13: By developing and implementing integrated environmental management plan in line with NEMA	Draft plan	SD12-02 SD13-01	Plans for Rehabilitation & Closure of Qumrha Landfill Sites Integrated environmental management plan developed and approved council	STR FUND R3 million	Plans for Rehabilitation & Closure of Qumrha Landfill Sites Integrated environmental management plan developed and approved council	Specification & Advertisement Draft IEMP	Appointment of a Service Provider for Planning Consultation of stakeholders	Progress Reports Draft IEMP presented to Management	Progress Reports Final IEMP presented to Council for approval	An Approved Plan for Closure of Qumrha Landfill Site Copy of approved IEMP. Council resolutions	DTS DTS

QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2020/21	KPI Number	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	Q1	Q2	Q3	Q4	POE	Custodian	
10. Cemeteries Services	To improve management of cemeteries by June 2022	SD14: By implementing town beautification program SD15: By implementing Cemetery management plan	Two-town beautification program implemented	SD14-01	Town beautification program conducted		Two-town beautification program conducted (Kei Mouth & Komga)	Beautification of Kei-Mouth Town	Beautification of Komga town	Standing Committee report on Kei Mouth beautification	Standing Committee report on Komga town beautification	Quarterly reports to Standing Committee	DTS	
			Cemetery management plan	SD15-01	Number of Cemetery sites allocated and revenue generated		20 Cemetery sites allocated and revenue generated	5 sites allocated	5 sites allocated	5 sites allocated	5 sites allocated	Copy of allocated cemetery sites register. Proof of payment receipts	DTS	
11. security services	To safeguard municipal assets by June 2022.	SD16: By securing all municipal assets through implementing of safety and security measures	TBD	SD14-01	Access control provided in municipal main offices		Implement all access control programmes (visitors control, vehicle control and routine control)	1 report on visitors control, vehicle control and routine control	1 report on visitors control, vehicle control and routine control	1 report on visitors control, vehicle control and routine control	1 report on visitors control, vehicle control and routine control	Security reports to the Standing Committee	DTS	
			TBD Vehicles Renewals	FM13-01	Number of Motor Vehicle(Output) (Renewals)		600 Motor Vehicle Renewals	50 motor vehicle Renewals	200 motor vehicle Renewals	150 motor vehicle Renewals	200 motor vehicle Renewals	Quarterly eNatis reports to the Standing Committee.	DTS	
12. Safety and Traffic Services	To enhance the enforcement of National Road Traffic Act 93 of 1996 and by-laws by June 2022.	FM13: By enforcing and monitoring of road traffic rules	TBD Learners licenses Issued	FM13-02	Learners license bookings (Output)		400 learners' license	100 learners license	100 learners license	100 learners license	100 learners license	Quarterly eNatis reports to the Standing Committee.	DTS	
			TBD Renewals	FM13-03	Number of renewals (drivers & PrDP) (Output)		600 Renewals (both driving & PrDPs)	150 renewals Report (Driving & PrDP)	150 renewals Report (Driving & PrDP)	150 renewals Report (Driving & PrDP)	150 renewals Report (Driving & PrDP)	150 renewals Report (Driving & PrDP)	Quarterly eNatis reports to the Standing Committee.	DTS
			TBD Drivers licenses Issued	FM13-04	Number of drivers licenses Testing(Output)		240 driver's license testing	60 drivers licenses Testing Report	60 drivers licenses Testing Report	60 drivers licenses Testing Report	60 drivers licenses Testing Report	60 drivers licenses Testing Report	Quarterly eNatis reports to the Standing Committee.	DTS

Priority Area	IDP Objective	IDP strategy	Baseline 2020/21	KPI Number	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
			26 fined issued	FM13-05	Number fines issued		400 Fines issued	100 issued	100 issued	100 issued	100 issued	Quarterly Standing Committee reports.	DTS

3.2 KPA 2: Local Economic Development

Priority Area	QUARTERLY TARGETS										Custodian		
	IDP Objective	IDP strategy	Baseline 2020/21	KPI Number	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	Q1	Q2	Q3		Q4	POE
E	To create opportunities for sustainable development within the GKIM area by June 2022	LED01: By identifying and twinning with municipality/s and organisations with similar areas of cooperation and development.	Draft MOU with Sibanye Still Water. 5 million funding-Sibanye Still Water	LED01-01	Follow-up on the Support Pledge to GKIM	R8m	4 Standing Committee Reports	1 Standing Committee Report	1 Standing Committee Report	1 Standing Committee Report	1 Standing Committee Report	Quarterly Standing Committee reports	Strategic
			Reviewed LED Strategy	LED01-02	Number of reports on-LED-Strategy implementation (Input)		4-Standing Committee Reports	4-Standing Committee Report	4-Standing Committee Report	4-Standing Committee Report	4-Standing Committee Report	Quarterly Standing Committee Reports	Strategic
			5 Agricultural Forum Meetings	LED01-03	Number of Agricultural Forum Meetings held (Output)		4 Agricultural Forum Meetings	1 Meeting 1 Report	1 Meeting 1 Report	1 Meeting 1 Report	1 Meeting 1 Report	Invites, minutes & attendance registers	Strategic
			2018 Small Town Revitalization Strategy	LED02-01	Number of Reports on Implemented STR Projects (Output)	R60m	4 Standing Committee Reports	1 Standing Committee Report	1 Standing Committee Report	1 Standing Committee Report	1 Standing Committee Report	Quarterly Standing Committee Reports	Strategic
	To create job opportunities through EPWP, CWP, MIG & other sectoral programmes by June 2022	LED03: Support initiatives geared towards mass job creation and sustainable livelihoods	130 jobs created through EPWP & MIG,STR	LED03-01	Number of job opportunities created through EPWP, MIG & STR projects (output)	R1,079m	132 jobs created through EPWP, MIG & STR (60 MIG,52 EPWP, STR 20)	Recruitment of laborers-65 jobs created	20 jobs created through MIG	25 jobs created through MIG	22 jobs created through MIG	Proof of job creation.	Technical
			556	LED03-02	Number of job opportunities created through CWP projects (output)		550 CWP jobs created b	275 jobs created	275 jobs created	0	0	Proof of job creation	Strategic
	To promote the tourism potential of GKIM by June 2022	LED04: Lobby funding for high impact projects	Identified development projects.	LED04-01	Number of funding applications submitted to potential funders		3 application submitted	1 application submitted	1 application submitted	1 application submitted	N/A	Proof of funding applications submitted	Strategic

QUARTERLY TARGETS

IDP Objective	IDP strategy	Baseline 2020/21	KPI Number	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
To promote the agrarian economy in support of the disadvantaged communal farmers by June 2022	LED05: By supporting and monitoring Agrarian and Farming Programmes in partnership with DRDAR	Komga Agri-park business plan	LED05-01	Lobby for funding for construction of Komga Agri-park		Lobby for funding for construction of Komga Agri-park	Lobby for funding for construction of Komga Agri-park	Lobby for funding for construction of Komga Agri-park	Appointment of a contractor	Construction of foundations	Monthly reports supported to the Standing Committee	Technical &
To create a conducive environment for SMME's and Co-operatives to access economic opportunities by June 2022	LED6: Lobby technical support and funding from potential funders to support SMME's & Co-operatives	TBD	LED06-01	Number of SMME's supported (Output)		80 SMME's supported	20 SMME's	20 SMME's	20 SMME's	20 SMME's	Report on SMME's supported to the Standing Committee	Strategic
	LED7-01: By supporting and monitoring SMMEs programmes		LED07-01	Number of Business Forum Meetings held	R0	4 Business Forum Meetings	1 Business Forum Meeting	1 Business Forum Meeting	1 Business Forum Meeting	1 Business Forum Meeting	4 Reports of Business Forum Meetings, Minutes Attendance Registers Report to the Standing Committee	
	LED7-02: By Supporting Co-Operatives		LED07-02	Number of Co-Operatives Supported	R0	3 Co-operatives Supported	Standing Committee Report on the Identified Co-operatives to be supported	Conducting 3 Needs Assessment for the identified cooperatives	Procurement of 3 production inputs and materials	Delivery of production materials to the 3 identified cooperatives		

3.3 KPA 3: Financial Viability and Management

IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2020/21 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE	
							Q1	Q2	Q3	Q4		
To ensure proper management and maintenance of GKM assets by June 2022	FM01: By developing and maintaining a GRAP compliant asset register.	2019/20 reviewed Asset Policy	FM01-01	Asset policy and updated asset register approved by Council (Input)	R800 000	Review of asset policy and maintenance of asset register by 30 th June 2022.	Review Asset Management Policy. Physical verification of Assets	Circulating the reviewed Asset Management Policy. Review of updates of the FAR.	Draft Asset Management Policy. Updated draft FAR.	Submission of the draft Assets Management policy and the updated FAR to Council approval.	Copy of approved policy. Council resolutions	CFO
To maintain effective and efficient procurement by June 2022	FM02: By ensuring adherence to Supply Chain Management Regulations	2019/20 reviewed SCM Policy	FM02-01	SCM policy reviewed and approved by council (Input)	R0	SCM policy reviewed and approved by council by 31 May 2022.	Review SCM Management Policy.	Circulating the reviewed SCM Management Policy.	Draft SCM Management Policy.	Submission of the draft SCM Management policy to Council approval.	Copy of approved policy. Council resolutions	CFO
		100%	FM02-03	% of tenders concluded in accordance with (tender validity timeframe) (Output)	R0		100% completion procurement plan tenders within the tender validity period by 30 September 2021.	100% completion procurement plan tenders within the tender validity period by 31st December 2021.	100% completion procurement plan tenders within the tender validity period by 31 st March 2022.	100% completion procurement plan tenders within the tender validity period by 30 th June 2020.	Copy of advert and appointment letters.	CFO
		1 suppliers day	FM02-02	Number of Supplier Days to be held (Output)	R 2 000 (Advert)	1 Suppliers Day held by 31 st March 2022.	Annual 2020/21 SCM Implementation report to be submitted to council. PT/NT with 30 days.	N/A	N/A	N/A	N/A	CFO
		2019/20 Procurement plans	FM02-04	Procurement plans signed off by the Accounting Officer	R0	Procurement plans signed off by the 30 th June 2022.	N/A	N/A	N/A	Procurement plans signed off by the Accounting Officer as at 31 st May 2022.	Signed procurement plans	CFO

IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2020/21 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE		
							Q1	Q2	Q3	Q4			
Expenditure management processes and systems by 2022	FM03: By Implementing expenditure management in terms of Section 65 and 66 of MFMA	4 SCM reports	FM02-05	Number of SCM implementation reports (Input)	R0	Four quarterly reports prepared on implementation of the SCM policy by 30 th June 2022.	1 Quarterly report as 30 th September prepared and submitted within 30 days after end of the quarter.	1 Quarterly reports as 31 st December prepared and submitted within 30 days after end of the quarter.	1 Quarterly reports as 30 th September prepared and submitted within 30 days after end of the quarter.	1 Quarterly reports as 30 th June prepared and submitted within 30 days after end of the quarter.	Quarterly reports to the standing committee	CFO	
		Section 65 Report	FM03-01	Creditors payment period (Output)	R0	Payment of invoice to be made within 30 days of receipt as at 30 th June 2022.	Payment of invoice to be made within 30 days of receipt.	Payment of invoice to be made within 30 days of receipt.	Payment of invoice to be made within 30 days of receipt.	Payment of invoice to be made within 30 days of receipt.	Monthly creditors payment reports	CFO	
		Section 66 reports	FM03-02	Payments of salaries and allowances as per the prescribed time.	R51,7	Payment of salaries and allowances as per the payroll approved calendar by 30 June 2022.	Payment of salaries and allowances on quarterly payroll calendar deadlines.	Payment of salaries and allowances on quarterly payroll calendar deadlines.	Payment of salaries and allowances on quarterly payroll calendar deadlines.	Payment of salaries and allowances on quarterly payroll calendar deadlines.	Payment of salaries and allowances on quarterly payroll calendar deadlines.	Section 66 reports	CFO
		0%	FM03-03	% reduction of Irregular, Fruitless and Wasteful and Unauthorized Expenditure report (Input)	R0	Implement 0% incurrence of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 June 2022.	Being 0% incurrence of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 th September.	Being 0% incurrence of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 31 st December.	Being 0% incurrence of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 31 st March.	Being 0% incurrence of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 th June.	Being 0% incurrence of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 th June.	Irregular, fruitless and wasteful, unauthorized expenditure reports	CFO
		65%	FM03-04	% of MIG Funding expenditure (Output)	R11,2 mil	100% Spending of MIG Funding by 30 th June 2022.	10% spending of allocation by 30 th September.	40% spending of allocation by 30 th December.	25% spending of allocation by 31 st March.	25% spending of allocation by 30 th June.	25% spending of allocation by 30 th June.	MIG expenditure reports to Council	DTS & CFO
		2019/20 reviewed ICT Policies	FM04-01	ICT policies and governance framework reviewed and approved by council (Input)	R1,8 mil	ICT policies and governance framework reviewed and approved by council as at 30 th June 2022.	Draft reviewed ICT policies submitted to management by 31 st December.	Draft reviewed ICT policies submitted to management by 31 st December.	Draft reviewed ICT policies submitted to council by 31 st March.	Draft reviewed ICT policies submitted to council by 30 th June 2022.	ICT policies approved by council by 30 th June 2022.	Council Resolutions, copy of ICT policies	CFO
		To Maintain effective and efficient Information and technology systems by June 2022	FM04: By Upgrading and maintenance of ICT infrastructure and systems										

IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2020/21 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE
							Q1	Q2	Q3	Q4	
To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act, VAT Act, Treasury regulations and Budget reforms , by June 2022	FM05: Comply with all Statutory reporting requirements and financial reforms.	IT Masterplan	FM04-02	IT Masterplan reviewed approved by council (Input)	R0	Review and Implement IT Masterplan approved by council	Draft reviewed IT Masterplan submitted to management	Draft reviewed IT Masterplan submitted to council	IT Masterplan approved by council	Council resolutions. Copy of approved IT Masterplan	CFO
		IT Masterplan	FMM04-03	IT Masterplan Implementation	R0		1 quarterly report the standing committee within 30 days after end of the quarter.	1 quarterly report the standing committee within 30 days after end of the quarter.	1 quarterly report the standing committee within 30 days after end of the quarter.	Quarterly reports to the Standing Committee	CFO
		Compliance reports submitted as per MFMA and VAT Act.	FM05-01	Compliance reports submitted as per MFMA and VAT Act. (Input)	R217,391	Submission of compliance reports within specified time frame	Submission of 3 monthly VAT 201s by 31 st September.	Submission of 3 monthly VAT 201s by 31 st December.	Submission of 3 monthly VAT 201s by 30 th June.	Submission of 3 monthly VAT 201s by 30 th June.	Proof of submission s and copies of reports.
						Preparation and submission of 3. s 71 Reports submitted to council, PT and NT by 30 th September.	Preparation and submission of 3 s 71 Reports submitted to council, PT and NT by 31 st December.	Preparation and submission of 3 s 71 Reports submitted to council, PT and NT by 30 th June.	Preparation and submission of 3 s 71 Reports submitted to council, PT and NT by 30 th June.	S71 Monthly submissions.	CFO
						Preparation and submission of s 52 Reports submitted to council, PT and NT within 30 days.	Preparation and submission of s 52 Reports submitted to council, PT and NT within 30 days.	Preparation and submission of s 52 Reports submitted to council, PT and NT within 30 days.	Preparation and submission of s 52 Reports submitted to council, PT and NT within 30 days.	S71 Monthly submissions.	CFO
						Preparation and submission of Annual Financial Statements by 31 st August.	N/A	Preparation and submission of Mid-Term AFS by 31 st March.	N/A	Annual Financial Statements	CFO

QUARTERLY TARGETS

IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2020/21 Budget	Annual Target 2021/22	Q1	Q2	Q3	Q4	POE	
To maintain and improve effective revenue collection system consistent with Section 95 of the MSA and enforce the municipality's credit and debt control policy (Section 64 MFMA) by June 2022.	FM06: By planning and preparation of municipal budget in line with MFMA Regulations	2019/20 annual budget	FM06-01	Annual approved budget by council for 2018-2022	R0	Annual approved budget by council for 2021/22	Submission of Budget inputs for Development of Budget Process plan by September.	One Budget Technical Committee Meeting by December.	Submit draft and adjustment budget for adoption by council by 31 st March.	Submit final budget for approval by Council 30 th June.	Copy of approved budget and council resolutions.	
	FM07: Implementation of mSCOA Reform by 2022	4 Mscoa reports	FM07-01	Number of mSCOA project implementation reports to Council	R1 mil	4 updates on mSCOA implementation reports to Council	1 Report on mSCOA implementation to Council	1 Report on mSCOA implementation to Council	1 Report on mSCOA implementation to Council	1 Report on mSCOA implementation to Council	Copy of 4 mSCOA reports to council.	
	FM08: Data cleansing and accurate billing of all GKM services and enforcing disconnection of electricity, effect legal action on non-payment of municipal services billed	65%	FM08-01	% increase in actual revenue collection (Output)	R27,8 mil	5% increase as from the baseline as at 30 June 2022.	1% increase in actual revenue collection	2%	4	4	4	Revenue Collection report
	FM09: By developing and implementing revenue turn-around strategy	R0	FM09-01	GKM Total debt reduced	R0		R2, 5million reduction of old debt by 30 th September.	R2, 5million reduction of old debt by 31 st December.	R2, 5million reduction of old debt by 31 st March.	R2, 5million reduction of old debt by 30 th June.	R2, 5million reduction of old debt by 30 th June.	Debt by type report, List of disconnections
		Revenue turn-around strategy	FM09-02	Revenue turn-around strategy reviewed and approved by council (input indicator)	R0		Consultation of stakeholders.	Draft reviewed Revenue turn-around strategy	Implementation of Revenue turn-around strategy	Reviewed Revenue turn-around strategy presented to council for approval	Reviewed Revenue turn-around strategy presented to council for approval	Copy of reviewed strategy. Council resolutions
		New indicator	FM09-04	Update of the General Valuation Roll through a supplementary roll annually	R869,565	Conduct a yearly supplementary roll to update General Valuation Roll	Update General Valuation roll by Valuer & GV on FMS with the Supplementary roll	Update monthly transferred properties on FMS by downloading the deeds	Update monthly transferred properties on FMS by downloading the deeds	Update monthly transferred properties on FMS by downloading the deeds	Perform a reconciliation of GV by Valuer and GV on FMS	Deeds Download, Rates Reconciliation

QUARTERLY TARGETS

IDP Objective	IDP strategy	Baseline 2019/20	Key Performance Indicator	2020/21 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE	
						Q1	Q2	Q3	Q4		
To ensure improvement of audit outcomes through reduction of audit findings by June 2022.	FM10: Review and implement the indigent policy and maintain an updated indigent register.	Indigent register	Review and updated approved indigent register, 100% Beneficiary Subsidization	R0	100% beneficiary subsidization of the customers as per the approved indigent register by 30 th June 2022.	Review and Update the list of indigent register with ID Numbers	100% Indigent subsidized as per the approved indigent register.	100% Indigent subsidized as per the approved indigent register.	100% Indigent subsidized as per the approved indigent register.	Monthly Indigent registration report	CFO
	FM11: By developing, implementing and monitoring of Audit Action Plan, policies and procedures.	Qualified audit	% of audit findings addressed	R0	100% Reduction of prior year audit findings.	N/A	Development, Implementation and Monitoring of the Audit Action Plan by 31 st December.	Development, Approval and Implementation of Audit Action Plan by 31 st March.	Implementation and Monitoring of the Audit Action Plan by 30 th June.	Audit action plan & Council items.	
To ensure management of organizational and mitigation of risks by June 2022.	FM12: Develop, monitor and review of strategic risks registers	100%	% implementation of action plan to mitigate identified risks (Output)	R0	100 % of identified risks lessened by 30 th June 2022.	Updating the progress on the risk register by 30 th September.	Updating the progress on the risk register by 31 st December.	Updating the progress on the risk register by 30 th June.	Updated risk register.		All
To enhance the enforcement of National Road Traffic Act 93 of 1996, by laws and safeguard municipal assets by June 2022.	FM13: By enforcing and monitoring of road traffic rules	2942	Number of Meter Vehicle registrations (Output)	R550,000	2000-Meter-Vehicle registrations	500-motor-vehicle registrations	500-motor-vehicle registrations	500-motor-vehicle registrations	500-motor-vehicle registrations	Quarterly eNatis reports to the Standing Committee.	All
		523	Number of Learners license bookings (Output)	R300,000	600-learners license	450-learners license	450-learners license	450-learners license	450-learners license	Quarterly eNatis reports to the Standing Committee.	DTS
		589	Number of renewals (drivers & PDP) (Output)	R435,000	600-motor-vehicle renewals	450-motor vehicle renewals	450-motor vehicle renewals	450-motor vehicle renewals	450-motor vehicle renewals	Quarterly eNatis reports to the Standing Committee.	DTS
		1344	Number of drivers licenses (Output)	R1.2 mil	800-driver's license.	200-drivers licenses	200-drivers licenses	200-drivers licenses	200-drivers licenses	Quarterly eNatis reports to the Standing Committee.	DTS

IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2020/21 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE
							Q1	Q2	Q3	Q4	
		26 fines issued	FM13-06	Number fines issued	R30-000	400-Fines-issued	400-issued	400-issued	400-issued	400-issued	Quarterly Standing Committee reports.

Continued

PTS

3.4 KPA 4: Institutional Development and Transformation

Priority Area	IDP Objective	IDP strategy	Baseline 2020/21	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
1. Strategic Corporate and HRM Plan	To ensure the development and implementation of a strategic Corporate and HRM plan with a strategic Model to drive the implementation and alignment with the IDP by June 2022	ID01: By designing, implementing and monitoring, all the strategies to achieve the Corporate and HR areas of focus. ID02: By ensuring targets on EEP are met. ID02: By developing, reviewing and implementing the Employment Equity Plan	Approved plan	Strategic Corporate & Human Resource Management Plan developed & approved by council- (Input) Stages (x 4) R0	Progress reports on the Implementation of Employment Equity Plan R0	Strategic Corporate & Human Resource Management Plan developed & approved by council- (Input) Stages (x 4) R0	Stage 1 Development of the Draft Plan Workshop to Management, Consolidate Stakeholder inputs and compile for present them review process for EE Plan	Stage 2 Stakeholder Consultation of the Draft Plan Presentation of Employment Equity Plan and Report submitted to the Standing Committee and LLF	Stage 3 Presentation of the Draft Plan to the LLF and Standing Committee Progress Reports submitted to Standing Committee and LLF on implementation of the EE Plan	Stage 4 Submission of the Final Draft Plan to Council for Approval Progress Reports on Submission of the final reviewed EE Plan to DOL	Quarterly Report to Standing Committee Signed document of an Strategic Corporate and HRM Plan Copy of signed EEA (2& 4) forms to DoL	Director CS
2. Employment Equity	To ensure that all the discriminatory employment processes are eliminated to achieve Employment Equity Act by June 2022	ID05: By developing, implementing the leave policy and procedure.	4 quarterly reports	Number of time and attendance reconciliations reports compiled and submitted to Management and Standing Committee ID03-01	R0	4 quarterly Reports on time and attendance reconciliations reports compiled and submitted to Management and Standing Committee	1 quarterly report on time and attendance reconciliations reports submitted to the Standing Committee	1 quarterly report on time and attendance reconciliations reports submitted to the Standing Committee	1 quarterly report time and attendance reconciliations reports submitted to the Standing Committee	1 quarterly report time and attendance reconciliations reports submitted to the Standing Committee	Copy of the submitted reviewed and approved EE Plan to the DoL	Director CS
3. Time and Attendance	To ensure the municipal controlled environment and stability through proper adherence to attendance and leave management June 2022	ID05: By developing, implementing the leave policy and procedure.	4 quarterly reports	Number of time and attendance reconciliations reports compiled and submitted to Management and Standing Committee ID03-01	R0	4 quarterly Reports on time and attendance reconciliations reports compiled and submitted to Management and Standing Committee	1 quarterly report on time and attendance reconciliations reports submitted to the Standing Committee	1 quarterly report on time and attendance reconciliations reports submitted to the Standing Committee	1 quarterly report time and attendance reconciliations reports submitted to the Standing Committee	1 quarterly report time and attendance reconciliations reports submitted to the Standing Committee	Copy of the submitted reviewed and approved EE Plan to the DoL	Director CS

Priority Area	QUARTERLY TARGETS						Custodian					
	IDP Objective	IDP strategy	Baseline 2020/21	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22		Q1	Q2	Q3	Q4	POE
4. Organizational Structure Human Resources Development	To ensure the achievement of the Municipal Mission & Vision in enhancing service delivery by June 2022	ID04: By Annually reviewing the GKM Organogram in order to address the community needs and functions of the Municipality.	Reviewed 2021/22 Organizational structure	Organizational structure reviewed and approved by council (input)	R51,7m	2020/21 Organization structure reviewed and approved by council	Develop a Process Plan and circulate the Organizational Structure to Directorates for inputs	Analyze and consolidate inputs from Directorates	Workshop Management and Labour on Draft Organizational Structure	Workshop Councilors on Draft Organizational Structure. Submit to Council for adoption	Adopted and signed Organizational Structure. Council resolutions. Attendance registers	Director CS
			Recruitment policy	The average length of time it takes to fill a vacant post (output)	R0	3 months positions below Sec 56	3 months positions below Sec 56	3 months positions below Sec 56	3 months positions below Sec 56	3 months positions below Sec 56	Recruitment reports to the standing committees	Director CS
5. Human Resources Development	To ensure a fully capacitated and competent workforce and Council for the enhancement of performance, service delivery and sound corporate governance by June 2022.	ID05: By ensuring the implementation and monitoring of WSP (including learnerships, and internships, and graduate training programmes).	Workplace Skills Plan	Workplace Skills Plan reviewed and approved by LLF (input)	R100 000	2021/2022 Workplace Skills Plan reviewed and approved by LLF	Skills Audit conducted	Meeting with Departments to prioritize training needs	Populate and present to all stakeholders for inputs.	2021/22 – ATR – 2022/23 Workplace Skills Plan approved by LLF and submitted to LGSETA & to Council	Council Resolution. Proof of submission of Workplace Skills	Director CS
			4 trainings	Number of capacity programs coordinated for Councilors and Staff (Output)	R0	4 capacity building Programs	1 capacity building Programs implemented	1 capacity building Programs implemented	1 capacity building Programs implemented	1 capacity building Programs implemented	4 Standing Committee Reports on implemented programmes	Director CS
6. Legislative and Policy Compliance	To ensure compliance with applicable legislation, regulations, policies, procedures and Development of By-Laws by June 2022	ID06: By coordinating the development, review and implementation of all municipal policies, by-laws and procedure manuals in line with applicable legislation (including compliance audits)	2020/21 Municipal Policies approved	Municipal Policies reviewed and approved by council (input)	R0	All municipal Policies reviewed and approved by council	Design standard operating procedures for policy implementation & workshop to staff for implementation	Coordinate & facilitate policy review	Workshop policies to all Councilors, & Labour Reps employees	Present all policies to Council for approval	Policies; Council resolutions; attendance registers	Director CS
			And municipal By-Laws Reviewed	Number of By – Laws submitted to council	R0	4 By – Laws submitted to council	Design & Circulate standard operating procedures for by-law review & development	Coordinate & facilitate By-law review & Development processes	Coordinate public participation on prioritized By-Laws	Present Reviewed for New By-laws to Council for approval	Council Resolution Approving By-Laws	DCS

Priority Area	QUARTERLY TARGETS							Custodian				
	IDP Objective	IDP strategy	Baseline 2020/21	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	Q1		Q2	Q3	Q4	POE
Corporate Facilities and Satellite Office	To ensure the management, assessments, monitoring and controlling of municipal facilities and Satellite Offices by June 2022	ID026: By periodically assessing and identifying gaps on facilities and designing and implementing strategies to improve the conditions of facilities in all GKM area		No of assessments conducted to identify gaps	R0	2 x Assessments conducted	Visit one GKM Satellite Office and assess services provided	Prepare Draft Assessment Report	Visit one GKM Satellite Office and assess services provided	Prepare Draft Assessment Report	Satellite Offices Assessment REPORT	Director CS
				No of strategies designed and implemented	R0	1 x strategy designed and implemented	Coordinate the list of all Municipal Facilities inland & in Coastal Area	Visit the identified Municipal Facilities for Physical Verification	Draft a programme of Action to address defects identified	Develop a Facility Improvement Strategy	Facility Improvement Strategy	
7. Council Support	To ensure effective functioning of Council and its committees by June 2022	ID07: By ensuring that the Council and its sub-committees seat in accordance with the approved Council calendar. ID08: By ensuring of safe keeping of the Council resolution register	ID07-01	Number of Council standing committees set in line with council calendar (Output)	R0	4 Council sittings & 20 Standing Committee held	1 Ordinary Council sitting & 5 Standing Committees coordinated	1 Ordinary Council sitting & 5 Standing Committees coordinated	1 Ordinary Council sitting & 5 Standing Committees coordinated	1 Ordinary Council sitting & 5 Standing Committees coordinated	Copy of Council Minutes & attendance Registers for all Committees	Director CS
			ID08-01	Number of Council registers dispatched and implemented	R0	4 Registers dispatched and implemented	1 Register dispatched & implemented	1 Register dispatched & implemented	1 Register dispatched & implemented	1 Register dispatched & implemented	1 Register dispatched & implemented	Council Resolution Noting Updated Council Resolutions
9. Labour Relations	To promote sound labor relations and ensuring compliance with relevant labour legislations by June 2022.	ID09: By implementing disciplinary codes and adhering to the applicable labour related legislations. ID10: By implementing and reviewing of Employee Wellness programs.	ID09-01	Number of workshops conducted on Code of Conduct & Disciplinary Codes (Output)	R0	4 workshops	1 workshop conducted	1 workshop conducted	1 workshop conducted	1 workshop conducted	1 workshop conducted	Director CS
			ID10-01	Number of Employee Wellness programs conducted (Input)	R173,913	4 Employee Wellness programs conducted	1 wellness programme conducted	1 wellness programme conducted	1 wellness programme conducted	1 wellness programme conducted	1 wellness programme conducted	1 wellness programme conducted

Priority Area	IDP Objective	IDP strategy	Baseline 2020/21	KPI	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
11. Health and Safety Compliance	To ensure compliance with Health and Safety Regulation by June 2022.	ID11: By implementing and monitoring of health and safety policy, plan and regulations.	4 Inspections and reports	ID11-01	Number of Health and Safety Inspections conducted (output)	R0	4 Health and Safety Inspections conducted and reported	1 Health and Safety Inspections conducted and reported to the Standing Committee	1 Health and Safety Inspections conducted and reported to the Standing Committee	1 Health and Safety Inspections conducted and reported to the Standing Committee	1 Health and Safety Inspections conducted and reported to the Standing Committee	4 Health and Safety Inspections conducted and reported. Attendance registers	Director CS
12. Auxiliary Services	To promote holistic customer reception management and provision of auxiliary services to the entire institution by 2022	ID12: By ensuring the implementation of the Reception Procedure Manual and the Cleaning Maintenance Plan	number of Office Inspections conducted on Council owned premises		Number of cleaning inspections conducted and reported	R0	4 quarterly Reports of cleaning inspections conducted and reported	1 quarterly report signed by the Cleaning Supervisor & Manager / HOD	1 quarterly report signed by the Cleaning Supervisor & Manager / HOD	1 quarterly report signed by the Cleaning Supervisor & Manager / HOD	1 quarterly report signed by the Cleaning Supervisor & Manager / HOD	4 signed quarterly Reports	Director CS
13. Records Management	To ensure proper keeping and maintenance of Institutional Information in line with The National Archives and Records Service of South Africa by June 2022	ID019: By review and implementing Institutional Records Procedures in line with applicable legislation	Reviewed Records Management Policy & the Procedure Manual		To have all GKM Directorates complying with the approved Records File Plan	0	4 Records Management Compliance Report	1 Signed Records Report	1 Signed Records Report	1 Signed Records Report	1 Signed Records Report	4 Records Management Compliance Report	Director Corporate
14. Risk Management and auditing	Ensure the management and control of internal, external audit matters including all Corporate Services	ID020: By ensuring adequate space and security for municipal records and management thereof ID027: By designing and implementing an audit action plan in addressing all CPS Audit queries	Adequate filing and records management space provided		% of Audit findings addressed	R0	Disposal of redundant Municipal Records through Eastern Cape Provincial Archives Office	Collection and list of old files and Records in line with the prescribed file/records disposal age	Submit standing committee the list of old files / records to be disposed off	Submit Disposal Authority & Assistance from Eastern Cape Provincial Archives Office	Present the Disposal Authority to the Standing Committee & Council (if granted)	List of Records Disposal & Authority Approval by Eastern Cape Provincial Archivist Office	Director Corporate

Priority Area	IDP Objective	IDP strategy	Baseline 2020/21	Key Performance Indicator	2021/22 Budget	Annual Target 2021/22	QUARTERLY TARGETS					POE	Custodian
							Q1	Q2	Q3	Q4			
	and HR risks by 2022	ID028: By designing an Audit Checklist in line with the AG dashboard to strategically address the audit problems within CPS	Audit Action Plan	% implementation of the Audit Action Plan	R0	100% Implementation of the Audit Action Plan	% implementation of the Audit Action Plan	% implementation of the Audit Action Plan	% implementation of the Audit Action Plan	% implementation of the Audit Action Plan	100% Implementation of the Audit Action Plan Report		

3.5 KPA5: Good governance and public participation

Area	IDP Objective	IDP strategy	Baseline 2019/20	Key Performance Indicator	2020/21 Budget	Annual Target 2019/20	QUARTERLY TARGETS				POE
							Q1	Q2	Q3	Q4	
Planning & Management of Petitions	To promote effective participation of community members in the affairs of governance by June 2022	GG01: By implementing a functional public participation strategy and plan	4 meetings	Number of Ward Committee Meetings held	4 Ward Committee meetings	1 Ward Committee meetings consolidated report	1 Ward Committee meetings consolidated report	1 Ward Committee meetings consolidated report	1 Ward Committee meetings consolidated report	Signed minutes & attendance registers.	
			4 meetings	Number Mayoral Imbizos held	4 Mayoral Imbizos	1 Report on Mayoral Imbizos held	1 Report on Mayoral Imbizos held	1 Report on Mayoral Imbizos held	1 Report on Mayoral Imbizos held	Signed minutes & attendance registers.	
	To promote effective communication with all stakeholders by June 2022	GG02: By implementing a functional communication strategy and plan	4 reports	Number of reports on the implementation of Marketing & Communications Strategy	4 reports on implementation of Marketing & Communications Strategy	1 implementation report	1 implementation report	1 implementation report	1 implementation report	Signed Standing Committee reports.	
			4 Newsletter	GKM Monthly Newsletter(Input)	4 GKM Monthly Newsletter	1 GKM Monthly Newsletter	1 GKM Monthly Newsletter	1 GKM Monthly Newsletter	1 GKM Monthly Newsletter	4 Copies of the GKM Newsletter	
Governmental Relations	To strengthen relations between the municipality, government departments and parastatals and to ensure integrated planning by June 2022	GG03: By facilitating IGR sittings to promote effective and efficient integrated planning and development	4 IGR meetings	Number of IGR meetings held (Output)	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	Signed minutes & attendance registers.	
			2019/20 IDP	IDP reviewed, implemented and approved by council	IDP reviewed, implemented and approved by council	IDP/PMS & Budget Process Plan developed and approved by council.	Phase 1 – needs analysis	2022/23 Draft IDP approved by council.	Final 2022/23 IDP adopted	Copy of approved IDP. Council resolution	
Planning	To ensure the development, implementation and review of integrated development planning by June 2022	GG04: By facilitating development and review of IDP through implementation of IDP process plan	GG04-01	IDP reviewed, implemented and approved by council	IDP reviewed, implemented and approved by council	IDP/PMS & Budget Process Plan developed and approved by council.	Phase 1 – needs analysis	2022/23 Draft IDP approved by council.	Final 2022/23 IDP adopted	Copy of approved IDP. Council resolution	

Area	IDP Objective	IDP strategy	Baseline 2019/20	Key Performance Indicator	2020/21 Budget	Annual Target 2019/20	QUARTERLY TARGETS				POE
							Q1	Q2	Q3	Q4	
Committee	To ensure the institutionalization of Performance Management by June 2022	GG05: Develop and review Institutional Strategic Score Card and cascading of Performance Management System GG06: Monitor and measure institutional performance quarterly	2019/20 SDBIP	SDBIP developed and approved within 28 days after the approval of IDP and Budget	2020/21 Budget	SDBIP developed and approved within 28 days after the approval of IDP and Budget	Q1	Q2	Q3	Q4	Signed 2022/23 SDBIP
			4 Quarterly reports and APR	Number mid-year annual performance reports and annual reports developed and approved by council		6 PMS Reports [1-mid-year 1-annual performance report and annual report developed and approved by council]	1 st Quarter SDBIP report developed and approved by Council	Mid-year report & Annual report developed and approved by council	3 rd Quarter SDBIP report developed and approved by Council	Final 2022/23 SDBIP approved	Signed quarterly reports. Council resolution.
Committee	To ensure effective functioning of Oversight Committees by June 2022	GG07: Provide administrative support to oversight committees (Audit committee)	4 quarterly reports	Number of reports on performance of service providers		4 performance of service providers quarterly reports	1 quarterly report	1 quarterly report	1 quarterly report	1 quarterly report	Quarterly reports to the standing committee
			2018/19 Final AG report. 2018/19 Final Annual report and S46 report	Number of S56/7 performance assessments conducted (input)		Appointment of performance assessment panel members and conduct assessment.	S56/7 performance assessments submitted to Council	S56/7 performance assessments conducted	S56/7 performance assessments submitted to Council	S56/7 performance assessments submitted to Council	2 Performance assessment report submitted to council. Council resolutions.
Auditing	To provide independent professional advice on governance issues, risk	GG08: Independent review on the reported performance information and other municipal activities	2 AC meetings	Number of Audit Committee Meetings held (Output)		4 AC meetings	1 AC meeting	1 AC meeting	1 AC meeting	1 AC meeting	Signed reports to Audit Committee
			2 Internal audit reports to Audit Committee	Number of Internal audit reports to Audit Committee		4 reports	1 report	1 report	1 report	1 report	1 report

Area	IDP Objective	IDP strategy	Baseline 2019/20	KP	Key Performance Indicator	2020/21 Budget	Annual Target 2019/20	QUARTERLY TARGETS				POE
								Q1	Q2	Q3	Q4	
Legislative and Policy Management	management and internal controls	GG09: Review and adopt Internal Audit and Audit Committee Charters	Internal Audit & Audit Committee Charter	GG09-01	Internal Audit and Audit Committee charters approved by Council (input)		Internal Audit and Audit Committee charters approved by Council	N/A	N/A	N/A	Internal Audit & Audit Committee charters approved by Council	Copy of approved charter and council resolutions
	To ensure compliance with the legislation by 2022	GG10: By ensuring that all legal matters are dealt within prescribed legislations	4 reports	GG11-01	Number of reports on litigation, legislative and compliance matter(input)		4 reports	1 report	1 report	1 report	1 report	Signed litigation reports
	To develop a functional and responsive administration by 2022	GG11: By implementing strategic and operational risk strategy	Strategic and operational risk registers	GG11-01	Strategic risk register and operational risk developed and implemented		Strategic risk register and operational risk developed and implemented	Preparation of risk registers	Report on implementation of risk management register	Report on implementation of risk management register	Report on implementation of risk management register	Report on implementation of risk management register
	To accelerate empowerment of historically disadvantaged groups by June 2022	GG12: Review and implement special programs strategy and plan	TBD -SPU strategy and plan		SPU strategy reviewed and implemented	R0	SPU strategy reviewed and implemented [2 reports]	1 report on the implementation of SPU strategy	1 report on the implementation of SPU strategy	Draft reviewed strategy	Reviewed strategy approved by council	Signed quarterly reports. Copy of strategy. Council resolutions

PART 4: PROJECTS

4.1 Three Year Capital Plan (3 YCP)

GREAT KEI MUNICIPALITY

3 Year Plan

PROJECT NAME	WARD	Location	KM	FUNDER	STATUS
2020/2021 Financial Year: R 11,630,000					
Bridge from Siviwe to Zone 10	7	Komga		MIG	Registered
Ward 1 High Mast Lights	1	Komga		MIG	Registered
Chefane Internal Roads	2	Komga		MIG	Registered
Lusizini Community Hall	3	Komga		MIG	Registered
Ntshuntushu Internal Streets	1	Komga		MIG	Registered
Ward 5 Internal Streets Phase 2- Icwili	5	Komga		MIG	Registered
2021/2022 Financial Year: R12 173 000.00					
PROJECT NAME	WARD	Location	KM	FUNDER	STATUS
Draaibosch Internal Streets	7	Komga		MIG	Not Registered
Mangqukela Community Hall	4	Komga		MIG	Not Registered
Sotho Internal Streets	3	Komga		MIG	Not Registered
Khayelifsha Community Hall	3	Komga		MIG	Not Registered
Magrangxeni Community Hall	2	Komga		MIG	Not Registered
Gxara Internal Streets (Morgan Bay)	5	Komga		MIG	Not Registered

PART 5

5.1 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.

The Draft SDBIP for the 2020/21 financial year is based on the Draft IDP and Draft Budget. This Draft SDBIP shall inform the manner in which the departmental scorecards, down to divisional levels for the 2020/21 financial year will be structured.