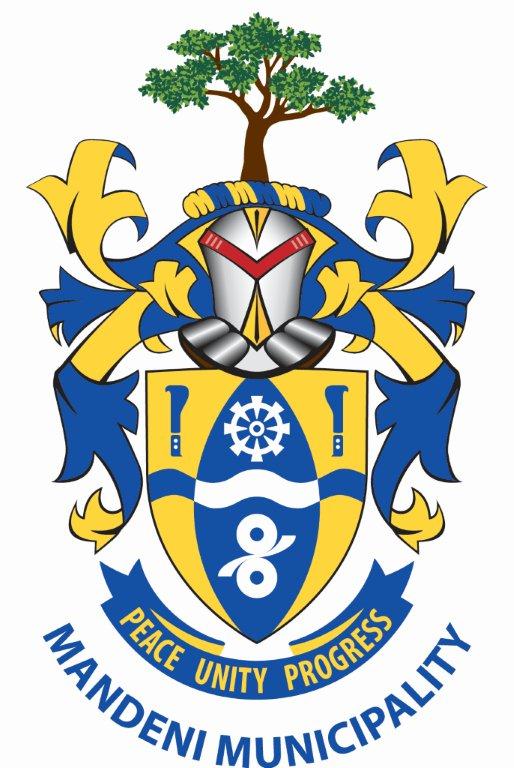
**MANDENI LOCAL MUNICIPALITY**

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| **2020/21 TOP LAYER SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN/ SDBIP ORGANISATIONAL SCORECARD** |

**SUBMISSION OF 2020/21 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 2020/21 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:

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**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 2020/21 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 facilities 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**

**HIS Worship 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 report and end of year reports.

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 2020/21 is based on the Final Municipal Integrated Development Plan (IDP) and influences the Municipal Budget which was tabled in Council on the 30th Day of May 2020. This Organisation Service Delivery and Budget Implementation Plan (SDBIP) combines and sets out the 2020/21 MTERF various components in the format required by National Treasury.

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

**Municipal Manager**

**Mr. S. G Khuzwayo**

**CHAPTER 1: EXECUTIVE SUMMARY**

**1.1 INTRODUCTION**

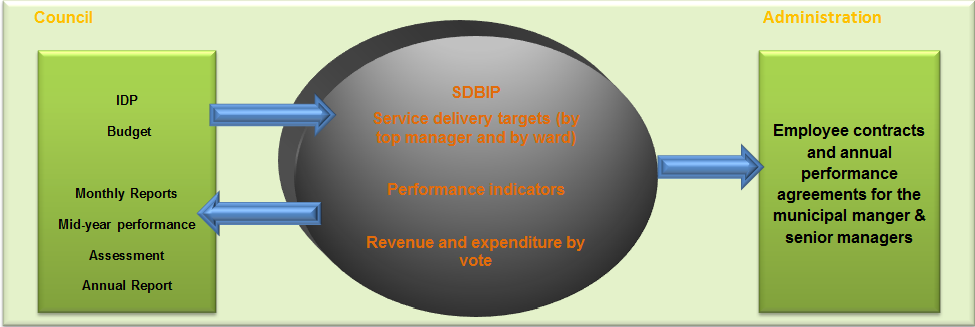
The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality 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 the2019/20 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 2019/20 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 2019/20 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.

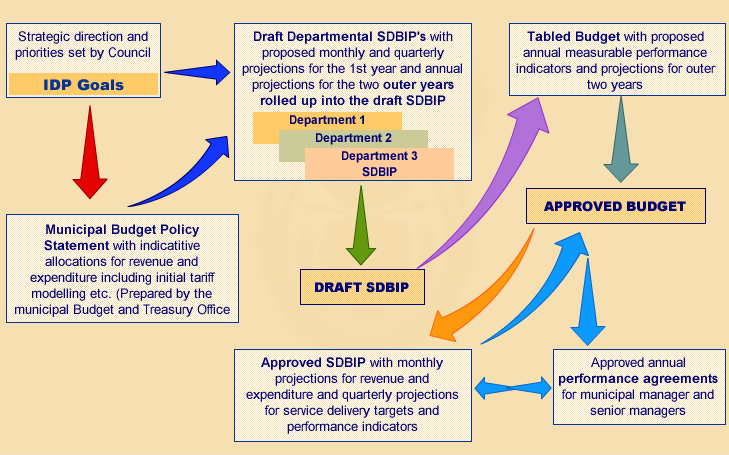
***Adoption:***

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**

**4. IDP ALIGNMENT ORGANISATIONAL SERVICE DELIVERY SCORECARD**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **2020/21 TOP LAYER SDBIP** | | | | | | | |
| **IDP REF** | **STRATEGIC GOAL** | **STRATEGIC OBJECTIVE** | **STRATEGIES 2020/21** | **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 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Khenana Phase 3A in Ward 10 and ready for connection by 30 September 2020 | 211 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT** |
| **BSD 01** | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Nkwalini- Nkunzempunga Ward 11 and 16 and ready for connection by 30 September 2020 | 90 |
| **BSD 01** | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in eHlanzeni in Ward 7 and 15 and ready for connection by 30 June 2021 | 100 |
| **BSD 01** | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in oKhovothi Ward 12 and ready for connection by 30 June 2021 | 100 |
| **BSD 01** | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Khenana Phase 4 in Ward 10 and ready for connection by 30 June 2021 | 100 |
| **BSD 01** | Date | Date of fencing of the substation in Ward 3, Patrys Road by 30 September 2020 | 30-Sep-20 |
| **BSD 01** | Number | Number of RMU's to be replaced in ward 3 by 31 December 2020 | 3 |
| **BSD 02** |  | Kilometres | km’s of Nembe Road to be upgraded in wards 12,13,14 and 15 and completed by 30 September 2020 | 1.8 km |
| **BSD 02** | Kilometres | km’s of Link Road between Amajuba Road (Ward 15) and Road 116 (Ward 14) to be constructed and upgraded to blacktop by 31 March 2021 | 0.35 km |
| **BSD 02** | Kilometres | km’s of Link Road between Shayamoya Road (Ward 7) and Amajuba Road (Ward 15) to be constructed and upgraded to blacktop by 31 March 2021 | 0.32 km |
| **BSD 02** | Kilometres | kms of Link Road between Masomonce Bus Route (Ward 10) and Nembe/Isithebe Link Road (Ward 12) to be constructed and upgraded by 30 June 2021 | 0.8 km |
| **BSD 02** | Square metres | square meters (m2 ) of potholes repaired in wards 2,3,4,7,10,12,13,14,15 on urban roads by 30 June 2021 | 3000 m² |
| **BSD 02** | Metres | metres of Guard rails to be constructed in ward 4,6 and 10 by 31 March 2021 | 300 m |
| **BSD 02** | Metres | metres of kerbs and concrete channel to be constructed in ward 4,6 and 10 by 30 June 2021 | 200 m |
| **BSD 02** | Number | Number of headwalls to be constructed in wards 1,2,3,4,5,6,7,8,9,10,11,12,16,17,18 by 30 December 2020 | 25 |
| **BSD 02** | Kilometres | 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 2021 | 250 km |
| **BSD 02** | Number | Number of speed humps constructed in wards  3,7,13,14,15.  by 31 December 2020 | 15 |
| **BSD 02** | Percentage | Percentage of upgrade of 6.85kms for the Rural Road Upgrade Phase 3(A, B & C) in Wards 2, 3 & 12 by 30 June 2021 | 100% |
| **BSD 02** | Date | Date of completion for Highview Park Stormwater modification in ward 3 by 30 June 2021 | 30-Jun-21 |
| **BSD 02** | Date | Date of completion of overlaying of top surface in Spar parking area in Ward 3 by 30 June 2021 | 30-Jun-21 |
| **BSD 02** | Date | Date of Installation of 30 road signs and repainting of 15 km of road markings to completed in wards  3,4,7,13,14,15.  by the 31 March 2021 | 31-Mar-21 |
| **BSD 02** | Number | Number of installed street name signage in ward 3,7 and 13 by 31 March 2021 | 30 |
| **BSD 03** | Facilitate the reduction of the housing backlog | Number | Number of quarterly progress reports on housing construction submitted to EXCO by 30 June 2021 | 4 | **ECONOMIC DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS** |
| **BSD 04** | Provide efficient waste collection and management service to all targeted household | Number | Number of weekly waste collection in all 18 municipal Wards (324) by 30 June 2021 | 324 | **COMMUNITY SERVICES AND PUBLIC SAFETY** |
|  |
| **BSD 04** | Date | Date of reviewed and adopted Integrated Waste Management Plan by Council 31 March 2021 | 31-Mar-21 |
| **BSD 04** | Square metres | m2 of monthly grass-cutting performed in Ward 7 by 30 June 2021 | 7 100 458 m2 |
| **BSD 05** | Maintain a functional Infrastructure Development Programme Steering Committee (IDProgSC) | Number | Number of IDProgSC meeting to be held by 30 June 2021 | 2 | **OMM** |
| **BSD 07** | Providing and facilitating access to social services and facilities | Facilitate the provision of new community facilities | Date | Date of construction and completion of the swimming pool in ward 15 by 30 June 2021 | 30 June 2021 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT** |
| **BSD 07** | Date | Date of upgrading of Love Life centre in ward 7 by 30 September 2020 | 30-Sep-20 |
| **BSD 07** | Date | Date of construction and completion Drivers License and Testing Centre phase 1 in ward 3 by 30 June 2021 | 30 June 2021 |
| **BSD 07** | Date | Date of Registration and Detailed design (Planning stage for stage 1-3) for the sports field in Hlomendlini in Ward 4 by 31 March 2021 | 31-March-21 |  |
| **BSD 07** | Date | Date of construction and completion of the sports field in Nembe in Ward 5 by 30 June 2021 | 30 June 2021 |  |
| **BSD 07** | Date | Date of establishment of recycling program in ward 16 by 30 June 2021 | 30-Jun-21 | **COMMUNITY SERVICES AND PUBLIC SAFETY** |
| **BSD 07** | Date | Date of establishment of Composting Area in ward 3 by 31 December 2020 | 31-Dec-20 |
| **BSD 07** | Date | Date of Greening of Open Spaces in ward 7 by 31 March 2021 | 31-Mar-21 |
| **BSD 07** | Date | Date of Arbor Month Celebration in all wards by 30 September 2020 | 30-Sep-20 |
| **BSD 07** | Number | Number of quarterly clean-up campaign conducted in 4 clusters municipal wards by 30 June 2021 | 4 |
| **GOOD GOVERNMENT AND PUBLIC PARTICIPATION** | | | | | | | |
|  | 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 | Number | Number of media slots acquired with the national and local radio stations by 30 June 2021 | 8 | **OFFICE OF THE MUNICIPAL MANAGER** |
| **GGPP 01** |
| **GGPP 01** | Number | Number of quarterly newsletters issued to general public by 30 June 2021 | 4 |
| **GGPP 01** | Number | Number of Disciplinary Board meetings co-ordinated by 30 June 2020 | 2 |
| **GGPP 02** | Ensure the existence and functionality of the public participation structures | Number | Number of public/ Stakeholders sessions held at which the Mayor or members of EXCO provided report back to the public by 30 June 2021 | 4 |
| **GGPP 02** | Number | Number of EXCO meetings co-ordinated by 30 June 2021 | 12 |
| **GGPP 02** | Number | Number of EXCO agendas issued as per council rules and orders by 30 June 2021 | 12 | **CORPORATE SERVICES** |
| **GGPP 02** | Number | Number of quarterly Ward Committees functionality reports submitted to Council by 30 June 2021 | 4 | **OFFICE OF THE MUNICIPAL MANAGER** |
| **GGPP 02** | Number | Number of cluster war-rooms quarterly reports submitted to EXCO by 30 June 2021 | 4 | **ALL THE DEPARTMENTS** |
| **GGPP 02** | Number | Number of quarterly participations in district IGR meetings attended by 30 June 2021 | 4 |
| **GGPP 02** | Number | Number of quarterly Reports of Local Aids Council submitted to Council by 30 June 2021 | 4 | **OMM** |
| **GGPP 03** | Aspire to a healthy, safe and crime-free area | Ensure the municipal contribution to community safety | Number | Number of road blocks conducted by 30 June 2021 | 12 | **COMMUNITY SERVICES** |
| **GGPP 03** | Number | Number of Road Safety Awareness campaign (festive and Easter) held by 30 June 2021 | 2 |
| **GGPP 04** | Design and implement sports, arts and heritage celebration programmes | Number | Number of artist development programme/talent search by 30 June 2021 | 3 | **OFFICE OF THE MUNICIPAL MANAGER** |
| **GGPP 04** | Number | Number of sports forums conducted by 30 June 2021 | 2 |
| **GGPP 04** | Number | Number of Sport Development programmes conducted (equipment procurement for sporting codes) by 30 June 2021 | 1 |
| **GGPP 05** | Ensure that all legislated Council structures meetings seat. | Improve the public participation processes | Number | Number of monthly portfolio committee meetings held by 30 June 2021 | 10 | **COMMUNITY SERVICES** |
| **GGPP 05** | Number | Number of Department Quarterly performance reports submitted to EDPHS Portfolio Committee by 30 June 2021 | 4 | **EDPHS** |
| **GGPP 05** | Number | Number of portfolio committee agendas issued as per council rules and orders held by 30 June 2021 | 38 | **CORPORATE SERVICES** |
| **GGPP 05** | Number | Number of Council agendas issued as per council rules and orders by 30 June 2021 | 8 |
| **GGPP 05** | Date | Date of adopting the organisational structure aligned to the 2021/22 IDP and Budget by Council by 31 May 2021 | 31-May-21 |
| **GGPP 05** | Number | Number of by-monthly formal Troika meetings held by 30 June 2021 | 6 | **OFFICE OF THE MUNICIPAL MANAGER** |
| **GGPP 05** | Number | Number of Council meetings co-ordinated by 30 June 2021 | 8 |
| **GGPP 05** | Number | Number of Audit committee meetings co-ordinated by 30 June 2021 | 4 |
| **GGPP 05** | Number | Number of MANCO meetings held through virtual by 30 June 2021 | 12 |
| **GGPP 05** | Number | Number of Top MANCO meetings held through virtual by 30 June 2021 | 12 |
| **GGPP 05** | Number | Number of Municipal Public accounts committee meetings co-ordinated by 30 June 2021 | 4 | **OFFICE OF THE MUNICIPAL MANAGER** |
| **GGPP 05** | Number | Number of Disciplinary Board meetings co-ordinated by 30 June 2021 | 2 |  |
| **GGPP 05** | Number | Number of quarterly virtual meetings held for the IDPRF by 30 June 2021 | 4 | **EDPHS** |
| **GGPP 05** | Number | Number of media and virtual consultations in 2021/22 IDP Review by 30 June 2021 | 2 |
| **GGPP 05** | Date | Date of adoption of the 2021/22 IDP, Budget and PMS Process Plan by 30 September 2020 | 30-Sep-20 |
| **GGPP 05** | Date | Date of adoption of the reviewed 2021/22 IDP by Council in line with MSA by 30 June 2021 | 30-Jun-21 |
| **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 | Number | Number of completed quarterly risk reports by 30 June 2021 | 4 | **ALL THE DEPARTMENTS** |
| Date | Date of tabling Draft 2019/20 Annual Report to council by 25 January 2021 | 25-Jan-21 | **OFFICE OF THE MUNICIPAL MANAGER** |
| Date | Date of submission of 2019/20 Annual Financial Statements and Annual Performance Report to Auditor General by 31 August 2020 | 31-Aug-20 |
| Number | Number of monthly section 71 reports compiled and submitted to treasury by 30 June 2021 | 12 | **OFFICE OF THE MUNICIPAL MANAGER AND BUDGET AND TREASURY OFFICE** |
| Date | Date of section 72 report submitted to Council by 25 January 2021 | 25-Jan-21 |
| Number | Number of quarterly section 52 reports compiled and submitted to council by 30 June 2021 | 4 |
| Date | Date of submission of GRAP compliant AFS by 31 August 2020 | 31-Aug-20 |  |
| Date | Date of submission of 2021/22 Mscoa compliant Budget to council for adoption by 31 May 2021 | 31-May-21 | **BTO** |
| Number | Number of monthly In-Year Monitoring Reports submitted to National Treasury by 30 June 2021 | 12 |
| Date | Date of tabling the 2021/22 Budget Process Plan to council by 31 August 2020 | 31-Aug-20 |
|  | Ratio | Ratio of cost coverage: available cash plus investments divided by monthly fixed operating expenditure by 30 June 2021 | 3 |
| **MFVM 02** | Improve the audit opinion | Number | Number of quarterly Progress Reports on Implementation of A.G Action Plan submitted to Council by 30 June 2021 | 4 | **OFFICE OF THE MUNICIPAL MANAGER AND ALL DEPARTMENTS** |
| Number | Number of Quarterly Internal Audit Responses provided to Internal Audit Unit by 30 June 2021 | 4 |
| Percentage | Percentage of audit queries effectively resolved within provided time frames by 30 June 2021 | 100% | **BTO** |
| **MFVM 03** | Ensure the existence of updated finance management strategies | Date | Date of reviewed Budget Related Policies adopted by Council by 30 June 2021 | 30-June-21 |
| **MFVM 04** | Effectively and efficiently manage the expenditure of the municipality. | Percentage | Percentage of irregular, wasteful, fruitless and unauthorized expenditure resolved by 30 June 2021 | 100% |
| Percentage | Percentage spent quarterly on departmental conditional grants as per terms and conditions by 30 June 2021 | 100% |
| Percentage | Percentage of invoices paid within 30 days from the receipt by creditors by 30 June 2021 | 98% |
| Number | Number of physical assets verification performed and update asset register by 30 June 2021 | 4 |
| Percentage | % of expenditure of departmental spent, as at 30 June 2021 | 100% | **COMMUNITY SERVICES** |
| Percentage | % spent on conditional grant applicable to the CSPSD, as at 30 June 2021 | 100% |
| Percentage | Percentage of expenditure on INEP funding by 30 June 2021 | 100% | **TECHNICAL** |
| Percentage | Percentage of expenditure on MIG funding by 30 June 2021 | 100% |
| **MFVM 05** | Manage and increase the municipal revenue base. | Date | Date of approved indigent debtors billed with allocation of free basic services by 30 September 2020 | 30-Sep-20 | **BTO** |
| Percentage | Percentage of debt collected by 30 June 2021 | 68% |
| Rand | Amount of Revenue Collected as per submitted Town planning applications, Business License and Building Plans and rental collection from Informal Traders Stalls by 30 June 2021 | R60 000 | **EDPHS** |
| **MFVM 06** | Ensure that the municipality acquires goods and services in terms of supply chain regulations | Date | Date of approved procurement plans for 2021/22 by 30 June 2021 | 30-Jun-21 | **OMM** |
| Number | Number of Waste skips procured in all wards by 31 December 2020 | 15 | **COMMUNITY SERVICES** |
| Date | Date of procurement of all library’s furniture by 31 December 2020 | 31-Dec-20 |
| Number | Number of lightening conductors procured and installed in all wards by 30 September 2020 | 30 |
| Date | Date of procurement of 12 Cubic Meter Truck by 31 March 2021 | 31-Mar-21 | **TECHNICAL SERVICES** |
| Date | Date of procurement of a Tar Mixer by 31 December 2020 | 31-Dec-20 |
| Number | Number of days (turnaround time in working days) to finalise Bid Processing for each quotation by 30 June 2021 | 100% | **BTO** |
| Percentage | Percentage of tenders awarded within 90 working days from the date of receiving specification from the end-user department by 30 June 2021 | 100% |
| Number | Number of contract and commitment register updates performed quarterly by 30 June 2021 | 4 |
| **MFVM 07** | Ensure the IDP aligned to financial planning | Date | Date of adoption of 2021/22 FY Municipal Budget by council by 31 May 2021 | 31-May-21 | **OMM** |
| Date | Date of completing draft Departmental Budget estimate document by 30 June 2021 | 30-Jun-21 | **TECHNICAL SERVICES** |
| **LOCAL ECONOMIC DEVELOPMENT** | | | | | | | |
| **LED 02** |  | Achieve a holistic human development and capacitation for the realisation of skilled and employable workforce. | Improve the community skills base | Number | Number of community members funded to study skills development programmes utilising the LGSETA funds by 30 June 2021 | 40 | **CORPORATE SERVICES** |
| Date | Date of awarding bursaries for matriculants and scholarship by 31 March 2021 | 31-Mar-31 | **OMM** |
| Date | Date of ensuring that project implementation includes employment of local labour as and when projects are implemented by 30 June 2021 | 30-Jun-21 | **TECHNICAL SERVICES** |
| **LED 03** | Ensure the empowerment of youth, women and people living with disabilities. | Number | Number of EPWP participants on Zibambele program recruited by 30 September 2020 | 250 | **COMMUNITY SERVICES** |
| Number | Number of youth entrepreneurship programmes workshop conducted by 30 June 2021 | 2 | **OMM** |
| Number | Number of youth drivers and education programmes by 30 June 2021 | 1 |
| Number | Number of programmes to support Youth Council and Ward Youth Forums by 30 June 2021 | 2 |
| Date | Date of review of Mandeni Youth development strategy by 31 March 2021 | 31-Mar-21 |
| Number | Number of Career expos conducted by 31 March 2021 | 2 |
| Date | Date of youth month celebration programmes by 30 June 2021 | 30-Jun-21 |
| **LED 04** | Facilitate the creation of job opportunities | Implement the EPWP Programme | Number | Number of jobs created through LED/EPWP initiatives by 30 June 2021 | 500 | **EDPHS, TSID AND CSPS** |
| Number | Number of quarterly progress reports on jobs created submitted to EXCO by 30 June 2021 | 4 | **EDPHS** |
| **LED 05** | Facilitate the implementation of the CWP | Number | Number of Quarterly Local Reference committee meetings for implementation of CWP held by 30 June 2021 | 4 | **COMMUNITY SERVICES** |
| **LED 06** | Unlock the agricultural potential | Number | Number of aquaculture projects supported by 30 June 2021 | 2 | **EDPHS** |
| **LED 07** | Facilitate SMME development | Number | Number of training provided intended to improving the community skills in particular SMME's by 31 December 2020 | 1 |
| Number | Number of SMME’s and Cooperatives supported on Quick Win Programme by 30 June 2021 | 50 |
| Number | Number of Emerging Entrepreneurs supported on the entrepreneur support programme by 30 June 2021 | 8 |
| Number | Number of Business compliance inspections conducted by 30 June 2021 | 4 |
| Number | Date of erect tourism signs by 31 December 2020 | 31-Dec-20 |
| **LED 08** | Promote Mandeni to be a tourist destination | Number | Number of Blue Flag Pilot Certificates obtained by 31 December 2020 | 1 |
| Number | Number of water samples by 31 March 2021 | 6 |
| Number | Number of District LED Fora attended by 30 June 2021 | 4 |
| Number | Number of District Planners Fora attended by 30 June 2021 | 4 |
| **LED 09** | Strategic planning for Local Economic Development | Number | Number of reports on the implementation of Vuthela LED programme submitted to EXCO by 30 June 2021 | 4 |
| **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 | Date | Date of promulgation of Municipal reviewed By-laws by 31 December 2020 | 31-Dec-20 | **COMMUNITY SERVICES** |
| Date | Date of adopting the reviewed corporate services departmental policies by council by 30 June 2021 | 30-Jun-21 | **CORPORATE SERVICES** |
| Date | Date of the development of the Building and Community Facilities maintenance plan by 30 June 2021 | 30-Jun-21 | **TECHNICAL SERVICES** |
| Date | Date of adopting the reviewed policies by council 30 June 2021 | 30-Jun-21 | **OMM** |
| **MTID 02** | Ensure effective and efficient human resource management | Date | Date of reviewed and adopted Organogram by 31 May 2021 | 31-May-21 | **OMM** |
| Date | Date of submission of the departmental Organogram to Corporate Services Department for inclusion in the overall municipal organogram by 28 February 2021 | 28-Feb-21 | **TECHNICAL SERVICES** |
| Date | Date of submission of the reviewed employment equity report by Q3 by 31 January 2021 | 31-Jan-21 | **CORPORATE SERVICES** |
| Number | Number of quarterly local labour forum meetings to be held by 30 June 2021 | 4 |
| Percentage | The percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan by 30 June 2021 | 100% |
| Number | Number of health and safety meetings conducted by 30 June 2021 | 4 |
|  | Number | Number of bi-annual workshops on collective agreements and applicable legislation conducted by 30 June 2021 | 2 |
| **MTID 03** | Ensure effective and efficient human resource development | Date | Date of submission of the Workplace Skills Plan/Annual Training Report to SETA by 30 April 2021 | 30-Apr-21 |
| Number | Number of employees to be trained according to the WSP prescriptions by 30 June 2021 | 40 |
| Percentage | Percentage of municipal budget actuals spent on implementation of WSP by 30 June 2021 | 100% |
| **MTID 04** | Improve performance | Number | Number of progress reports on implementation of performance plans by managers submitted to HOD's by 30 June 2021 | 144 | **ALL THE DEPARTMENTS** |
| Date | Date of submission of managers performance plans to HOD's by 31 August 2020 | 31-Aug-20 |
| Date | Date of advertising the Top Layer 2020/21 SDBIP 31 July 2020 | 31-Jul-20 | **OMM** |
| Number | Number of feedback reports to communities of targets achieved, not achieved and correction action by 30 June 2021 | 1 |
| Number | Number of quarterly performance assessments for Senior Managers to be conducted by 30 June 2021 | 2 |
| Date | Date of adopting the revised scorecards by 28 February 2021 | 28-Feb-21 |
| Number | Number of quarterly progress reports on implementation of B2B submitted to provincial COGTA by 30 June 2021 | 4 |
| Number | Number of performance agreements to be signed by 31 July 2020 | 6 | **OMM** |
| **MTID 05** | Improve information technology and document management systems | Number | Number of quarterly ICT Steering Committee meetings conducted by 30 June 2021 | 4 | **OMM, CORPORATE SERVICES** |
| Date | Date of upgrading of Disaster Recovery site by 31 December 2020 | 31-Dec-20 | **CORPORATE SERVICES** |
| Date | Date of completion of the network connection at the Youth Advisory Centre by 31 December 2020 | 31-Dec-20 |
| Date | Date of upgrading the municipal servers by 31 December 2020 | 31-Dec-20 |
| **MTID 06** | Maintain and improve municipal buildings and assests | Date | Date of fencing and gates at the Municipal offices (Main) by 31 March 2021 | 31-Mar-21 | **TECHNICAL SERVICES** |
| **MTID 06** | Date | Date of partitioning of the Council Chamber by 31 March 2021 | 31-Mar-21 |
| Number | Number of Municipal Plant and Equipment Serviced by 31 March 2021 | 4 |
| Number | Number of Municipal Truck's COF by 30 June 2021 | 11 |
| **SPATIAL RATIONAL ENVIRONMENTAL MANAGEMENT/ CROSS-CUTTING MEASURES** | | | | | | | |
| **SREM 01** | Promoting and facilitating environmental protection and sustainable spatial planning | CBD Regeneration | Creating government precinct with efficient space for public facilities and services | Date | Date of subdivision of Erf 1325 at Sundumbili A by 30 June 2021 | 30-Jun-21 | **EDPHS** |
| **SREM 03** | facilitate a creation of a disaster ready community | Develop and adopt the disaster management plan | Date | Date of reviewed and adopted Disaster Management Plan by 30 June 2021 | 30-Jun-21 | **COMMUNITY SERVICES** |
| **SREM 04** | Ensure an integrated and aligned development planning | Implement SDF | Date | Date of review and finalise the adoption of SDF by 30 June 2021 | 30-Jun-21 | **EDPHS** |
| **SREM 05** | Ensure existence of the municipal land use guidelines. | Date | Date of the adoption of Single Land Use Scheme by Council by 31 December 2020 | 31-Dec-20 |
| Date | Date of preparation and submission of Dokodweni Beach EIA Report to EDTEA by 31 March 2021 | 31-Mar-21 |
| Date | Date of preparation and adoption of Estuary Management Plan by 30 June 2021 | 30-Jun-21 |
| Date | Date of identification of potential and alternative sites for the  development of new cemetery and conduct EIA and other relevant studies on the most appropriate site by 30 June 2021 | 30-Jun-21 |

**CHAPTER 5: FINANCIAL REPORTING**

**5.1 FINANCIAL SUMMARY BACKGROUND**

The Mandeni Municipality has adopted a MSCOA Adjustment Budget for the 2020/21 Financial Year.

Total operating revenue has increased by 6.8 per cent or R19.7 million for the 2020/21 financial year when compared to the 2019/20 Adjustments Budget. For the two outer years, operational revenue will increase by 8.8 and 6.3 per cent respectively, equating to a total revenue growth of R69.4 million over the MTREF when compared to the 2019/20 financial year.

Total operating expenditure for the 2020/21 financial year has been appropriated at R309,0 million and translates into a surplus budget of R37.3 million. Operational expenditure has decreased by 4.2 per cent in the 2020/21 budget and the outer years have increased by 5.2 and 2.9 per cent for each of the respective outer years of the MTREF. The operating surplus for the two outer years steadily increases to R64.9 million. The municipality has reprioritized its operational expenditure to be able to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget of R59.0 million for 2020/21 has increased by 22.7 per cent when compared to the 2019/20 Adjustment Budget. The capital programme decreases to R41.1 million from 2021/22 financial year and then decreases in 2022/23 to R38.0 million.

**INCREASE/DECREASE IN REVENUE**



Total revenue is R346.3 million in 2020/21 and escalates to R398.9 million by 2022/23.This represents a year-on-year increase of 6.5 per cent for the 2020/21 financial year and 6.2 per cent for the 2022/23 financial year.

Property rates are the second largest revenue source totalling to 16.8 per cent or 52.5 million and increases to R5.4 or 15.9 per cent by 2022/23. The third largest source is service charges from electricity revenue source totalling to 33.9 or 10.9 percent, contributing is the proposed increase of 6.22 per cent for municipal electricity tariffs for 2020/21 as approved guideline on municipal electricity price increase tariff.

Interest on outstanding debtors have increased from R15.9 million to R18.1 million with an increase of 13.52 per cent. The interest rate will be 2% however the debt in question will still increase and we anticipate that given the collection rate, the increase in the actual debt will result to an increase the interest category regardless of the decrease in the actual rate itself.

Licenses & Permits have been increased from R1.3 million to R1.4 million for 2020/21 financial year; increase of 4.5 percent is based on the current year’s actual performance and level of demand for this source.

Fines have been increased from R445 thousand to R449 thousand; decrease of 0.8 percent, proposed budget for fines is based on the current year’s actual performance for 2019/20 billing.

Operating grants and transfers totals R191.3 million in the 2020/21 financial year and steadily increases to R218.9 million by 2022/23. Note that there is an increase of 7.9 per cent for the 2020/21 financial year and the year-on-year growth is 7.0 per cent and then increase 6.9 per cent in the two outer years. The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:



The budgeted allocation for employee related costs for the 2020/21 financial year totals R110.0 million, which equals 35.5 per cent of the total operating expenditure. An annual increase of 4.5 and 4.4 per cent has been included in the two outer years of the MTREF.

**Remuneration of Councilors** has increased from R13.8 million to R14.1 million which reflects an increase of 2.4 per cent. Increase in remuneration of Councilors has considered the current year’s performance as per Adjustment budget 2019/20 as we have taken into consideration the latest Notice of upper limits for Councilors No.43246 as issued by COGTA. With the mSCOA classification SDL expenditure is allocated under Other Expenditure.

**Finance Charges:** consists primarily of the repayment of interest on long-term borrowing (cost of capital) R650 thousand has been allocated for 2020/21 financial year, current year actual performance has been considered in determining the allocated budget.

**Bulk purchases**: are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. Bulk purchases have taken into consideration 6.9 per cent as proposed in NERSA guideline for 2020/21 financial year as per guideline on municipal electricity price increase.

**Other materials:** comprise of amongst others the purchase of materials for maintenance, cleaning materials and chemicals. In line with the Municipality’s repairs and maintenance plan this group of expenditure has been prioritized to ensure sustainability of the Municipality’s infrastructure.

**Contracted Services** for 2020/21 the appropriation against this group of expenditure has been decreased by 7.2 per cent (R38.1 million) and it has grown by 4.5 for the two outer years of which budget allocation is in excess of R39.1 million by 2022/23

**Transfers & Subsidies:** As part of compilation of the 2020/21 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced by annual reviewing of indigent register so as to ensure that deserving beneficiaries were qualifying.

**Other expenditure** comprises of various line items relating to the daily operations of the municipality. Other expenditure has been decreased from R45.7 million to R40.9 million with a decrease of 10.7 per cent.

**Table 6 below indicates a Consolidated Overview of the 2019/20 & MTREF**



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

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



**5.2 PROJECTIONS OF EXPENDITURE BY TYPE**

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



**5.3 MONTHLY OPERATING EXPENDITURE**

**Table 8: MBRR SA25 - Budgeted monthly revenue and expenditure**



**Table 9: MBRR SB13 - Budgeted monthly revenue and expenditure (municipal vote)**







**Table 10: MBRR SB12 - Budgeted monthly revenue and expenditure (standard classification)**



**5.4 MONTHLY CAPITAL EXPENDITURE**

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



**Table 12: MBRR A5 - Budgeted monthly capital expenditure (municipal vote)**



**Table 13: MBRR SA29 - Budgeted monthly capital expenditure (Functional classification)**

