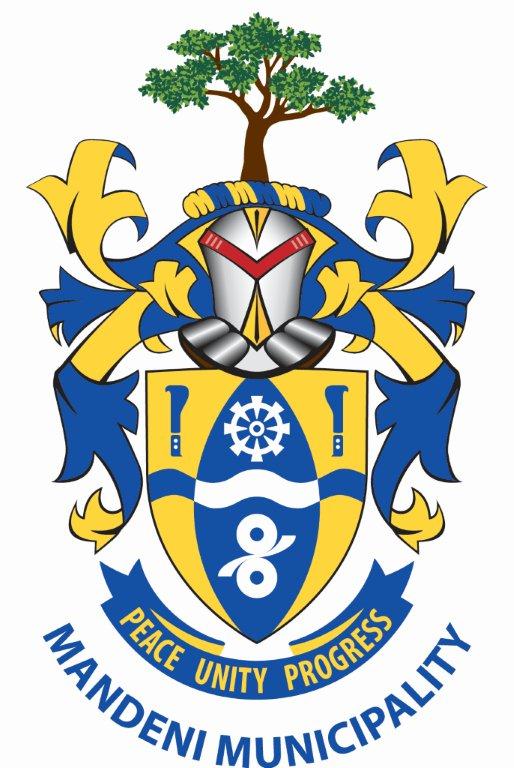
**MANDENI LOCAL MUNICIPALITY**

****

|  |
| --- |
|  |

|  |
| --- |
| **2022/23 ADJUSTED TOP LAYER SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN/ SDBIP ORGANISATIONAL SCORECARD** |

**SUBMISSION OF 2022/23 ADJUSTED TOP LAYER SDBIP**

The Top Layer Service Delivery Budget Implementation Plan (SDBIP), indicating how the budget and the strategic objectives of the Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budget and Reporting Regulation for the necessary approval.

The 2022/23 SDBIP and the financial information is derived from the Final 2020/21 MTREF budget schedules from National Treasury (Schedule A)**.**

**PRINT NAME: MR. S.G. KHUZWAYO**

**MUNICIPAL MANAGER OF MANDENI MUNICIPALITY**

Signature:

Date:

| CHAPTER/SECTION | TABLE OF CONTENTS | PAGE |
| --- | --- | --- |
| CHAPTER 1 | **EXECUTIVE SUMMARY** | **5** |
| 1.1 | Introduction | 5 |
| 1.2 | Legislation | 5 |
| 1.3 | Methodology and Content | 6 |
| CHAPTER 2 | **OVERVIEW OF ALIGNMENT TO THE IDP** | **9** |
| 2.1 | Vision | 9 |
| 2.2 | Mission | 9 |
| 2.3 | Core Values | 9 |
| 2.4 | Goals Objectives & Strategies | 9 |
| 2.5 | Municipal High-Level Strategic Mapping | 10 |
| CHAPTER 3 | **SERVICE DELIVERY OBJECTIVES** | **10** |
| CHAPTER 4 | **ORGANISATIONAL SCORECARD** | **12** |
| 4.1 | NKPA/B2B 1: Basic Service Delivery And Infrastructure Development/(Service Delivery: Creating Conditions For Decent Living) | **12** |
| 4.2 | NKPA/B2B: Financial Viability And Management (Sound Financial Management) | **13** |
| 4.3 | NKPA/B2B: Good Governance And Public Participation (Good Governance And Public Participation: Putting People First) | **13** |
| 4.4 | NKPA/B2B: Local Economic Development (Service Delivery) | **14** |
| 4.5 | NKPA/B2B: Community Services and Social Development | **14** |
| 4.6 | NKPA/B2B: Municipal Transformation And Institutional Development (Building Institution And Administrative Capabilities | **15** |
| 4.7 | NKPA/B2B: Spatial Rational &Environmental Management Cross-Cutting Measures | **16** |
| CHAPTER 5 | **FINANCIAL REPORTING** | **16** |
| 5.1 | Financial Summary Background | 16 |
| 5.2 | Projections of Revenue collected by Source | 18 |
| 5.3 | Monthly Operating Expenditure | 19 |
| 5.4 | Monthly Capital Expenditure | 20 |
| 5.5 | Reconciliation between IDP Strategic Objectives & Budgeted Revenue | 23 |

**MAYORS FOREWORD**



As the Mayor of Mandeni Municipality in accordance with Section 53 (1) of the Municipal Finance Management Act 56 of 2003, I am pleased to approve and publish the Service Delivery Budget and Implementation Plan for 2022/23 Financial year.

Section 1 of the Municipal Finance Management Act (56 of 2003) defines the SDBIP as:

“A detailed plan approved by the Mayor of a Municipality’s delivery of services and 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”.

In developing a good performance management tool for the municipality, the IDP, Budget and Service Delivery Budget and Implementation Plan are developed in order to put into effect the budget. The SDBIP is a monitoring and implementation tool that is vital link between the Mayor, Council and Administration as it facilitates the process for holding management accountable for its performance. The SDBIP quantifies the strategic objectives as highlighted in the budget to measurable outcomes. It is then that as monitoring tool the Mayor and Council are able to monitor the performance of Senior Managers and the community is able to monitor the municipality.

Our submission of the SDBIP is not mere legislative compliance. It serves as an instrument of enhancing accountability since it provides specific details for all oversight, institutions, the Council itself and community to track the relevance of what we do against our mandate. We will double on efforts in accelerating up service delivery to make the lives of our citizens better.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_                                                                **Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**CLLR T.P MDLALOSE**

**THE MAYOR**

**STATEMENT BY THE MUNICIPAL MANAGER**



As the Municipal Manager I duly submit to the Mayor the Final Service Delivery and Budget Implementation Plan. Section 69(1) of the local government: Municipal Finance Management Act No. 56 of 2003 states that the accounting officer of the respective municipality is responsible for the implementing the municipality’s approved budget, including all reasonable steps to ensure:

* That spending of funds is in accordance with municipal budget and is reduced as necessary when revenue is anticipated to be less than the projected in the budget or in the service delivery budget and implementation plan

* That revenue and expenditure are properly monitored

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per votes), it is imperative that in-year mechanism are able to measure performance and progress on a continuous basis. Hence, the end of year targets must be based on quarterly and monthly targets and the municipal manager must ensure that budget is built around quarterly and monthly information. Being a start of year planning and target tool, the SDBIP gives meaning to both in year reporting in terms of Section 71 (monthly) reporting; Section 72 being mid-year reporting and end of year reports all guided in terms of the Municipal Finance management Act 56 of 2003.

The SDBIP aims to ensure that managers are problem-solvers, who routinely look for unanticipated problems and resolve them as soon as possible and enables the Council to monitor the performance of the municipality against quarterly targets on service delivery.

We pride ourselves with achieving key deadlines and compliance issues when it comes to planning our service delivery programs and performance monitoring systems. This SDBIP for 2022/23 is based on the Final Municipal Integrated Development Plan (IDP) and influences the Municipal Budget which was tabled in Council on the 27th Day of May 2022. This Organisation Service Delivery and Budget Implementation Plan (SDBIP) combines and sets out the 2022/23 MTREF various components in the format required by National Treasury.

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_                                                       Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**MUNICIPAL MANAGER**

**MR. S. G KHUZWAYO**

**CHAPTER 1: EXECUTIVE SUMMARY**

**1.1 INTRODUCTION**

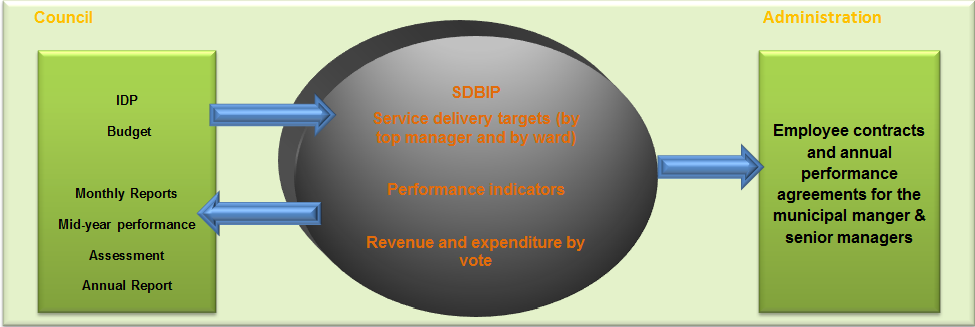
The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “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, Councilors, Municipal Manager, Senior Managers and the Community to measure progress in terms of implementation of the prioritized and budgeted projects under the 2021/22 Financial Year and will further gives indication on areas for interventions and most importantly for Council to play its oversight role appropriately.”

The purpose of the SDBIP is to monitor 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 overall performance of the municipality. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the Municipal Manager and Senior Managers.

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “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.



*Figure 1: SDBIP “contract “diagram as depicted in the Circular No. 13 by National Treasury, MFMA*

**1.2 LEGISLATION**

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is: 'service delivery and budget implementation plan' means 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 municipal services and its annual budget, and which must indicate-

* Projections for each month of-
  + Revenue to be collected, by source; and
  + Operational and capital expenditure, by vote;
* Service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions as minimum requirements that must form part of the SDBIP are applicable to the Mandeni Local Municipality:

* Monthly projections of revenue to be collected by source
* Monthly projections of expenditure (operating and capital) and revenue for each vote \*
* Quarterly projections of service delivery targets and performance indicators for each vote

Section 1 of the MFMA defines a “vote” as:

* One of the main segments into which a budget of a municipality is divided for the appropriation of money for the different
* departments or functional areas of the municipality; and
* Which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

**Table 1: Legislative Performance Reporting Framework**

|  |  |  |
| --- | --- | --- |
| 1.2.1 LEGISLATIVE PERFORMANCE REPORTING FRAMEWORK | | |
| FREQUENCY AND NATURE OF REPORT | **MANDATE** | **RECIPIENTS** |
| Monthly reporting on actual revenue targets and spending against budget no later than 10 working days after the end of each month | Section 71 of the MFMA | National Treasury |
| Quarterly progress report | Section 41 (1) (e) of the Systems Act,  Section 166 (2) (a)  (v) and (vii) of the Municipal Management Finance Act  (MFMA) and Regulation 7 of Municipal Planning and  Performance Management Regulations. | 1. Municipal Manager  2. Mayor  3. EXCO  4. Audit Committee  5. National Treasury |
| Mid‐year performance assessment | Section 72 of the MFMA.  Section 13 (2) (a) of Municipal Planning and Performance Management Regulations 2001. | 1. Municipal Manager  2. Mayor  3. EXCO  4. Council  5. Audit Committee  6. National Treasury  7.Provincial Government |
| Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year) | Sections 121 and 127 of the MFMA, as read with Section 46 of the Systems Act and Section 6 of the Systems Amendment Act. | 1. Mayor  2. EXCO  3. Council  4. MPAC  5. Audit Committee  6. Auditor‐General  7. National Treasury  8. Provincial Government  9. Local Community |

**1.3 METHODOLOGY AND CONTENT**

National Treasury directives are clear on the contents and methodology to derive at the SDBIP. As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery. What gets measured gets done, therefore it should be noted, that in order to improve on certain processes and co-operation within the municipality, process indicators have been developed for measurement purposes during 2022/23 Financial year.

The Mandeni Local Municipality has incorporated the following relevant components into their SDBIP, but has used the initiative to devise it as follows:

* *Monthly projections of Revenue by Source.*
* *Monthly projections Expenditure by (Department) Vote.*
* *Overview of alignment IDP.*
* *Quarterly projections of service delivery targets and performance indicators for each (Department) Vote.*
* *Capital Works Plan over three years.*

In the development of Mandeni Local Municipality's SDBIP cognisance was taken of the IDP Priorities, Objectives and Strategies ensuring progress towards the achievement thereof. The SDBIP of the Mandeni Local Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by Regulations 805 of 2006 and the IDP Guidelines by COGTA for purposes of alignment to the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Institutional Indicators will form part of the Performance Agreements and Plans of the Municipal Manager and Managers directly accountable to the Municipal Manager. Indicators are assigned quarterly targets and responsibilities to monitor performance. The SDBIP serves as a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager and Senior Managers in delivering services to the community. The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan.

Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators. In the Lower level SDBIP, Divisional Heads will be held accountable for the implementation of the projects for that department, although all Top Managers are on average held accountable for implementing their departments’ projects within time and budget. From the consolidated information, Senior Management is expected to develop the next level of detail by breaking up outputs into smaller outputs and then linking and assigning responsibility to middle-level and junior managers and will be contained in the Lower SDBIP, which is not required to be approved by Council neither to be published. For 2021/22 financial year, the lower SDBIP will contain the responsibilities of the Divisional Managers. This lower SDBIP is a management tool for Top Management and need not be made public and is a separate document for each internal department.

**1.3.1 PREPARATION OF THE SDBIP**

“Section 69 (3) (a) of the MFMA requires the accounting officer (Municipal Manager) to submit draft SDBIP and annual performance agreements for the municipal manager and all senior managers, as required in terms of section 57 (1) (b) of the Municipal Systems Act. These should be submitted to the mayor not later than 14 days after the approval of the annual budget. The Mayor in accordance with section 53 (3) (a) & (b) of the MFMA must not later than 14 days after the approval of the SDBIP ensure that the revenue and expenditure projections for each month and service delivery targets and performance indicators for each quarter, as set out in the SDBIP are made public. In the light of this statement must also ensure that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are also made public. Copies of such performance agreements must be submitted to the Council and MEC for local government in the province”.

These are the legal requirements and deadline limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIPs in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget, or soon after as supporting documentation to assist its budget hearings process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the Mayor by 1 May at the latest. If the draft SDBIP is to be provided for the budget hearings, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the Mayor will need to approve such departmental or draft SDBIP by mid-March.

It should be noted that it is up to the municipality to determine extra detail, and whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-downs for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by Council.

With careful planning of the budget process it may be possible for the Mayor to approve the SDBIP in less than 7 days after the council approves the budget. Legally, to take account of possible revisions to the budget, the Act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 and 72 reports, and evaluated through the annual report process.

**1.3.2 SDBIP PROCESS**

The SDBIP process comprises the following stages, which forms part of a cycle:

***Planning:***

During this phase the SDBIP process Plan is developed, to be tabled with the IDP Process Plan. SDBIP related processes e.g. workshop schedules distribution of circulars and training workshops, are also reviewed during this phase.

***Strategizing:***

During this phase the IDP is reviewed and subsequent SDBIP programme and projects for the next 5 years based on local, provincial and national issues, previous year’s performance and current economic and demographic trends etc.

***Tabling:***

Consultation with the community and stakeholders of the IDP on the SDBIP is done through budget hearings and formal local, provincial and national inputs or responses are also considered in developing the final document.

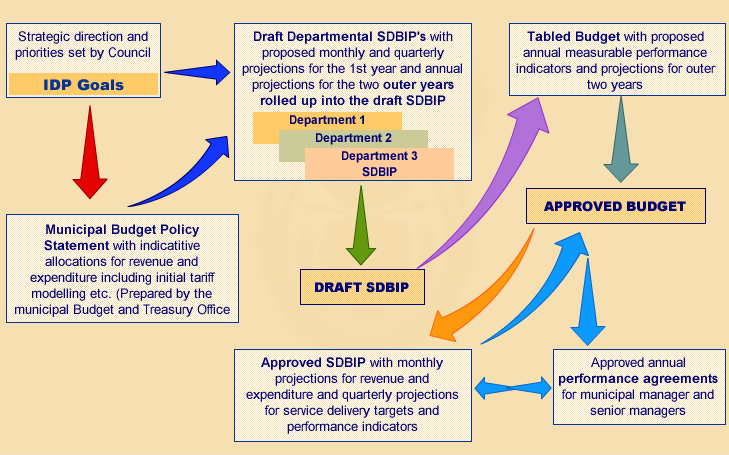
***Adoption:***

The Mayor approves the SDBIP no later than 28 days after the adoption of the Municipality’s budget.

***Publishing:***

The adopted SDBIP is made public and is published on the Council’s website.

*Figure 2: The process for preparing and approving the SDBIP, as depicted in the MFMA Circular No.13, is diagrammatically summarised as follows:*



**1.3.3 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. Various reporting requirements are outlined in the MFMA and 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 the MFMA requires. These reports then allow the Council to monitor the implementation of Service Delivery Programs and Initiatives across the Municipality boundaries.

***1.3.3 .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:***

* actual revenue, per source;
* actual borrowings;
* actual expenditure, per vote;
* actual capital expenditure, per vote;
* the amount of any allocations received

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

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

***1.3.3.2 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.

***1.3.3.3 Mid‐year Reporting***

Section 72 (1) (a) of the MFMA outlines the requirements for mid‐year 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 considering:***

* The monthly statements referred to in section 71 of the first half of the year;
* 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;
* The past year’s annual report, and progress on resolving problems identified in the annual report; and,
* The performance of every municipal entity under the sole or shared control of the municipality, considering reports in terms of section 88 from any such entities.
* Based on the outcomes of the mid‐year budget and performance assessment report, an adjustments 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 Mandeni Municipality accountable to the community.

***1.3.3.4 Annual Reporting***

The Annual Performance Report is compiled in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 and 63 on annual reporting. This report covers the performance information of a Financial Year and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Municipality’s Integrated Development and Plan (IDP).

The Mayor will be required to report to the full Council on the overall municipal performance. It is proposed that this reporting take place using the municipal scorecard in an Annual Performance Report format as per the Municipal Systems Act (MSA). The said Annual Performance Report will form part of the municipality’s Annual Report as per section 121 of the Municipal Finance Management Act.

**1.3.4. PRINCIPLES UNDER-PINNING OUR SDBIP**

***The Municipality commits to the following key principles in its implementation of the SDBIP. That the process:***

* Must be used as a management tool and incorporated into existing ways of managing performance in the municipality.
* Measurement must be based on clearly defined targets and agreed timeframes.
* Must align strategic organizational development goals and budget prioritization linked to community needs and resource constraints.
* Must provide for measurement of progress against IDP commitments;
* Only focus on budgeted projects
* Must ensure measurement of performance against National KPIs
* Must promote use as an early warning system
* Must focus on outcomes (development impact achievements)
* Must provide clarity to all employees on their role in the achievement of municipal and departmental targets.

**TER 2: OVERVIEW OF ALIGNMENT TO THE IDP**

**2.1 VISION**

*“TO BE A RELIABLE PEOPLE CENTERED AND SUSTAINABLE ECONOMIC HUB BY 2030”*

**2.2 MISSION**

We will achieve our mission by:

* *Continuously striving for better*
* *Excelling in all key processes of service delivery*
* *Continuously listening and responding to our communities and all stake holders*
* *Remaining financially astute*

**2.3 CORE VALUES**

In keeping with the principles of Batho Pele our conduct will be guided by the following*:*

* *Honestly*
* *Transparency*
* *Integrity*
* *Inclusiveness*
* *Commitment*
* *Professionalism*

**2.4 MUNICIPAL BACKGROUND**

Mandeni Local Municipality is one of the four local municipalities under the jurisdiction of ILembe District Municipality in Kwa-Zulu Natal Province. It is divided into 18 wards and has 180 ward committee members. The municipality is led by a council of 35 elected councillors. The Mayor is the chairperson of the Executive Committee which is comprised of senior councillors and some of these Councillors serve as chairpersons of the municipality’s Portfolio Committees. Mandeni Municipality (KZN 291) is a Category B Municipality. As determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act 1998, the powers and functions listed below have been assigned to Mandeni Municipality.

**Table 2: Powers and Functions of the Municipality as per the Constitution**

|  |  |
| --- | --- |
| CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA | CORE/PRIMARY POWERS AND FUNCTIONS |
| SCHEDULE 4  PART B | The municipality has the authority to approve building plans in accordance with the National Building Regulations. |
| Electricity and Gas Reticulation is partly done by the municipality together with Eskom, providing electricity in the licensed areas, with the remainder done by Eskom. |
| Fire Fighting Services are outsourced. |
| Municipal Planning: Development Planning receives applications, process them and recommends them to the portfolio committee for approval. |
| Storm water management systems are found in built-up areas; this is done according to the Municipal storm water master plan which guides municipal storm water management. |
| SCHEDULE 5  PART B | Cemeteries – The municipality is currently undertaking a study to establish a regional cemetery. |
| Cleaning – Municipal Halls, use food for waste, Zibambele and Community Works Programs for cleaning streets and other amenities. |
| Municipal Roads – road maintenance and road construction. |
| Refuse Removal, refuse dumps and solid waste disposal |
| Street lighting- Municipality and Eskom. |
| Traffic and parking – performed by the municipality. |

**2.5 MUNICIPAL HIGH-LEVEL STRATEGIC MAPPING**

**Table 3: Municipal High-level Strategic Mapping**

|  |  |  |  |
| --- | --- | --- | --- |
| NATIONAL KPA’s | OUTCOMES 9 | BACK TO BASIC PILLARS | IDP STRATEGIC ISSUES |
| Basic Infrastructure and Service Delivery | Improved Access to Basic Services | Service Delivery: Creating Conditions for Decent Living) | * Electricity * Access to roads and storm water * Telecommunications * Community and public facilities * Solid waste disposal * Housing * Land use management systems |
| Local Economic Development | Community Work Programme Implemented and Cooperatives Supported | Service Delivery | * Local Economic Development * Tourism Planning * Agricultural Development * Cooperatives and SMME’s * Public Private Partnerships * Business Support and Development |
| Community Services and Social Development | Community Work Programme Implemented and Cooperatives Supported | Good Governance and Public Participation | * Education * Health * Social Security * Community Safety * Disaster Management * Gender, youth and people with disabilities * Sports and Recreation * HIV and Aids * Community and Public Facilities * Land Reform * Environmental Sustainability * Arts and Culture * Cemeteries and Crematoria |
| Municipal Financial Viability and Management | Improved Municipal Financial and Administrative Capability | Sound Financial Management | * Budgeting and Reporting * Revenue Enhancement * Expenditure Control * Financial Management |
| Municipal Institutional Development and Transformation | Differentiated Approach to Municipal Financing, Planning and Support | Building Capable Local Government Institution | * Batho Pele * Performance Management * Human Resources * Information Technology * Administration |
| Good Governance and Public Participation | Deepening Democracy Through Refined Ward Committee System | Good Governance and Public Participation | * Integrated Development Planning * Policy Development * Public Participation * Internal Audit * Anti-Corruption Strategy |

CHAPTER 3

**3. SERVICE DELIVERY OBJECTIVES**

The section that follows contains the municipal service delivery objectives, key Performance Indicators and targets for the 2020/21 financial year.

The first part contains council’s high-level objectives, which indicate what the municipality hope to deliver at the end of the financial year and how the organisation will look like to both the external and internal customers.

Mandeni Local Municipality utilises the Balanced Score Card as the model to plan, implement, monitor and evaluate performance. With an emphasis on "balanced", the Scorecard uses four perspectives to answer critical service delivery questions. This provides the balance that successful organizations seek in measuring performance: The perspectives of the balanced Score Card are depicted in the table below:

**Table 4: Balanced Score Card: Municipal Strategic Objectives Aligned to Goals**

|  |  |  |  |
| --- | --- | --- | --- |
| MANDENI STRATEGIC OBJECTIVES ALIGNED TO GOALS | | | |
| 1. | **Goal 1** | **Universal access to basic services and infrastructure development by 2030** | |
| 1.1 | **Strategic Objective 1** | | **Improve access to all infrastructure and services** |
| 2. | **Goal 2** | **To develop a sustainable and efficient municipality based on sound financial management.** | |
| 2.1 | **Strategic Objective 1** | | **Ensure a financially viable municipality** |
| 3. | **Goal 3** | **To foster a culture of community involvement and good governance in the affairs of the municipality** | |
| 3.1 | **Strategic Objective 1** | | **Ensure participative, transparent and accountable governance in the municipality.** |
| 4. | **Goal 4** | **Promoting and facilitating human development** | |
| 4.1 | **Strategic Objective 1** | | **Achieve a holistic human development and capacitation for the realization of skilled and employable workforce** |
| 5. | **Goal 5** | **Facilitate the creation of job opportunities** | |
| 5.1 | **Strategic Objective 1** | | **Facilitate the creation of employment opportunities for skilled and employable people** |
| 6. | **Goal 6** | **Providing and facilitating access to social services and facilities** | |
| 6.1 | **Strategic Objective 1** | | **Ensure that our people have access to community facilities and services.** |
| 6.2 | **Strategic Objective 2** | | **Aspire to a healthy, safe and crime free area.** |
| 7. | **Goal 7** | **Promoting and facilitating environmental protection and sustainable spatial planning** | |
| 7.1 | **Strategic Objective 1** | | **Realize a completely protected environment** |
| 7.2 | **Strategic Objective 2** | | **Facilitate the creation of a disaster ready community** |
| 7.3 | **Strategic Objective 3** | | **Ensure an integrated and aligned development planning** |
| 8. | **Goal 8** | **Provision of effective, efficient, transparent and accountable leadership** | |
| 8.1 | **Strategic Objective 1** | | **Creating a conducive working environment** |

|  |  |  |
| --- | --- | --- |
| PERSPECTIVE | DEFINITION | LEADING QUESTION |
|  |  |  |
| CUSTOMER | The municipality must focus on how to meet services required by community. | Is the organization delivering the services Communities or its customers want? |
| FINANCIAL | The municipality must focus on how to meet service needs in an efficient manner. | Is the service delivered at a good price? |
| INTERNAL BUSINESS | The municipality needs to focus on those critical operations that enable them to satisfy citizens. | Can the organisation improve upon a service by changing the way a service is delivered? |
| INNOVATION, LEARNING AND GROWTH | The organization’s ability to improve and meet citizen demands ties directly to the employees’ ability to meet those demands. | Is the organisation maintaining technology and employee training for continuous improvement? |

**CHAPTER 4 SEPARATE EXCEL SPREADSHEET**

**CHAPTER 5: FINANCIAL REPORTING**

**5.1 FINANCIAL SUMMARY BACKGROUND**



**The budget has been adjusted as follows:**

**Property Rates:** Based on performance reported at mid-year, the budget allocated will remain the same at R48.9 million during an adjustment budget.The municipality anticipates that the budget allocated will be achieved at year end.

**Service Charges Electricity Revenue:** Based on performance reported at mid-year, the budget allocated of R35.8 million will remain the same during an adjustment budget as the planned target will be met. Further to that budget allocated for electricity has excluded vat at 15 per cent of R6.3 million. Budget allocated will be met at year end due to seasonal demand of electricity.

**Services Charges\_ Refuse Revenue:** Based on performance reported at mid-year, the budget allocated of R8.5 million will remain the same during an adjustment budget as the planned target will be met. Further to that budget allocated for electricity has excluded vat at 15 per cent of R1.5 million. Budget allocated will be met at year end.

**Rental of facilities and Equipment**: have remained the same in the adjustment budget of R178 thousand. Performance reported at mid-year will be met during year end. He municipality anticipates that budget allocated will be met at year end based on the level of demand.

**Interest on external investment:** have been increased by R13.5 million to R19.2 million, adjustment has considered interest which will be generated at year end based on interest rates that were offered by Nedbank when investment is maturing. Therefore, we have adjusted this line item so as to ensure realistic estimates for interest that will be generated from grants and cash backed reserved from previous years. Further to that we have also considered interest generated at mid-year of R10.8 million.

**Interest on outstanding debtors:** have been remained the same in the adjustment budget of R3.7 million, performance reported at mid-year shows that allocated budget will be met at year end. Interest on outstanding debtors has been determined based on debtors’ book and an approved interest rate of 2 per cent.

**Fines, penalties and forfeits:** have been increased from R278 thousand to R1.5 million with and adjustment of R1.2 million**.** Adjusted budget has considered performance reported as per 2021/22 Audited AFS as the municipality recognizes fines on cash basis and accounts as per requirement of I GRAP 1 during year end. However, we do acknowledge that the municipality still need to improve in recognizing fines in accordance with I GRAP 1 on a monthly basis and account for them at year end.

**Licenses and permits** **(rental of market stalls):** budget allocated of R692 thousand will remain the same during an adjustment budget. Contributing factor on this line item is due to disturbance of load shedding as the operation of the office have been affected. However, the municipality anticipates that budget allocated will be met at year end.

**Transfers and subsidies operational:** have been reduced by R656 thousand to an adjusted budget of R223.4 million. Adjustment has reallocated funds from budget allocated towards Library Grant for operational expenditure capital projects. This is due to performance noted at mid-year, library support plan has been reviewed so as to ensure that grant is fully spent at year end.

**Other Revenue:** Other revenue has been increased by R1.7 million based on mid-year performance. Adjustment is due to Insurance refund of R811 thousand, LG SETA Funding of R676 thousand which have been received by municipality during 1st half of the financial year which were not budgeted for. Further to that the municipality have also adjusted Transaction handling fee for salary deduction by R200 thousand to R300 thousand, this is due to performance noted during first half of the year as this item appear to be understated.



**Factors informing the need for expenditure adjustment**

* **Employee Related Cost:** have remained the same increased with an adjustment budget of R124.8 million. Performance noted at mid-year has reflected that the municipality will be able to spend budget allocated under this item and also avoid incurring an unauthorized expenditure.
* **Remuneration of Councilors:** have remained the same with an adjustment budget of R14.7 million, budget allocated has considered increase in Councilors upper limits since COGTA has confirms percentage increase in their remuneration in january of every year. Further to that it should be noted that employee related costs ratio is still within the norm at 38 per cent of the Total Expenditure.
* **Debt Impairment:** have remained the same with an adjustment budget of R42.5 million. Performance noted in 2021/22 audited AFS and mid-year performance has shown that budget allocated will be met at year end and ensure that the municipality will not incur an unauthorized expenditure.

Further to that it should be noted the Municipal Council has agreed to revive the 60/40 incentive scheme which is part of Credit Control and Debt Management mechanism.

The assumption used is to exclude all debtors with credit balances when calculating the provision. Provision for Bad debt is therefore calculated using the collection rate of 65% for debt within 90 days and 20% for any debt older than 90 days for all categories except Electricity. With Electricity the assumption is that 90% of the debt older than 90 days is still collectable.

* **Depreciation & asset impairment:** based on performance reported at mid-year and 2021/22 audited AFS the municipality will remain with the same budget of R33.7 million during adjustment. Budget allocated will be met during year end as we anticipate that all planned acquisition of capital assets and projects which are still under WIP will be completed.
* **Finance Charges:** have remained the same with an adjustment budget of R410 thousand which has considered interest repayment for finance leases with vehicles with Wesbank. Budget allocated has considered that the lease agreement ended in September 2022. Further to that the budget has also considered interest which is charged by Eskom for late payment which forms of fruitless and wasteful expenditure. However, there are processes for addressing fruitless and wasteful expenditure are regularly monitored by the municipality.
* **Bulk purchases**: have been increased by R5.1 million to adjusted budget of R39.1 million. Adjustment is based on mid-year performance as it was noted that there was an over expenditure, this is to avoid unauthorized expenditure for this item.
* **Inventory Consumed:** These are inventory items that are procured by municipality and kept in stores for repairs & maintenance (cold and hot mixed asphalt). Budget have been increased by R1.1 million to an adjustment budget of R5.1 million. Adjustment has reprioritized projects as per repairs and maintenance plan.
* **Contracted Services:** have been increased by R719 thousand to R64.6 million, Adjustment is due to reprioritization of projects that are being outsourced by the municipality such as programs for public participation, security services, fire rescue services and procurement of refuse bags.
* **Other expenditure** has been increased by R2.1 million to an adjusted budget allocation of R45.8 million, adjustment has prioritized projects such as Fuel Consumption and other operational projects which will be implemented during the second half of the financial year. Further to that it should be noted that the municipality has still considered cost containment for this item of expenditure.
* **Losses**: have been adjusted by R1 million this budget has been based on prior year Audited AFS, this adjustment has considered loses which are due to inventory write down and disposal of assets which have occurred as there was a disposal of assets through an auction. This will further ensure that we avoid an unauthorized expenditure being incurred in this item

**Table 6 below indicates a Consolidated Overview of the 2022/23 & MTREF**



**5.2 PROJECTIONS OF REVENUE TO BE COLLECTED BY SOURCE**

**Table 7: Summary of adjustment revenue classified by main revenue source**



**5.2 PROJECTIONS OF EXPENDITURE BY TYPE**

**Table 8: Summary of adjustment expenditure classified by expenditure by type**



**5.3 MONTHLY OPERATING EXPENDITURE**

**Table 8: MBRR SB12 – Adjustment Budgeted monthly revenue and expenditure (municipal vote)**



**Table 9: MBRR SB13 – Adjustment Budgeted monthly revenue and expenditure (functional classification)**



**Table 10: MBRR SB14 - Budgeted monthly revenue and expenditure**



**5.4 MONTHLY CAPITAL EXPENDITURE**

**Table 11: Sources of capital revenue over the MTREF**



**Table 12: MBRR B5 - Budgeted monthly capital expenditure (****by vote and Funding)**



**Table 13: MBRR B2 & B3 – Adjustment Budget Financial performance (Functional classification)**





**5.5. ADJUSTED TOP LAYER/SDBIP**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ADJUSTED 2022/23 TOP LAYER SDBIP** | | | | | | | | | |
| **IDP REF** | **STRATEGIC GOAL** | **STRATEGIC OBJECTIVE** | | **STRATEGIES 2022/23** | **Budget** | **UNIT OF MEASUREMENT** | **KPI** | **TARGET** | **DEPARTMENT** |
| **BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT** | | | | | | | | | |
| **BSD 01** | Universal access to basic services and infrastructure development by 2030 |  | Improve access to all infrastructure and services | Facilitate access to electricity for all targeted households | R2 000 000.00 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Dendethu / Wetane Project - Ward 5 and ready to be energised by 30 June 2023 | 108 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT,OMM** |
| **BSD 01** |  | R2 000 000.00 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Emhlangeni in Ward 5 and ready to be energised by 30 June 2023 | 100 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM** |
| **BSD 01** |  | R2 000 000.00 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Masomonco in Ward 10 and ready to be energised by 30 June 2023 | 100 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM** |
| **BSD 01** |  | R1 680 000 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in eHlanzeni ward 7 and ready to be energised by 31 March 2023 | 100 | TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM |
| **BSD 01** |  | R1 640 000 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Okhovothi Ward 12 and ready to be energised by 30 June 2023 | 105 |
| **BSD 01** |  | R1 500 000 | Date | Date of appointing a Contractor for Khenana Phase 5 electrification project by 30 June 2023 | 30-Jun-23 |
| **BSD 01** |  | R3 500 000 | Date | Date of appointing a Contractor for Mantshangula/Mhlubulweni electrification project by 30 June 2023 | 30-Jun-23 |
| **BSD 01** |  | R1 800 000 | Date | Date of completion of project documentation stage(Inception, concept and viability, design and presenting bid document to BSC) for the installation of phase 1 streetlights project at between P415 and P459 entrance town ward 3 by 30 June 2023 | 30-Jun-23 |
| **BSD 01** |  | R2 200 000 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Okhovothi Phase 2 Ward 12 and ready to be energised by 30 June 2023 | 50 |
| **BSD 01** |  | R1 800 000 | Date | Date of installation of phase 1 streetlights at P 459 Entrance town, between Gcaleka Isithebe, Khenana and Isithebe in ward 3 by 30 June 2023 | 30-Jun-23 |
| **BSD 01** |  | R2 620 000 | Date | Date of installed high mast light in ward 12 by 30 June 2023 (Six high mast in total with ward 12 having two) | 30-Jun-23 |
| **BSD 02** |  | Reduce the road infrastructure backlog and maintain the existing infrastructure | R500 000 | Date | Date of upgrade of Rural Roads Phase 4(b) - in Ward 6 to practical completion stage(construction of 980m G7 and G4 material) by 30 September 2022 | 30-Sep-22 |
|  | R7 668 100 | Date | Date of construction of Community Hall in Ward 13 to practical completion stage by 30 September 2022 |
| **BSD 02** |  | R750 000 | Date | Date of registration of upgrade and Improvement of Bumbanani Road on MIG system by 31 December 2022 | 31-Dec-22 |
| **BSD 02** |  | R250 000.00 | Date | Date of upgrade and improvement of Bumbanan road in Ward 15 to practical completion stage by 30 June 2023 | 30-Jun-23 |
| **BSD 02** |  | R1 250 000.00 | Date | Date of rehabilitated internal roads Ward 15 by 30 September 2022 | 30-Sep-22 |
| **BSD 02** |  | R4 500 000.00 | Date | Date of road rehabilitation at Manono road in ward 15 to practical completion(Construction of 900m G7, C4, G2 and 30mm Asphalt) by 31 March 2023 | 31-Mar-23 |
| **BSD 02** |  | R750 000.00 | Date | Date of registration of rebabilitation of road and stormwater drainage in ward 13 and 14 by 31 December 2022 | 31-Dec-22 |
| **BSD 02** |  | R2 000 000 | Number | Number of m² of potholes repaired in Wards 2,3,4,7,10,12,13,14,15 on urban roads by 30 June 2023 | 1700m² |
| **BSD 02** |  | R300 000 | Number | Number of metres of guard rails to be constructed in Ward 7 and 12 by 30 June 2023 | 300m |
| **BSD 02** |  | R250 000 | Number | Number of metres of kerbs and concrete channel to be constructed in Wards 2, 3and 12 by 30 June 2023 | 250m |
| **BSD 02** |  | R150 000 | Number | Number of headwalls to be constructed in wards 1,2,5,6,8,9,10,11, 12,16,17, 18 by 31 March 2023 | 10 |
| **BSD 02** |  | 3 500 000 | Number | Number of kilometres of rural gravel roads repaired and maintained in-house in wards 1,2,4,5,6,7,8,9,10,11,12,16,17,18 by 30 June 2023 | 300 km |
|  |  | R450 000 | Number | Number of speed humps constructed in wards 2,3,7,10,13, 14 and 15 by 30 June 2023 | 25 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM** |
|  |  |
| **BSD02** |  |
| **BSD02** |  | R250 000 | Date | Date of Installation of 30 road signs and repainting of 15km of road markings to completed in ward 3, 4, 7, 13, 14 and 15 by the 30 June 2023 | 30-Jun-23 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM** |
|  |
| **BSD 02** |  | R750 000 | Date | Date of registration of Machibini road linking isithebe in ward 10 and ward 12 by 30 September 2022 | 30-Sep-22 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT, OMM** |
| **BSD 03** |  | Facilitate the reduction of the housing backlog | Externally funded | Number | Number of new RDP houses constructed in combined Wards 1, 2, 9, 8, 11, 16,17 and 18 by 30 June 2023 | 200 | **ECONOMIC DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS** |
|  |
| **BSD 04** |  | Provide efficient waste collection and management service to all targeted household | R3 000 610 | Number | Number of weekly waste collection in all 18 municipal Wards (261) by 30 June 2023 | 261 | **COMMUNITY SERVICES AND PUBLIC SAFETY** |
|  |  |  |
| **BSD 04** |  | R3.300 000 | Number | Number of m² of monthly grass-cutting performed in all wards by 30 June 2023 | 7 100 458 m² |
| **BSD 05** | Universal access to basic service delivery and infrastructure development by 2030 | | Faciltate the provision of new community facilities | R900 000 | Date | Date of establishment of Recycling Program in Ward 16 by 30 June 23 | 30-Jun-23 | **COMMUNITY SERVICES AND PUBLIC SAFETY** |
|  | R900 000 | Date | Date of provision of Skip bins in ward 4,7 and 18 by 30 June 2023 | 30-Jun-23 |
| **BSD 05** | R42 000 | Date | Date of Arbor Month Celebration in all wards by 30 September 2022 | 30-Sep-22 |
| **BSD 05** | R130 000 | Number | Number of monthly clean-up campaign conducted by 30 June 2022 | 12 |
| **BSD 05** | Universal access to basic service delivery and infrastructure development by 2030 | Improve access to all infrastructure and services | |  | Number | Number of monthly digital environmental Educational awareness campaigns conducted by 30 June 2023 | 8 |
|
| **BSD 06** | Providing and facilitating access to social services and facilities | Improve access to all infrastructure and services | | Facilitate the provision of new community facilities | 4 490 000 | Date | Date of completion of project documentation stage(Inception, concept and viability, design and presenting bid document to BSC) for the construction of sports field in Hlomendlini in Ward 4 by 30 September 2022 | 30-Sep-22 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT** |
|
| **BSD 06** | R7 000 000 | Percentage | Percentage of completion of construction for DLTC phase 1 to top structure and G7 layer by 30 June 2023 | 80% |
| R5 750 000 | Date | Date of construction of Highview Park and Padianagar Combo court and swimming pool ward 15 additions by 30 June 2023 | 30-Jun-23 |
| R100 000 | Date | Date of construction of bus shelters in ward 7,14, 15 by 30 June 2023 | 30-Jun-23 |
| **GOOD GOVERNMENT AND PUBLIC PARTICIPATION** | | | | | | | | | |
| **GGPP 01** | To foster a culture of community involvement and good governance in the affairs of the municipality | Ensure participative, transparent and accountable Governance | | Improve the public participation processes | R350 000 | Number | Number of monthly media slots acquired with the national and local radio stations by 30 June 2023 | 12 | **OFFICE OF THE MUNICIPAL MANAGER** |
|
| **GGPP 01** | R300 000 | Number | Number of quarterly newsletters issued to general public by 30 June 2023 | 4 |
| **GGPP 01** | R26 000 | Number | Number of bi-annual disciplinary Board meetings co-ordinated by 30 June 2023 | 2 |
| **GGPP 01** | N/A | Date | Date of presenting 2021/22 draft Annual Report to council by 31 January 2023 | 31-Jan-23 |
| **GGPP01** | R100 000 | Date | Date of presenting 2020/21 Annual Report to Community by 31 March 2023 | 31-Mar-23 |
|
| **GGPP01** | N/A | Number | Number of annual portfolio committee agendas issued as per council rules and orders held by 30 June 2023 | 40 | **ALL DEPARTMENTS** |
| **GGPP01** | N/A | Number | Number of Council agendas issued as per council rules and orders by 30 June 203 | 10 |  |
| **GGPP01** | N/A | Number | Number of Council meetings co-ordinated by 30 June 2023 | 10 | **OMM and CORPORATE SERVICES** |
| **GGPP01** | R218 500 | Number | Number of quarterly Audit and Performance committee meetings co-ordinated by 30 June 2023 | 4 | **ALL DEPARTMENTS** |
| **GGPP 01** | N/A | Number | Number of monthly MANCO meetings held by 30 June 2023 | 12 | **OMM** |
| **GGPP01** | N/A | Number | Number of monthly Top MANCO meetings held by 30 June 2023 | 12 |
| **GGPP 02** |  | N/A | Number | Number of monthly EXCO meetings co-ordinated by 30 June 2023 | 12 | **CORPORATE SERVICES, OMM** |
| **GGPP 02** | N/A | Number | Number of monthly EXCO agendas issued as per council rules and orders by 30 June 2023 | 12 | **CORPORATE SERVICES** |
| **GGPP 02** | R2.7 500 000 | Number | Number of quarterly Ward Committees functionality reports submitted to Council by 30 June 2023 | 4 | **OFFICE OF THE MUNICIPAL MANAGER** |
| **GGPP 02** | N/A | Number | Number of quarterly reports of cluster war-rooms submitted to EXCO by 30 June 2023 | 4 | **ALL THE DEPARTMENTS** |
| **GGPP 02** | N/A | Number | Number of quarterly participations in district IGR meetings attended by 30 June 2023 | 4 |
| **GGPP 02** | N/A | Number | Number of quarterly Reports of Local Aids Council submitted to Council by 30 June 2023 | 4 | **OMM** |
| **GGPP 03** | Aspire to a healthy, safe and crime-free area | | Ensure the municipal contribution to community safety | R120 000 | Number |  | 12 | **COMMUNITY SERVICES** |
| Number of monthly disaster awareness campaigns held in wards 1,2,4,6,7,8,9,11,12, 16,17 and 18 by 30 June 2023 |
| **GGPP 03** | N/A | Number | Number of bi-annual Road Safety Awareness campaign (festive and Easter) conducted by 30 June 2023 | 2 |
|
| **GGPP 03** | N/A | Number | Number of bi-monthly road blocks conducted by 30 June 2023 | 24 |
|
| **GGPP 03** | N/A | Number | Number of seasonal Fire-breaks conducted by 30 June 2023 | 4 |
|
| **GGPP 04** | Design and implement sports, arts and heritage celebration programmes | N/A | Number | Number of bi-annual sports forums held by 30 June 2023 | 2 |
| **GGPP 04** | R25 000 | Number | Number of artist development programme/talent search conducted by 30 June 2023 | 2 |
| **GGPP 05** | Ensure that all legislated Council structures meetings seat. | | Improve the public participation processes | N/A | Number | Number of monthly (July to November 2021 and February to June 2022) portfolio committee meetings held by 30 June 2023 | 8 | **ALL DEPARTMENTS** |
|
| **GGPP 05** | N/A | Number | Number of quarterly Disaster Advisory forum meetings held by 30 June 2023 | 4 | **CSPSD** |
| **GGPP 05** | N/A | Number | Number of bi-annual Education forum meetings held by 30 June 2023 | 2 |
|
| **GGPP 05** | N/A | Number | Number of quarterly Department performance reports submitted by all departments to respective Portfolio Committees by 30 June 2022 | 20 | **ALL DEPARTMENTS** |
| **GGPP 05** | N/A | Date | Date of adoption of the 2023/24 IDP, Budget and PMS Process Plan by 31 August 2022 | 31-Aug-22 | **EDPHS and OMM** |
| **GGPP 05** | R150 000 | Date | Date of approval and adoption of | 31-May-23 |
| the 2023/24 IDP by |
| Council by 31 May 2023 |
| **GGPP 05** | R300 000 | Date | Date of conducting Strategic Planning for new Councillors and Management by 31 May 2023 | 31-May-23 |  |
|  |
| **GGPP 04** | Aspire to a healthy, safe and crime-free area | | Design and implement sports, arts and heritage celebration programmes | R130 000 | Date | Date of hosting Annual Heritage Parade and Fashion Design show by 30 September 2023 | 30-Sep-22 | **OMM** |
|
| **GGPP 04** | R150 000 | Number | Number of bi-annual digital Mandeni Talent Search Events held by 30 June 2023 | 2 |
|
| **GGPP 06** | Implementation of risk mitigation strategies specific to the department | | Improve the audit opinion | N/A | Number | Number of Strategic Risk Mitigation Strategies implemented by all HOD’s by 30 June 2023 | 200 | **ALL DEPARTMENTS** |
|
|
|
|
|
|
| N/A | Number | Number of consolidated Quarterly Reports on Implementation of Risk Management Action Plans submitted to Risk Management Committee (from CSPSD, EDPHS,TSID, BTO and CSD) by 30 June 2023 | 4 | **OMM** |
|
| N/A | Number | Number of quarterly Risk Management Committee meetings co-ordinated by 30 June 2023 | 4 | **OFFICE OF THE MUNICIPAL MANAGER** |
| N/A | Number | Number of quarterly Progress Reports on Implementation of A.G Action Plan submitted to Council by 30 June 2023 | 3 | **OFFICE OF THE MUNICIPAL MANAGER** |
| N/A | Percentage | Percentage of AG queries resolved by management by 31 December 2022 | 100% | **BTO** |
| N/A | Percentage | Percentage of AG queries in the AG Action Plan resolved by Management by 30 June 2023 | 100% | **BTO** |
| N/A | Number | Number of days for management to respond to Internal Audit Unit queries raised by departments 30 June 2023 | 3 Days | **ALL DEPARTMENTS** |
| N/A | Percentage | Number of days for management to respond to request for information and Audit Queries raised by Auditor General by 31 December 2022 | 3 Days | **ALL DEPARTMENTS** |
|
|  | **FINANCIAL MANAGEMENT AND FINANCIAL VIABILITY** | | | | | | | | |
| **MFVM 01** | To develop a sustainable and efficient municipality based on sound financial management | Ensure a financially viable municipality | | Ensure a constant and accurate financial reporting | N/A | Date | Date of completion of GRAP compliant 2021/22 AFS by 31 August 2022 | 31-Aug-22 | **BTO** |
| R230 000 | Date | Date of submission of 2021/22 Annual Financial Statement and Annual Performance Report to Auditor General by 31 August 2022 | 31-Aug-22 | **OMM** |
| N/A | Number | Number of monthly Section 71 reports compiled and submitted to NT and FPC by 30 June 2023 | 12 | **BTO** |
| N/A | Date | Date of Section 72 report submitted to Council by 31 January 2023 | 31-Jan-23 |  |
| N/A | Number | Number of quarterly Section 52 reports compiled and submitted to council by 30 June 2023 | 4 |  |
| R300 000 | Date | Date of submission of 2023/24 Mscoa compliant budget to council for adoption by 31 May 2023 | 31-May-23 |  |
| N/A | Ratio | Ratio of cash and cost coverage sustained quarterly as per norm by 30 June 2023 | 1:3 (Months) | **BUDGET AND TREASURY OFFICE** |
|
|  | Ensure the existence of updated finance management strategies | 1 850 00 (INEP) 4 872 000 | Percentage | Percentage of all departmental Conditional Grants capital Budget Spent (FMG, MIG, INEP, Library Grant) by 30 June 2023 | 100% (INEP 100%) | **TSID, EDPHS, BTO AND CSPS** |
|  |  |
| 37 232 00 (MIG) |  |
|  |  |
| 4 214 000 (Library) |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  | **All Departments** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  | R 322 726 454 | Percentage | Percentage of operational budget spent by 30 June 2023 | 100% | **BTO** |
|  | N/A | Number | Number of quarterly progress reports on implementation of 2022/23 procurement plans submitted to MANCO by 30 June 2023 | 4 |  |
|  |
|  | N/A | Date | Date of approved indigent debtors billed with allocation of free basic services by 31 May 2023 | 31-May-23 |  |
|
| **MFVM 02** | N/A | Date | Date of submission 2022/23 mid-term AFS to audit committee by 31 March 23 | 31-Mar-23 | **BTO** |
|
| N/A | Number | Amount of quarterly of expenditure on overtime kept within allocated budget by 30 June 2023 | R850 000 | **ALL DEPARTMENTS** |
| N/A | Date | Date of tabling 2022/23 adjustment budget to council for adoption by 28-Feb-23 | 28-Feb-23 | **BTO** |
| **MFVM 03** | Ensure the existence of updated finance management strategies | N/A | Date | Date of reviewed Budget Related Policies adopted by Council by 31 May 2023 | 31-May-23 |  |
| **MFVM 04** | Ensure a constant and accurate financial reporting | N/A | Number | Number of quarterly reports on unauthorized, irregular, fruitless and wasteful expenditure (UIFW) registers submitted to FPC, Council and EXCO by 30 June 2023 | 4 |
|
| N/A | Percentage | Percentage of invoices paid within 30 days from the receipt by creditors by 30 June 2023 | 95% |
| R600 000 | Number | Number of quartely physical assets verification performed and update asset register by 30 June 2023 | 4 |
| **MFVM 05** | Manage and increase the municipal revenue base. | R160 000 | Date | Date of approved indigent debtors billed with allocation of free basic services by 31 May 2023 | 31-May-23 | **BTO** |
| N/A | Date | Percentage of quarterly debt collected by 30 June 2023 | 65% |
| R50 000 | Rand | Amount of Revenue collected on services provided by municipal departments by 30 June 2023 | R315 300 | **CSPSD, CORP, EDPHS** |
| **MFVM 06** | Ensure that the municipality acquires goods and services in terms of supply chain regulations | N/A | Date | Date of procurement plans for 2023/24 FY approved by Municipal Manager by 30 June 2023 | 30-Jun-23 | **OMM** |
| N/A | Days | Number of days to finalise procurement processes for tenders within R30 000- R200 000K by 30 June 2023 | 14 days |  |
| **BTO** |
| N/A | Percentage | Percentage of tenders (above 200k) awarded within 90 calendar days from the closing date of receiving tenders by 30 June 2023 | 100% |
| R200 000 | Number | Number of quarterly contract and commitment register update performed and reported to FPC and EXCO by 30 June 2023 | 4 |
| N/A | Date | Date of completing draft Departmental Budget estimate document by 31 March 2023 | 31-Mar-23 | **TSID** |
| **LOCAL ECONOMIC DEVELOPMENT** | | | | | | | | | |
| **LED2** |  | Achieve a holistic human development and capacitation for the realisation of skilled and employable workforce. | | Improve the community skills base | R200 000 | Number | Number of farmers supported with seedlings and animal feeds by 30 June 2023 | 9 | **EDPHS** |
| R457 000 | Date | Date of registration bursaries for matriculants and scholarship awards by 31 March 2023 | 31-Mar-23 | **COMMUNITY SERVICES** |
| **LED 03** | Ensure the empowerment of youth, women and people living with disabilities. | R 2 435 000 | Number | Number of EPWP participants on Various EPWP programs (Zibambele, Life Guards) recruited and sustained by 30 September 2022 | 250 | **COMMUNITY SERVICES** |
| 1 000 000 | Number | Number of SMME Supported (Quick Wins) in all Wards by 30 June 2023 | 36 | **EDPHS** |
| 2 400 000 | Date | Date of youth drivers license programs in all wards by 30 June 2023 | 30-Jun-23 | **OMM** |
| R300 000 | Date | Date of youth SMME Support programmes workshops conducted by 30 June 2023 | 30-Jun-23 | **COMMUNITY SERVICES** |
| R400 000 | Number | Number of youthful drivers and education programmes conducted by 30 June 2023 | 1 | **OMM** |
| R110 000 | Number | Number of bi-annual programmes to support Youth Council and Ward Youth Forums by 30 June 2023 | 2 | **COMMUNITY SERVICES** |
| R85 000 | Date | Date of youth month celebration programmes by 30 June 2023 | 30-Jun-23 | **COMMUNITY SERVICES** |
| R105 000 | Date | Date of Annual Youth Summit Workshop held by 30 June 2023 | 30-Jun-23 | **COMMUNITY SERVICES** |
| **LED 03** |  | N/A | Percentage | Percentage of procurement awarded to designated sectors i.e. youth, women and disabled by 30 June 2023 | 10% | **BTO** |
|
| **LED 04** | Facilitate the creation of job opportunities | Facilitate the implementation of the EPWP |  | Number |  | 400 | **EDPHS** |
| Number of jobs sustained through construction of RDP housing projects by 30 June 2023 |
|  | Number | Date of ensuring that project implementation includes employment of local labour as and when projects are implemented by 30 June 2023 | 30-Jun-23 | **TSID** |
| BUDGET | Number | Number of quarterly progress reports on jobs created submitted to EXCO by 30 June 2023 | 4 | **OMM** |
| **LED 05** | R 1.600 000 | Number | Number of quarterly reports on implementation of EPWP (CWP, Zibambele, Food for Waste, Life Guards) programs submitted to EXCO by 30 June 2023 | 4 | **CSPSD** |
| **LED 06** | R 200 000 | Number | Date of ensuring that all qualifying tender specifications provide for subcontracting opportunities for emerging local contractors as and when a tender document is being compiled by 30 June 2023 | 30-Jun-23 | **TSID** |
|
| N/A | Number | Number of Quarterly Business compliance inspections conducted by 30 June 2023 | 4 | **EDPHS** |
|  | R200 000 | Date | Date of hosting business Fair by 31 March 2023 | 31-Mar-23 |
|
| **LED 07** | Strategic planning for Local Economic Development | R300 000 | Number | Number of quarterly reports on the implementation of Vuthela LED programme submitted to EXCO by 30 June 2023 | 4 | **EDPHS** |
|  | **MUNICIPAL INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION** | | | | | | | | |
| **MTID 01** | Provision of effective, efficient, transparent and accountable leadership | Creating a conducive working environment | | Maintain and improve the municipal policies | N/A | Date | Date of adopting the reviewed organizational policies by 30 June 2023 | 30-Jun-23 | **CORPORATE SERVICES** |
| **MTID 02** | Ensure effective and efficient human resource management | N/A | Date | Date of adopting the organisational structure aligned to the 2023/24 IDP and Budget by Council by 31 May 2023 | 31-May-23 | **OMM and CORPORATE SERVICES** |
| N/A | Date | Date of submission of the reviewed employment equity report to department of Labour by 31 January 2023 | 31-Jan-23 | **CORPORATE SERVICES** |
| R100 000 | Number | Number of quarterly local labour forum meetings to be held by 30 June 2023 | 4 | **CORPORATE SERVICES** |
| N/A | Number | Number of people employed in line with the municipal approved annual recruitment plan by 30 June 2023 | 36 | **CORPORATE SERVICES** |
| N/A | Number | Number of quarterly health and safety meetings/ trainings conducted by 30 June 2023 | 4 | **CORPORATE SERVICES** |
|  | N/A | Number | Number of annual workshops on collective agreements and applicable legislation conducted by 30 June 2023 | 1 | **OMM** |
| **MTID 03** | Ensure effective and efficient human resource development | R150 000 | Date | Date of submission of the Workplace Skills Plan/Annual Training Report to SETA by 30 April 2023 | 30-Apr-23 | **CORPORATE SERVICES** |
|  | Percentage | Percentage of municipal budget actuals spent on implementation of WSP by 30 June 2023 | 100% | **CORPORATE SERVICES** |
| **MTID 04** | Improve performance | N/A | Number | Number of monthly progress reports on implementation of performance plans by managers submitted to HOD's by 30 June 2023 | 204 | **ALL THE DEPARTMENTS** |
| N/A | Date | Date of submission of managers performance plans to HOD's by 31 August 2022 | 31-Aug-22 |
| N/A | Date | Date of advertising the Top Layer 2022/23 by SDBIP 31 July 2022 | 31-Jul-22 | **OMM** |
| N/A | Date | Date of adopting the adjusted scorecards by 28 February 2023 | 28-Feb-23 |
| N/A | Number | Number of Quarterly Organisational PMS Assessment Reports/ Tools submitted to Provincial COGTA and Council by 30 June 2023 | 4 |
| N/A | Number | Number of Performance Agreements for 2022/23 FY signed by 31 July 2023 | 6 | **OMM** |
| **MTID 05** | Improve information technology and document management systems | N/A | Number | Number of quarterly ICT Steering Committee meetings conducted by 30 June 2023 | 4 | **OMM, CORPORATE SERVICES** |
| R600 000 | Date | Date of developing ICT strategy development by 30 September 2022 | 30-Sep-22 | **CORPORATE SERVICES** |
| R300 000 | Date | Date of website development and hosting by 31 March 2023 | 31-Mar-23 |
| R1 000 000 | Date | Date of completion of upgrade of server environment by 31 December 2022 | 31-Dec-22 |
| R400 000 | Date | Date of completion of workflow management system by 30 June 2023 | 30-Jun-23 |
| **MTID 06** | Improve municipal services and Infrastructure | R3 750 000 | Number | Number of implementing services to all municipal plants and equipment by 30 June 2023 | 18 | **TECHNICAL SERVICES** |
| **MTID 06** | 6 200 000 | Percentage | Date of workshop extension at Technical Services to completion stage by 30 June 2023 | 30-Jun-23 | **TECHNICAL SERVICES** |
|
|  | **SPATIAL RATIONAL ENVIRONMENTAL MANAGEMENT/ CROSS-CUTTING MEASURES** | | | | | | | | |
| **SREM 01** | Promoting and facilitating environmental protection and sustainable spatial planning | CBD Regeneration | CBD Regenaration | Creating government precinct with efficient space for public facilities and services | N/A | Percentage | Percentage of building plans   approved  within 60 days | 100% of building plans  submitted approved within 60 days of submission (applies to building plans with no issues) | **EDPHS** |
| **SREM 02** |  |  | Ensure an integrated and alligned development planning | Ensure proper development | R800 000 | Date | Date of preparation and adoption of Precinct Plans for Mandeni Victor Square and Sundumbili CBD (Town) area by 31 March 2013 | 31-Mar-23 |
| **SREM 03** |  | Facilitate a creation of a disaster-ready community | Provide a framework for the spatial vision and form of Municipality | N/A | Date | Date of Review and final adoption of Spatial Development Framework by Council by 31 May 2023 | 31-May-23 |
|  |
|  |
| **SREM 03** |  | N/A | Date | Date of submission of Fire and Emergency Services Section 78 report to Council by 31 March 2023 | 31-Mar-23 | COMMUNITY SERVICES |
|  |
|  |
| **SREM 02** |  | Ensure an integrated and alligned development planning | Ensure proper development | 200 000 | Date | Date of Draft EIA scoping report for the Dokodweni Beach by 30 June 2023 | 30-Jun-23 | EDPHS |
|  |
|  |
|  | R400 000 | Date | Date of approval of agricultural sector plan by 30 June 2023 | 30-Jun-23 |
|  | | | | | | | | | |
|
|