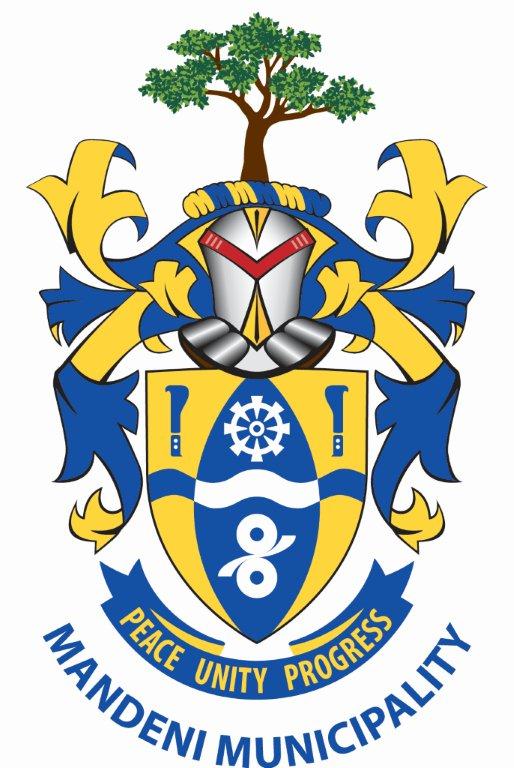
**MANDENI LOCAL MUNICIPALITY**

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

**SUBMISSION OF 2022/23 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:

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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 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**

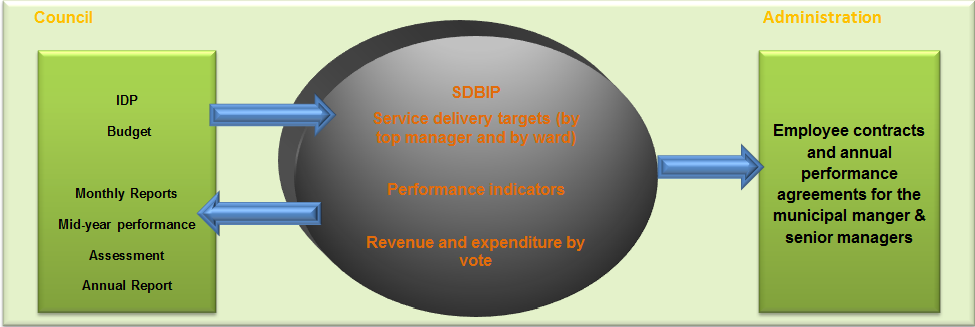
The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality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

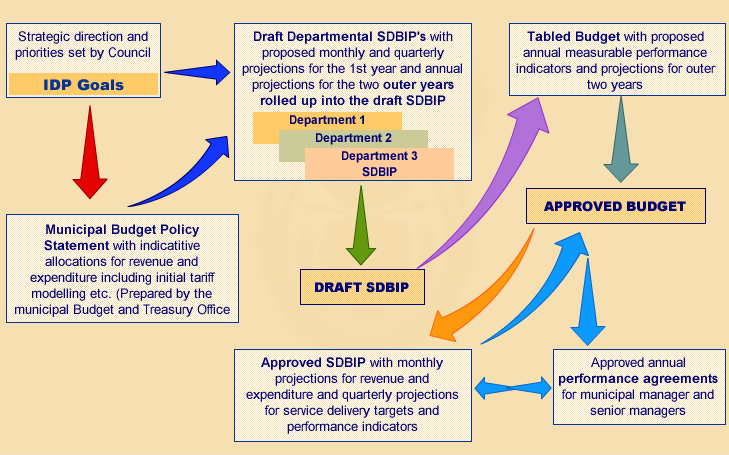
***Adoption:***

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 SEPARATE EXCEL SPREADSHEET**

**CHAPTER 5: FINANCIAL REPORTING**

**5.1 FINANCIAL SUMMARY BACKGROUND**



Total revenue is R367.1 million in 2022/23 and escalates to R412.1 million by 2024/25.This represents a year-on-year increase of 4.4 per cent for the 2022/23 financial year and 6.2 per cent for the 2024/25 financial year.

**Revenue to be generated from property rates** is 48.9 million in the 2022/23 financial year and increases to R53.4 million by 2022/23 which represents 9.1 per cent of the operating revenue base of the Municipality.Increase in property rates has considered the increase in other tariffs by 4.8 per cent.

**Services charges** relating to electricity and refuse removal constitutes the component of the revenue basket of the Municipality totaling R44.3 million for the 2022/23 financial year and increasing to R49.1 million by 2024/25. For the 2022/23 financial year services charges amount to 14.1 per cent of the total revenue base and grows by 13.7 per cent per annum over the medium-term. This growth has mainly been attributed by effecting 7.47 per cent increase for electricity and 4.8 per cent for refuse. The municipality has also considered the agreement between the Municipality and Umngeni water for the Thukela water works project for the supply of bulk electricity.

**Rental of facilities** and equipment have been increased in the 2022/23 financial year from R170 thousand to R178 thousand with an increase of 4.8%. Budget amount has also considered the increase on rental tariffs at 4.8%, decrease in the budget has considered the level of demand for the utilization of municipal properties and the actual collection to date.

However, it has been noted that with community facilities there is a challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions.

**Interest on external investments** have been increased from R5.5 million to R5.7 million for 2022/23 financial year, increase of 3.6 per cent has considered the projected closing balance for investments and the 2022/23 and Gazetted Grants which will transferred to the municipality as publicized. The municipality has applied the market interest rate of 4.25 per cent which is below the current interest rate of 4.25 per cent so as to set realistic targets.

Interest on external Investment revenue contributes marginally to the revenue base of the municipality with a budget allocation of R5.7 million, R5.9 million and R6.2 million for the respective three financial years of the 2022/23 MTREF. It needs to be noted that these allocations have been conservatively estimated and as part of the cash backing of reserves and provisions. The actual performance against budget will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget.

**Interest on Outstanding debtors** have been increased from R3.7 million to R3.7 million for 2022/23; increase of 0.2 per cent is based on the level of outstanding debtors as the large bulk of debt are Households. Debt Collection initiatives are being done so as to encourage consumers to settle their debts, however interest is still to be charged on outstanding debt.

Interest rate for Interest on outstanding debtors will remain at 2% as approved by Council.

The exemption of State Trust and Communal Land category will mainly be applicable to the Ingonyama Trust Board Properties, this is the most defaulting consumer and it forms a large part of our debt book therefore the suspension of it billing will result to a significant decline I the Interest revenue.

**Fines and Penalties** have been increased from R265 thousand to R278 thousand; increase of 4.8 percent, proposed budget for fines is based on the current year’s actual performance for 2021/22 collection. This is the level in which the municipality anticipates to recover/collect fines once it has also determined the analysis for the implementation of GRAP 1 which is recognized at year end.

**Licenses & Permits** have been increased from R660 million to R692 thousand for 2022/23 financial year; increase of 4.8 percent is based on the current year’s actual performance and level of demand for this source. Budget allocated has also considered the percentage increase of 4.8 per cent which has been effected for various license & Permits tariffs for Traffic Department, further to that budget allocated has also considered the actual performance to date for licenses and permits.

**Other revenue has been decreased** from R1.9 million to R744 thousand for 2022/23 financial year decrease of 62 per cent has considered the increase in tariffs by 4.8 per cent for photocopy, fire services and connection fees, furthermore to that level of performance has been considered in determining the budget estimates for these revenue sources. Decrease is due to the fact that the municipality received Insurance Refund and funding from LG Seta which was not publicized in DORA. LG Seta funding is determined by skills plan that is submitted annually to SETA.



The overall Total Budgeted for expenditure of R361.7 million which is planned to support all the municipal expenditure and Planned programs.

The budgeted allocation for employee related costs and remuneration of Councilors for the 2022/23 financial year totals R139.5 million, which equals 38.6 per cent of the total operating expenditure. An annual increase of 2.5 and 4.4 per cent has been included in the two outer years of the MTREF.

**Employee related costs** increased from R109.1 million to R124.8 million which reflects an increase of 14.5 percent. As part of the planning assumptions and interventions, increase has taken into consideration the current status of the positions filled. Further to that the municipality has opted to change the Food for Waste) program as it was on a contract basis for temporary staff to appointing 13 litter pickers who will be employed full time.

The municipality has also prioritized additional 15 positions that needs to be filled for next financial year which contributes towards service delivery as per the approved organogram.

Further to that increase has also considered budget allocated towards provision for leave and long service bonus as per employees who will be due.

Increase in Employee related cost has taken into consideration the proposed increase of 4.9 per cent as proposed by SALGA Circular No.05/2022 for salary and wage increase for the period 1 July 2022 to 30 June 2023 per Salary Wage Collective agreement between SALGA, and we have also considered the notch increase that is affected on an annual basis according to the new salary scales as issued by SALGA.

Furthermore, employee related costs budget has included wages for EPWP and Ingwenya Nature Reserve beneficiaries which committed budget of R2.5 million: EPWP wages are funded from grant allocated in 2022/23 financial year as per business plan.

Increase in the number of positions for other municipal staff and councilors have increased from 304 to 319 when comparing to this current financial year.

Increase in employee related costs for 6 senior managers has considered an increase of 4.8 per cent increase as per COGTA upper limits of Total Remuneration Packages payable to municipal managers and managers directly accountable to municipal manager Gazette Notice No. 42023 and budgeting for performance. Further to that we have also budgeted for senior managers performance bonus at 7 per cent of their annual package.

Employee related costs and remuneration of Councilor’s have been budgeted at percentage of 38.1 percent of the total operating expenditure, which is within the norm range of 25 percent to 40 percent as per MFMA Circular No.71.

**Remuneration of Councilors** has increased from R14.1 million to R14.7 million which reflects an increase of 3.4 per cent. Increase in remuneration of Councilors has considered the current year’s performance as per Adjustment budget 2021/22. With the mSCOA classification SDL expenditure is allocated under Other Expenditure.

Further to that the municipality has budgeted to 2 EXCO members which are still in negotiation to be converted from part time to full time members.

**Debt Impairment and Debt Write off:** For the 2022/23 financial year this amounts to R42.5 million and increases to R45.8 million by 2024/25. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality’s realistically anticipated revenues. With the increasing debtor’s book, the majority of debt is due to Ingonymana Trust and Residential Households, budget allocated has considered this debt is irrecoverable based on the historical avenues undertaken in recovering it.

The municipality have had a series of meetings with COGTA and Municipal valuer in an attempt to determine the legality of the debt charged. It has been established that indeed the Municipality has acted within it right to charge the Board however there were legislative requirements that were not adhered to in the past.

Cogta has advised us to clean our accounts and ensure that everything is order, perform a supplementary valuation roll which will correct and reconcile the billing system against the valuation roll. After this exercise a meeting with the representatives of ITB will take place and form their we hope to get an amicable solution.

**Provision for debt impairment** will decrease in line with the decrease of Property Rates and Interest Revenue as a result of the Ingonyama Trust Board exemption. It should be noted that the (ITB) has always been provided for at 100% since they are regarded as none paying debtors. So their exemption subsequently result to a decline in the provision for doubtful debt, the Revenue Forgone in question amounts to R10.9 Million and this is equal to the amount that could have been provided for as doubtful debt.

The current outreach programme has since seen an increase on the number of people that are coming forward to apply for our indigent relief. Having considered the high rise of retrenchments as a result of the economic recession and the economic Implications of COVID 19. We anticipate that we are going to witness a rapid increase of our indigent register.

The data cleansing exercise, is indicating that at least 50 of our debtors in our debt book are deceased people, with 25 companies who are either liquidated or dissolved. The current engagements with the ITB as well might result to a possible write off. If all the above goes accordingly we anticipate a possible write off of not less R8.8 million.

**Provision for depreciation and asset impairment:** has been informed by the Municipality’s Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R33.7 million for the 2022/23 financial and equates to 9.5 per cent of the total operating expenditure. The implementation of GRAP 17 accounting standard has also been considered in determining budget for provision for depreciation.

It is anticipated that some infrastructural projects will be brought into use before the end of the current financial year.

The total amount forecasted for the next financial year amounts to R33.7 million this is after taking into consideration the forecasted Capital Expenditure on various asset classes and the implication of write-offs at year-end. The amounts for movable assets such as Computer Equipment, Furniture, Machinery and Transport assets were adjusted to cater for the forecasted Capital Expenditure for the next financial year.

**Finance Charges:** consists primarily of the repayment of interest on long-term borrowing cost of capital and finance charges R410 thousand has been allocated for 2022/23 financial year, current year actual performance has been considered in determining the allocated budget. The current finance lease with Wesbank is coming to an end by the month of October 2022, the municipality has then decided to assess condition of these existing vehicles and then will replace the ones who are not in a good condition through finance lease.

The MFMA specifies that borrowing can only be utilized to fund capital or refinancing of borrowing in certain conditions.

The municipality engages in a number of financing arrangements to minimize its interest rate costs and risk. However, for simplicity the 2022/23 MTREF assumes that all borrowings are undertaken using fixed interest rates for amortization-style loans requiring both regular principal and interest payments.

**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 8.6 per cent as proposed in NERSA guideline for 2022/23 financial year as per guideline on municipal electricity price increase. Bulk purchases have increased from 36.6 million to 43.2 million in 2022/23, which is due to proposed increase of 8.6 per cent, increase has also considered the actual consumption by Umngeni for implementation of water works and the level of demand which has been noted as increasing drastically in the six months of the financial year when comparing to the 2021/22 financial year.

**Inventory Consumed:** For 2022/23 the appropriation against this group of expenditure has been reclassified and allocated budget of R3.9 million and continues to grow by 8 per cent for the two outer years of which budget allocation is in excess of R4.0 million by 2024/25.

Further to that budget allocated for inventory consumed relates to materials procured by the municipality towards repairs and maintenance which are vatable items. The municipality procures stores items which is often used by internal staff for maintenance of infrastructure which is undertaken internally.

**Contracted Services** for 2022/23 the appropriation against this group of expenditure has been increased by 12.1 per cent (R63.9 million) and it has grown by 1.3 for the two outer years of which budget allocation is in excess of R64.6 million by 2024/25.

As part of the process of identifying further cost efficiencies, a business process reengineering project will commence in the 2022/23 financial year to identify alternative practices and procedures, including building in-house capacity for certain activities that are currently being contracted out. The outcome of this exercise will be factored into this budget cycle and it is envisaged that additional cost savings will be implemented.

As part of the compilation of the 2022/2023 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced as the municipality is trying to reduce the outsourcing of services. The municipality took a resolution to perform some of these contracted services internally as assessments were done and reports reflected that the municipality can be capable of delivering these services, however it was also noted that municipality is currently in no position to fully perform these services internally, such as lease of refuse truck and provision of Security Services as the municipality does not have full capacity to perform them internally.

During the compilation of the 2022/23 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality’s infrastructure and historic deferred maintenance and the weather pattern disasters especially to rural roads. Budget allocated for other materials in 2022/23 financial year is sufficient to cover the repairs and maintenance as the budget estimate for this item has considered the repairs and maintenance plan that is annually reviewed by the municipality.

This budget comprises of amongst others the purchase of materials for maintenance, cleaning materials and also outsourcing services related to repairs & maintenance. 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.

**Transfers & Subsidies:** As part of compilation of the 2022/23 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. However due to mSCOA classification this item forms part of General Expenditure.

In the 2022/23 financial year, this group of expenditure totals R2.0 million and has increased by 7.9 per cent; increase in this item has also considered the percentage increase of 7.9 per cent and increase in the number of beneficiaries that quality for free basic electricity from 1960 to 1975.

Budget allocated for free basic refuse has also considered the current year’s actual performance and also, we have effected 4.8 per cent increase, furthermore we have considered the level of demand based on the number of households the municipality will be providing this service to which has increased from 31 453 to 31 921 due to additional households that qualify for free basic refuse within the municipality.

**Other expenditure** comprises of various line items relating to the daily operations of the municipality. Other expenditure has been decreased from R43.7 million to R47.9 million with a decrease of 11 per cent.

This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved, as the municipality has identified arears in which cost cutting can be implemented, without disturbing operations of the municipality. Budget allocated for this item has considered cost containment regulations that were issued on the 7th June 2020 to take effect on the 1st July 2022.

Furthermore, it should be noted that other expenditure exceeds the allocated norm of 10 per cent by 12.3 per cent, variance is due to critical operations by the municipality which needs to be prioritized as they contribute to improved service delivery, however this item will be regularly monitored so as to ensure realistic targets are met. The municipality has reprioritized its programs to reprioritize service delivery projects and consider the changes introduced by COVID 19.

**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 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 (Functional classification)**



**5.4 MONTHLY CAPITAL EXPENDITURE**

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



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



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





TOP LAYER SDBIP 2022/23

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **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 | R1 712 060.08 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Dendethu / Wetane Project - Ward 5 and ready to be energised by 31 March 2023 | | 170 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT** |
| **BSD 01** |  | R2 339 816.70 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Khenana Phase 5 Ward 10 and ready to be energised by 31 March 2023 | | 100 |  |
| **BSD 01** |  | R480 000 | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in eHlanzeni ward 7 and ready to be energised by 30 November 2022 | | 100 |
| **BSD 01** |  |  | Number | Number of households to be provided with electrification infrastructure (Dry Connections) in Okhovothi Ward 12 and ready to be energised by 30 November 2022 | | 100 |
| **BSD 01** |  |  | Date | Date of fencing of the substation in Mfolozi College Ward 3, by 30 June 2023 | | 30-Jun-23 |
|  |
| **BSD 02** |  | Reduce the road infrastructure backlog and maintain the existing infrastructure | R2 061 774.14 | Date | Date of construction of Nyoni Taxi Route phase 4 G5 layer to be completed by 30 June 2023 | | 30-Jun-23 |
| **BSD 02** |  | R7 668 100 | Date |  | | 31-Mar-23 |
|  | Date of construction of Community Hall in Ward 13 to practical completion stage by 31 March 2023 | |
| **BSD 02** |  | R300 000 | Date | Date of registration of upgrade and Improvement of Bumbanani Road on MIG system by 31 March 2023 | | 31-Mar-23 |
| **BSD 02** |  | R2 371 208.20 | Date | Date of upgrade of Rural Roads Phase 4(b) - in Ward 6 to practical completion stage by 30 June 2023 | | 30-Jun-23 |
| **BSD 02** |  | R2 496 313.04 | Date | Date of upgrade of Rural Roads Phase 4 (a) - in Ward 11 to practical completion stage by 30 June 2023 | | 30-Jun-23 |
| **BSD 02** |  | R1 200 000 | Date | Date of Road rehabilitated at Stratton Circle in Ward 3 to practical completion stage by 30 June 2023 | | 30-Jun-23 |
| **BSD 02** |  | R1.500 000 | Date | Date of Road rehabilitated at Richard Circle in Ward 3 to practical completion stage by 30 June 2023 | | 30-Jun-23 |
| **BSD 02** |  | R1.300 000 | Date | Date of Road rehabilitated at Mathews in Ward 3 to practical completion stage by 30 June 2023 | | 30-Jun-23 |
| **BSD 02** |  | R2.500 000 | Date | Date of completion of design report for reinstating of Manono and link road in Ward 12 & 15 in ward 3 by 31 December 2022 | | 31-Dec-22 |
| **BSD 02** |  | R800 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 | | 2000m² |
| **BSD 02** |  | R250 000 | Number | Number of metres of guard rails to be constructed in Ward 4, 6 and 10 by 30 June 2023 | | 300m |
| **BSD 02** |  | R400 000 | Number | Number of metres of kerbs and concrete channel to be constructed in Wards 4,6 and 10 by 30 June 2023 | | 250m |
| **BSD 02** |  | R250 000 | Number | Number of headwalls to be constructed in wards 1 by 31 December 2022 | | 10 |
| **BSD 02** |  | R1.500 000 | 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 | | 250 Km |
| **BSD 02** |  | R500 000 | Date | Date of construction for Highview Park Stormwater modification in ward 3 in practical completion stage by 31 December 2022 | | 31-Dec-22 |
|  |  | R400 000 | Number | Number of speed humps constructed in wards 2,3,7,10,13, 14 and 15 by 31 December 2022 | | 25 |  |
|  |  |
| **BSD02** |  |
| **BSD02** |  | R500 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 31 March 2023 | | 31-Mar-23 |  |
|  |
| **BSD02** |  | R2 000 000 | Date | Date of overlaying of top surface at Spar parking area in Ward 3 to practical completion stage by 30 June 2022 | | 30-Jun-22 |  |
|  |
| **BSD 03** |  | Facilitate the reduction of the housing backlog |  | Number | Number of new RDP houses | | 600 | **ECONOMIC DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS** |
|  | constructed in Wards 1,8, 10, 11, 12, 16,17 and 18 by 30 June 2023 | |
| **BSD03** |  |  | Number | Number of Pre and Post 1994 units | | 500 |  |
|  | transferred in Ward 3,4,7, 10,13,14 and 15 by 30 June 2023 | |
|  |  | |
| **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** |  | |  | R 610 00 | Date | | Date of establishment of Recycling Program in Ward 16 by 30 June 23 | 30-Jun-23 | **COMMUNITY SERVICES AND PUBLIC SAFETY** |
| **BSD 05** |  | R1.100 000 | Date | | Date of completion of Beautification of Access No.1 in Mandeni by 31 December 2022 | 31-Dec-22 |
|  |
| **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 2023 | | 12 |
| **BSD 05** |  |  | |  |  | 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 | R1 476 414.12 | Date | Date of completion of project documentation stage for the construction of sports field in Hlomendlini in Ward 4 by 30 June 2023 | | 30-Jun-23 | **TECHNICAL SERVICES AND INFRASTRUCTURE DEVELOPMENT** |
|
| **BSD 06** | R5 000 000 | Date | Date of completion of construction for DLTC phase 1 top structure and G7 Layer 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 |  | Number | Number of monthly media slots acquired with the national and local radio stations by 30 June 2023 | | 12 | **OFFICE OF THE MUNICIPAL MANAGER** |
| R350 000 |
| **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 |
| **GGPP01** |  | Date | Date of presenting 2020/21 Annual Report to Community by 31 March 2023 | | 31-Mar-23 |
| R100 000 |
| **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 2023 | | 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 2022 | | 12 |
| **GGPP 01** | R14 500 | Number | Number of quarterly MPAC meetings co-ordinated by 30 June 2023 | | 4 | **ALL DEPARTMENTS** |
| **GGPP 02** |  | N/A | Number | Number of monthly EXCO meetings co-ordinated by 30 June 2023 | | 9 | **CORPORATE SERVICES** |
| **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 2023 | | 20 | **ALL DEPARTMENTS** |
| **GGPP 05** | N/A | Date | Date of adoption of the 2021/22 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 2022/2023 IDP | |
| 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 05** | 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 2022 | | 30-Sep-22 | **CSPSD** |
|
| **GGPP 06** | 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 | 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 | | 45 | **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 | | 4 | **OFFICE OF THE MUNICIPAL MANAGER** |
| 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 | To enhance strategic and leadership accountability | | Ensure a constant and accurate financial reporting | N/A | Date | Date of completion of GRAP compliant 2020/21 AFS by 31 August 2022 | | 31-Aug-22 | **BTO** |
| R230 000 | Date | Date of submission of 2020/21 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 25 January 2022 | | 25-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 2022/23 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 80%) | **TSID, EDPHS, BTO AND CSPS** |
|  |  |
| 37 232 00 (MIG) |  |
|  |  |
| 4 214 000 (Library) |  |
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|  | **All Departments** |
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|  | R 322 726 454 | Percentage | Percentage of operational budget spent by 30 June 2023 | | 100% | **BTO** |
|  | N/A | Number | Number of monthly status reports on the implementation of the procurement plan submitted to management and FPC by 30 June 2023 | | 12 |  |
|  |
|  | N/A | Number | Number of monthly reports submitted to Manco on the turnaround time to finalise formal tender awards by 30 June 2023 | | 12 |  |
|
| **MFVM 02** | N/A | Date | Date of submission 2021/22 mid-term AFS to audit committee by 31-March-23 | | 31-Mar-23 | **BTO** |
|
| N/A | Number | Number of quarterly progress reports on implementation of 2021/22 procurement plans submitted to MANCO by 30 June 2023 | | 4 |
|
| N/A | Number | Amount of quarterly of expenditure on overtime kept within allocated budget by 30 June 2023 | | R830 000 | **ALL DEPARTMENTS** |
| N/A | Date | Date of tabling 2021/22 adjustment budget to council for adoption by 28-Feb-22 | | 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 quarterly physical assets verification performed and reconciliation 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-22 | **BTO** |
| R500 000 | Percentage | Percentage of quarterly revenue collected as billed amount by 30 June 2023 | | 60% |
| 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** |
|  | Days | Number of days to finalise procurement processes for tenders within R30 000- R200 000K by 30 June 2023 | | 14 days |  |
| N/A | **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 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** | | | | | | | | | | |
| **LED 01** |  | Achieve a holistic human development and capacitation for the realisation of skilled and employable workforce. | | Improve the community skills base | N/A | Number | Number of community members funded to study skills development programmes utilising the LGSETA funds by 30 June 2023 | | 20 | **CORPORATE SERVICES** |
| **LED2** |
| R450 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** |
| R300 000 | Date | Date of youth SMME Support programmes workshops conducted by 30 June 2023 | | 30-Jun-23 |
| R400 000 | Number | Number of youthful drivers and education programmes conducted by 30 June 2023 | | 1 |
| R110 000 | Number | Number of bi-annual programmes to support Youth Council and Ward Youth Forums by 30 June 2023 | | 2 |
| R85 000 | Date | Date of youth month celebration programmes by 30 June 2023 | | 30-Jun-23 |
| R105 000 | Date | Date of Annual Youth Summit Workshop held by 30 June 2023 | | 30-Jun-23 |
| **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 | BUDGET | Number | Number of jobs created | | 400 | **EDPHS** |
| and sustained through construction of RDP housing Capital 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** |
| R20 000 | Number | Number of Agricultural Project Supported by 30 june 2023 | | 4 | **EDPHS** |
| 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 | **CSPS** |
| **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** |
|  |  |  | Date | Date of hosting business Fair by 31 March 2023 | | 31-Mar |
|
| **LED 07** | Strategic planning for Local Economic Development |  | Number | Number of reports on the implementation of Vuthela LED programme submitted to EXCO by 30 June 2023 | | 4 | **EDPHS** |
|  |
| R300 000 |
| **LED 07** | R300 000 | Number | Number of SMMEs and Cooperatives supported on Quick Win Programme by 30 June 2023 | | 36 |
|  | **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 |
| N/A | Percentage | 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 2023 | | 100% |
| N/A | Number | Number of quarterly health and safety meetings/ trainings conducted by 30 June 2023 | | 4 |
|  | N/A | Number | Number of bi-annual workshops on collective agreements and applicable legislation conducted by 30 June 2023 | | 2 |
| **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 |
|  | Percentage | Percentage of municipal budget actuals spent on implementation of WSP by 30 June 2023 | | 100% |
| **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 ( PMU manager 31-Mar-22 |
| N/A | Date | Date of advertising the Top Layer 2020/21 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 2022 | | 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** |
| R300 000 | Date | Date of upgrading of Disaster Recovery site by 30 June 2023 | | 30-Jun-23 | **CORPORATE SERVICES** |
| R200 000 | Date | Date of upgrading the municipal servers by 30 June 2023 | | 30-Jun-23 |
| **MTOD 06** |  |  | | Improve the municipal vehicles, plants and equipment’s |  | Number | Number of implementing services to all municipal plants and equipment by 30 June 2023 | | 18 | **TECHNICAL SERVICES** |
| **MTOD 06** | Improve municipal services and infrastructure |  | Percentage | 100% Completion of construction for guardhouse to practical completion by 30 June 2023 | | 100% | **TECHNICAL SERVICES** |
|
| **MTOD 06** |  | Percentage | 50% Construction of Workshop extension at Technical Services to 50% construction stage by 30 June 2023 | | 50% | **TECHNICAL SERVICES** |
|
| **MTOD 06** |  | Date | Date of the development of the Building and Community Facilities maintenance plan by 28 February 2023 | | 28-Feb-23 | **TECHNICAL SERVICES** |
|  |
|  |
| R1 150 000 |
|  | **SPATIAL RATIONAL ENVIRONMENTAL MANAGEMENT/ CROSS-CUTTING MEASURES** | | | | | | | | | |
| **SREM 01** |  | CBD Regeneration | CBD Regenaration | Creating government precinct with efficient space for public facilities and services | N/A | Percentage | Percentage of building plans | | 100% |  |
|  | less than 500m² approved | |
|  | within 30 days from date of receipt | |
| **SREM 01** | Promoting and facilitating environmental protection and sustainable spatial planning |  | N/A | Percentage | more than 500m² approved | | 100% |  |
|  | within 60 days from date of receipt | |
| **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 Mar- 2023 | | 31-Mar-23 | **EDPHS** |
|  |
|  |
| **SREM 03** |  | N/A | Date | Date of adopted Disaster Management Framework by 31 December 2022 | | 31-Dec-22 | **COMMUNITY SERVICES** |
|  |
|  |
|  |
| **SREM 03** |  |  | N/A | Date | Date of submision of Fire and Emergency Services Section 78 report to Council by 31-Mar-23 | | 30-Apr-23 |
|  |  |
|  |  |
| **SREM 02** |  | Ensure an integrated and alligned development planning | Ensure proper development | 300000 | Date | Date of preparation of draft EIA scoping report for the Dokodweni Beach presented to Project steering committee by 30 June 2023 | | 30-Jun-23 |  |
|  |
|  |
|  | N/A | Date | Date of preparation and adoption of Estuary Management Plan by Council by 31-Dec-2022 | | 31-Dec-22 |
|  | N/A | Date | Date of review of Integrated Human Settlement Sector Plan by 30 June 2023 | | 2022/06/30 (KPI removed due to non availability of funds from DoHS) |
|  |
|  | R800 000 | Date | Date of preparation of the Draft Mandeni Nodal Development Plan covering Wards 3,10, 17 by Council by 30 June 2023 | | 30-Jun-23 |