

# **WITZENBERG MUNICIPALITY**

## **SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN**

**REVISED  
2020/2021**

A Municipality that cares for the community, creating growth  
& opportunity.

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## 1. INTRODUCTION AND OVERVIEW

### 1.1 PURPOSE OF THE REPORT

Witzenberg Municipality's Service Delivery & Budget Implementation Plan (SDBIP) gives practical effect to our Integrated Development Plan (IDP) & Budget. The strategic objectives in the 2020/21 IDP are broken down into key performance indicators and targets in order to enable the community, council & administration to determine performance of the IDP.

This mid-year review adjustment to the SDBIP has been undertaken with a view to ensure proper alignment with the objectives of the IDP and the adjusted 2020/21 Budget.

Section 54 (1) c of the Municipal Finance & Management Act determines the following:

*"54(1) On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72, the mayor must—*

*(c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustments budget;"*

The following aspects were considered with the adjustment of targets in the 2020/21 SDBIP:

- 2019/20 Annual Report
- Comments from Internal Audit
- Adjustment on the 2020/21 capital & operational budget
- Quarterly- & Mid-year SDBIP reports

**The Witzenberg Council approved the revision of non-financial key performance indicators and targets (Section 54 (1)) as per item 8.1.2 of the Council Meeting held on the 24<sup>th</sup> of February 2021.**

The Top Layer of the SDBIP is made up of the following components:

- One year detailed plan, with a three-year capital plan
- The necessary components includes:
  - ⇒ Monthly projection of revenue to be collected for each Source (*Expected Revenue to be collected*)
  - ⇒ Monthly projects of expenditure (operating and capital) and revenue for each vote (*S71 format*)
  - ⇒ Quarterly projects of Services Delivery Targets and performance indicators for each vote. (*Non financial measurable performance objectives in the form of targets and indicators. Level and standard of service being provided to the community*)
  - ⇒ Detailed capital works plan broken down by ward over three year

### 1.2 LEGISLATIVE FRAMEWORK & GENERAL INFORMATION PERTAINING TO THE SDBIP

The Municipal Finance Management Act No. 56 of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires that municipalities must prepare a service delivery budget implementation plan

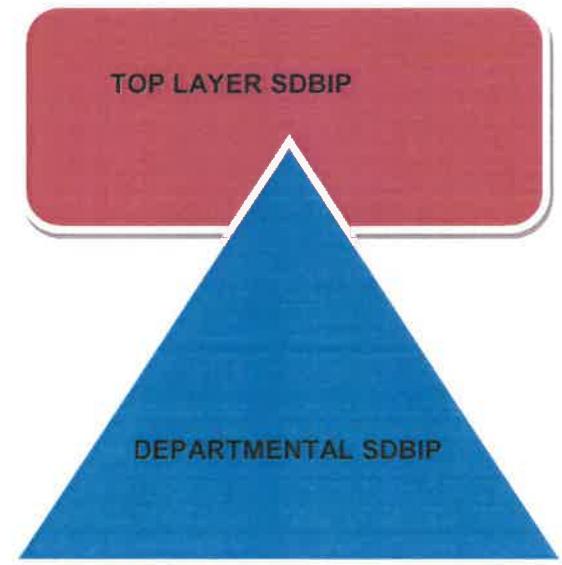
(SDBIP) indicating how the budget and the strategic objectives of Council will be implemented. The SDBIP is prepared in terms of Section 53(1)(c)(ii) of the Municipal Finance Management (MFMA), National Treasury MFMA Circular No. 13 and the Budgeting and Reporting Regulation.

The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration in the applicable financial year. It provides the link between the mayor, the council (executive) and the administration, and facilitates the process for holding management accountable for its performance. It is therefore a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community to monitor the municipality’s performance on a quarterly basis. The SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the implementation of the budget, the execution of projects, the performance of senior management and the achievement of the strategic objectives set by council.

The SDBIP sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services with the inputs and financial resources that will be utilized. The SDBIP will determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. Expenditure information (for capital projects and services) per municipal ward is provided so that each output can be broken down per ward, where it is possible to support ward councillors to provide feedback to their communities on progress with service delivery.

As mentioned before, it is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps if necessary in the event of poor performance.

The SDBIP is a layered plan that consists of a top layer and a supporting layer namely the departmental SDBIP.



## **2. TOP LAYER SDBIP (MUNICIPAL SCORECARD)**

Circular 13, as well as the municipal budget and reporting regulations prescribe the submission of a Top Layer SDBIP, which is focused on outcomes, to the Mayor with the budget. The Top Layer SDBIP contains the consolidated service delivery targets and in-year deadlines, and links such targets to top management. Only the Top Layer SDBIP will be made public and tabled before the council. The Top Layer SDBIP should also include per ward information, particularly for key expenditure items on capital projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their particular ward. The Top Layer SDBIP and its targets cannot be revised without notifying the council, and if changes are made in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The Top Layer of the SDBIP must be submitted for approval to the Mayor within 14 days after the approval of the budget. The Top Layer SDBIP must be approved by the Mayor within 28 days after the budget has been approved to ensure compliance with the above-mentioned legislation and published on the municipal website.

## **3. DEPARTMENTAL SDBIP**

A detailed departmental SDBIP, which is focused on operational performance, will be prepared for each municipal department. This SDBIP provides more detail on each output for which top management is responsible. The Top Layer SDBIP is therefore the summary of all the departmental SDBIP's.

## **4. FACTORS CONSIDERED FOR THE COMPILEDATION OF THE TOP LAYER SDBIP**

The IDP is considered as the 5-year strategic plan for the municipality and therefore provides an outline of Witzenberg Municipality's vision, mission, objectives and operational and service delivery indicators that are realistic and attainable.

The Top Layer SDBIP was drafted through a one on one consultation with the Municipal Manager and all the directors. After the completion of the draft Top Layer SDBIP, the Municipal Manager had one on one session's with his directors to finalise the Top Layer SDBIP. The following were considered during the development of the SDBIP:

- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the budget
- Oversight Committee Report on the Annual Report of 2018/19
- Annual Report of 2018/19

- The risks identified by the Internal Auditor during the municipal risk analysis
- Areas to be addressed and root causes of the Auditor-General management letter COMAFS as well as the risks identified during the audit of the 2018/19 Annual Report
- Mid-Year Performance Report (Section 72) for 2019/20

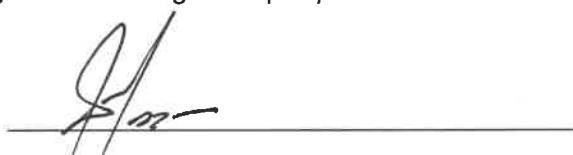
## **SECTION 53(1)(C)(II) – SUBMISSION TO THE MAYOR**

The top layer service delivery budget implementation plan, indicating how the budget and the strategic objectives of 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 Budgeting and Reporting Regulation for the necessary approval.

Print Name D NASSON

Municipal Manager of Witzenberg Municipality

Signature



Date 2021/03/3

## **SECTION 53(1)(C)(II) – APPROVAL BY THE MAYOR**

The top layer service delivery budget implementation plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

Print Name B Klaasen

Mayor of Witzenberg Municipality

Signature



Date 2021/03/3

## 5. STRATEGIC MAP

WITZENBERG MUNICIPALITY: STRATEGIC MAP 2020/21					
Vision	Mission	Municipal KPA		Pre-determined Objectives	
A municipality that cares for its community, creating growth and opportunities.	<p>The Witzenberg Municipality is committed to improve the quality of life of its community by:</p> <ul style="list-style-type: none"> <li>- Providing &amp; maintaining affordable services</li> <li>- Promoting Social &amp; Economic Development</li> <li>- The effective &amp; efficient use of resources</li> <li>- Effective stakeholder &amp; community participation.</li> </ul>	1	Essential Services	1,1	Sustainable provision & maintenance of basic infrastructure
				1,2	Provide for the needs of informal settlements through improved services
		2	Governance	2,1	Support Institutional Transformation & Development
				2,2	Ensure financial viability.
				2,3	To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.
		3	Communal Services	3,1	Provide & maintain facilities that make citizens feel at home.
		4	Socio-Economic Support Services	4,1	Support the poor & vulnerable through programmes & policy
				4,2	Create an enabling environment to attract investment & support local economy.



**COMPONENT 2 – MONTHLY OPERATING EXPENDITURE BY VOTE R'000**

Description R thousands	Budget Year 2020/21											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget						
<b>Expenditure By Type</b>												
Employee related costs	<b>15 455</b>	<b>18 248</b>	<b>15 455</b>	<b>17 555</b>	<b>15 545</b>	<b>18 294</b>	<b>18 776</b>					
Remuneration of councilors	825	825	825	825	825	825	1 003	1 003	1 003	1 003	1 003	1 003
Debt impairment:	1	2	0	2	1	2	3724	3724	3724	3724	3724	3724
Depreciation & asset impairment:	2	-	-	-	-	-	3391	3391	3391	3391	3391	3391
Finance charges	-	-	41	(0)	89	23	765	765	765	765	765	765
Bulk purchases	194	27 003	25 659	14 526	14 526	13 925	20 197	20 197	20 197	20 197	20 197	20 197
Other materials	722	793	1 336	1 828	555	1 011	1 176	1 176	2 065	1 176	1 176	7 561
Contracted services	845	2 914	4 510	4 406	4 697	5 131	3 923	3 923	6 585	3 923	3 923	11 775
Grants and subsidies	95	69	69	295	242	69	154	154	1719	154	154	4 945
Other expenditure	9 006	(1 642)	6 172	7 056	6 743	9 219	3 345	3 345	3 345	3 345	3 345	(9 165)
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>27 130</b>	<b>48 007</b>	<b>53 715</b>	<b>46 912</b>	<b>44 026</b>	<b>49 099</b>	<b>56 433</b>	<b>56 433</b>	<b>62 199</b>	<b>56 433</b>	<b>56 433</b>	<b>706 241</b>

## COMPONENT 3 – MONTHLY CAPITAL EXPENDITURE

### KEY PERFORMANCE AREA:

#### 1. ESSENTIAL SERVICES

##### Strategic Objective:

###### 1.1 Sustainable provision and maintenance of basic infrastructure

Description	Funding Source	Budget 2020_2021	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Electrical Network Housing Project	CRR	1 684 781	2020-03-15	2020-11-15							184 781					
MV Substation Equipment	CRR	500 000	2020-07-15	2021-02-15		500 000	500 000	500 000	500 000	500 000	100 000	200 000	100 000	100 000		
Upgrade of LV Network Cables	CRR	250 000	2020-07-15	2021-02-15						100 000	100 000				50 000	
MV Network Equipment	CRR	250 000	2020-07-15	2021-02-15						100 000	100 000				50 000	
Upgrade of MV Cables	CRR	250 000	2020-07-15	2021-02-15						100 000	100 000				50 000	
Network Streets	CRR	1 800 000	2020-07-15	2020-11-15						1 800 000						
Upgrade Van Breda Bridge	Prov Grant	4 130 000	2020-07-15	2022-05-15		500 000					1 000 000				1 000 000	1 000 000
Sewer Network Replacement	CRR	500 000	2020-07-15	2020-11-15					200 000	300 000						
Plant & Equipment	CRR	100 000	2021-03-15	2021-05-15											100 000	
Security upgrades	CRR	300 000	2020-07-15	2020-10-15					300 000							
Network- Water Pipes & Valve Replace	CRR	500 000	2020-07-15	2020-11-15		200 000				300 000						
Tilbagh Dam	RBIG	16 931 304	2020-07-15	2022-04-15	431 304	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000
Plant & Equipment	CRR	100 000	2021-03-15	2021-05-15											100 000	
Upgrade Pavement Vosstr From Relief	RSEP	2 608 000	2020-09-15	2021-04-15		200 000				200 000	700 000	200 000	200 000	200 000	608 000	
Upgrade Pavement Vosstr From Relief	CRR	945 715	2020-09-15	2021-04-15						200 000						
Ndul Lighting Upgrade	RSEP	870 000	2020-09-15	2020-11-15												
Pavement Upgrading	District	500 000	2020-09-15	2020-11-15							500 000					
Transfer stations & related infrastructur	Belgium	501 456	2020-04-15	2022-04-15											501 456	
New Material Recovery Facility/Drop Off	MIG	5 597 716	2020-04-15	2022-04-15		889 565				86 992	434 783	52 174	1 739 130	1 304 348	1 110 724	
Fencing	CRR	897 826	2020-09-15	2021-03-15								300 000	597 826			
New Material Recovery Facility/Drop Off	CRR	655 587	2020-04-15	2022-04-15											655 587	
Upgrade Wolsley WWTW	CRR	1 500 000	2020-07-15	2021-02-15		200 000				300 000		500 000				
Tilbagh VanderSielst walkways	RSEP	863 565	2020-05-15	2020-05-15					200 000						269 565	400 000
New Material Recovery Facility/Drop Off	CRR	862 000	2020-07-15	2021-04-15									862 000			

**Strategic Objective:**

**1.2 Provide for the needs of Informal Settlements through improved services**

Description	Funding Source	Adjusted Budget 2020_2021	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Vredelbos Phase H Bulk water pipeline	MLG	476 300	2020-07-15	2020-09-15			476 300									
Vredelbos Phase H Bulk storm water & Bulk sewers	MLG	3 980 552	2020-07-15	2020-12-15		434 783	869 565	869 565	869 565	937 074						
Vredelbos Phase H Bulk storm water & side w.	MLG	2 562 153	2020-07-15	2020-10-15		434 783	869 565	1 257 805								
Vredelbos Phase H Bulk sewerage pipe	MLG	735 196	2020-07-15	2020-09-15			735 196									
Vredelbos Access Collector	MLG	498 800	2020-07-15	2020-08-15	496 800											
Vredelbos Phase H Internal Roads	IHHS/SDG	5 750 000	2020-07-15	2021-05-15		488 500		600 000	600 000	600 000	600 000	711 500		750 000	800 000	
Vredelbos Phase H Internal Water	IHHS/SDG	5 750 000	2020-07-15	2021-05-15		488 500		600 000	600 000	600 000	600 000	711 500		750 000	800 000	
Vredelbos Phase H Internal Storm Water	IHHS/SDG	5 750 000	2020-07-15	2021-05-15		488 500		600 000	600 000	600 000	600 000	711 500		750 000	800 000	
Vredelbos Phase H Internal Sewerage	IHHS/SDG	5 750 000	2020-07-15	2021-05-15		488 500		600 000	600 000	600 000	600 000	711 500		750 000	800 000	
Vredelbos Ph1 Streetlights	MLG	279 770	2020-09-15	2021-02-15							279 770					

**KEY PERFORMANCE AREA 2. GOVERNANCE**

**Strategic Objective:**

**2.1 Support Institutional Transformation and Development**

Description	Funding Source	Budget 2020_2021	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Upgrade Council chambers	CRR	1 430 000	2020-09-15	2021-02-15			500 000	200 000	100 000	100 000	530 000					
Construct inspection ramp	CRR	378 000	2020-07-15	2021-03-15								350 000		28 000		
Tools & Equipment	CRR	223 459	2020-09-15	2020-11-15				20 000			29 459		174 000			
Council chambers furniture	CRR	1 450 000	2021-02-15	2021-04-15								850 000		600 000		
IT Equipment	Prov Grant	190	2020-09-15	2020-11-15					190							
Sanitizing Equipment	Prov Grant	102 300	2020-09-15	2020-11-15					102 300							

**Strategic Objective:**

**2.3 Maintain and Strengthen Relations**

Description	Funding Source	Adjusted Budget 2020_2021	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
IT Equipment	CRR	450 000	2020-07-15	2020-11-15					450 000							

**KEY PERFORMANCE AREA:**

**3. COMMUNAL SERVICES**

**Strategic Objective:**

**3.1 Provide and Maintain Facilities and Environment that make citizens feel at home**

Description	Funding Source	Adjusted Budget 2020_2021	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Capex Fire Fighting Equipment	CRR	214 003	2020-09-15	2020-11-15							182 967	31 046				
Firefighting Response Vehicle	Prov Grant	721 739	2020-09-15	2020-11-15							721 739					
Cares upgrade Of Leyell Str Sport Facil	MIG	4 206 017	2019-11-15	2020-11-15					1 000 000	1 869 565	1 336 452					
Townhalls Equipment	CRR	10 000	2020-07-15	2020-09-15				10 000								
3x 3m Containers	CRR	410 416	2020-09-15	2020-11-15							410 416					
Sportfield equipment	CRR	330 556	2020-07-15	2020-09-15					30 000			260 556	40 000			
Parks equipment	CRR	152 100	2020-07-15	2020-09-15					40 000				112 100			
Montana security fence	CRR	540 000	2020-07-15	2020-11-15						200 000	340 000					
New Material Recovery Facility/Drop Off	CRR	862 000	2020-07-15	2021-04-15								862 000				

**KEY PERFORMANCE AREA:**

**4. SOCIO-ECONOMIC SUPPORT SERVICES**

**Strategic Objective:**

**4.2 Create an enabling environment to support local economy**

Description	Funding Source	Adjusted Budget 2020_2021	Project Start Date	Project End Date	Cashflow Jul	Cashflow Aug	Cashflow Sep	Cashflow Oct	Cashflow Nov	Cashflow Dec	Cashflow Jan	Cashflow Feb	Cashflow Mar	Cashflow Apr	Cashflow May	Cashflow Jun
Skonvlei Economic Hub	CRR	185 413	2020-09-15	2020-12-15					32 431		136 582	11 000	5 400			
Skonvlei Economic Hub	NT	1 761 050	2020-09-15	2020-12-15					200 000	500 000	245 346			315 704		

## **7. NON-FINANCIAL COMPONENT**

## **KEY PERFORMANCE INDICATORS: QUARTERLY PROJECTIONS & 5 YEAR SCORECARD**

<b>Definitions</b>	<b>Indicator</b>	<b>Description</b>
Percentage reflecting year to date spend / preventative- & corrective planned maintenance budget versus of technical department. Maintenance as defined according to mSCOA and excludes emergency corrective maintenance.	% Preventative & Corrective Maintenance	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the technical directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Excluding Tulbagh Dam Capital project budget and expenditure for 2020/21. Contingent liabilities are only identified at the year end.
Measure of potable water sample pass rate according to the SANS 241 standard. Average of sample results. Only microbiological results of Escherichia Coli are considered in the measurement. Result should be less than 1 count per 100ml.	% Potable Water Sample Pass Rate	This Indicator reflects the percentage of residential valid water connection applications (where down payment has been received) connected, where the applicant has access to the municipal water network. Proxy measure for National Key Performance Indicator.
This indicator reflects the percentage of residential valid sewer connection applications (where down payment has been received) connected, where the applicant has access to the municipal sewer network. Proxy measure for National Key Performance Indicator.	% Residential Valid Sewer Connection	This indicator reflects the percentage of residential valid electricity connection applications (where down payment has been received) connected, where the applicant has access to the municipal electrical network. Proxy measure for National Key Performance Indicator.
The removal of solid household waste in all formal accessible residential areas on a weekly basis in all 7 formalised towns according to a publicised programme. National Key Performance Indicator. Proxy measure for National Key Performance Indicator.	% Household Waste Removal	

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Adjusted Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
TecWat20	Decrease unaccounted water losses.	Technical	15%	18%	18%	18%	18%	18%	18%	16%	16%	16%	Unaccounted-for water (UFW) is the difference between the quantity of water supplied to the municipality's network and the metered quantity of water used by the customers. UFW has two components: (a) physical losses due to leakage from pipes, and (b) administrative losses due to illegal connections and under registration of water meters. The reduction of UFW is a crucial step to improve the financial health and to save scarce water resources.
TecElB7	Decrease unaccounted electricity losses.	Technical	10.7%	10%	10%	10%	10%	10%	10%	10%	10%	10%	Unaccounted-for electricity (UFE) is the difference between the quantity of electricity supplied to the municipality's network and the metered quantity of electricity used by the customers. UFE has two components: (a) Technical losses due to ageing/inadequate networks, and (b) administrative or non-technical losses due to illegal connections and under registration of electricity meters. The reduction of UFE is a crucial step to improve the financial health.
TecRo7	Kilometres of roads upgraded & rehabilitated	Technical	4,4	4	0	1	2	4	3	4	4	4	This indicator measures the kilometres of new roads constructed, roads upgraded & rehabilitated and resurfaced.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Adjusted Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
TecDir2	Number of subsidised serviced sites developed.	Technical	No target	0	0	0	0	0	400	0	200	200	A housing opportunity is incremental access to and/or delivery of one of the following Housing products: Incremental Housing which provides a serviced site with or without tenure. A serviced site is being defined as a demarcated site with access to water & sanitation services located adjacent to a road.
TecWat22	Provide basic services - number of established informal areas with sufficient communal water services points (taps).	Technical	3	3	3	3	3	3	3	3	3	2	This indicator reflects the number of established demarcated informal areas with sufficient communal water service points. Sufficient are being defined as all households with access to water points within 200 meters radius. Certain taps may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecSan13	Provide basic services - number of established informal areas with sufficient communal sanitation services points (toilets).	Technical	3	3	3	3	3	3	3	3	3	2	This indicator reflects the number of established demarcated informal areas with sufficient communal sanitation service points. Sufficient are being defined as all households with access to toilets within 200 meters radius. Certain toilets may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecRef31	Improve basic services - number of established informal settlements receiving a periodic area cleansing programme.	Technical	3	3	3	3	3	3	3	3	3	2	This indicator reflects the number of established demarcated informal areas that are serviced with a periodic area cleansing programme. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecElB36	Percentage of houses in a subsidised housing project connected to the electrical network.	Technical	99%	95%	95%	95%	95%	95%	95%	95%	95%	95%	This indicator reflects the percentage of houses in a subsidised housing project connected to the electrical network. Proxy for National KPI.

### Strategic Objective: 1.2 Provide for the needs of informal settlements through improved services

## KEY PERFORMANCE AREA: GOVERNANCE

### Strategic Objective: 2.1 Support Institutional Transformation & Development

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Adjusted Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
CorphIR13	Percentage budget spent on implementation of Workplace Skills Plan.	Corporate	65%	96%	25%	50%	75%	96%	96%	96%	96%	96%
CorphIR12	Report on percentage of people from employment equity target groups employed in the three highest levels of management in the municipality.	Corporate	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports

### Strategic Objective: 2.2 Financial Viability

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Adjusted Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
FinFAdm10	Financial viability expressed as Debt Coverage ratio	Finance	23.3	200	200	200	200	200	200	200	200	200
FinFAdm9	Financial viability expressed as Cost-Coverage ratio	Finance	3,3	2,8	2,8	2,8	2,8	2,8	2,8	2,8	2,8	2,8
FinFAdm11	Financial viability expressed outstanding service debtors	Finance	71%	60%	42%	42%	60%	50%	42%	42%	40%	40%
FinDir3	Achieve an unqualified opinion of the Auditor-General on annual financial statements of the previous year.	Finance	Unqualified	Unqualified	1	1	1	1	Unqualified	Unqualified	Unqualified	Unqualified
FinInc15	Increased revenue collection	Finance	88%	90%	95%	95%	90%	90%	95%	95%	95%	95%
M1M1	Percentage expenditure on the preventative- & corrective planned maintenance budget of the whole of the municipality.	Municipal Manager	88%	98%	25%	50%	75%	98%	98%	99%	99%	99%
M1M2	Percentage spend of capital budget for the whole of the municipality.	Municipal Manager	45%	95%	10%	40%	60%	95%	96%	97%	97%	97%

Definitions												
A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate the budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDP's. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. KPI measures percentage expenditure of vote allocated towards training needs as arise from WSP. Proxy for National KPL.												
Quarterly reports on 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. Quarterly report submitted to Municipal Manager. National Key Performance Indicator.												
This indicator measures debt coverage as total operating revenue – operating grants received) / debt service payments due within the year. This means the municipality is able to cover its debt service payments from operating revenue.												
This indicator measures (available cash + investments) / monthly fixed operating expenditure. This indicates that with the available cash the municipality is able to pay its fixed operating expenditure for certain amount of months. Proxy for National KPL.												
These indicator measure service debtors to revenue (total outstanding service debtors / revenue received for services). This means that a % of revenue in the SFP is still outstanding as at year end. Proxy for National KPL.												
This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor having completed his audit has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognized Accounting Practices.												
This indicator reflects the percentage of revenue collected from service accounts delivered.												
Percentage reflecting year to date spend / preventative- & corrective planned maintenance budget votes for the whole of the municipality. Maintenance as defined according to mSOCIA and excludes emergency corrective maintenance.												
Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget. The total capital budget is the council approved adjusted budget at the time of the measurement. Excluding Tulbagh Dam capital project budget and expenditure for 2020/21. Contingent liabilities are only identified at the year end.												

**Strategic Objective:** 2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Adjusted Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
MMDP9	Number of IDP community engagements held.	Municipal Manager	7	12				12	14	14	14	14	Engagements with ward committees to obtain inputs on IDP matters and service delivery issues.
ComSoc49	Number of meetings with inter-governmental partners.	Community	9	12	3	6	9	12	12	12	12	12	Number of Inter-Governmental meetings attended.

## KEY PERFORMANCE AREA: COMMUNAL SERVICES

**Strategic Objective:** 3.1 Provide & maintain facilities that make citizens feel at home.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Adjusted Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Definitions
ComAm34	Report on annual customer satisfaction survey on community facilities.	Community	1	1 Report		1			1 Report	1 Report	1 Report	1 Report	Analysis report of a community survey on community perception and satisfaction in respect of the access to and maintenance of certain community facilities.
ComDir1	Percentage expenditure on the preventative- & corrective planned maintenance budget of the Community Directorate.	Community	54%	95%	25%	50%	75%	98%	98%	95%	99%	99%	Percentage reflecting year to date spend /preventative- & corrective planned maintenance budget votes for the Community Department. Maintenance as defined according to mSCOA and excludes emergency corrective maintenance.
ComDir2	% Expenditure on Capital Budget by Community Directorate	Community	29%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the community directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.

**KEY PERFORMANCE AREA:** SOCIO-ECONOMIC SUPPORT

**Strategic Objective:** 4.1 Support the poor & vulnerable through programmes & policy

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Adjusted Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
ComSoc41	Number of account holders subsidised through the municipality's Indigent Policy	Community	30936	4500	4500	4500	4500	4500	4500	4400	4300	4300
ComLed8	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	409	400	100	200	300	400	410	410	420	420
ComSoc 42	Number of engagements with target groups with the implementation of social development programmes.	Community	25	20	5	10	15	20	20	20	20	20
ComHS14	Number of housing opportunities provided per year.	Community	199	0	0	0	0	0	0	200	100	100
ComHS15	Number of Rental Stock transferred	Community	30	40	10	20	30	40	45	50	50	50

**Strategic Objective:** 4.2 Create an enabling environment to attract investment & support local economy.

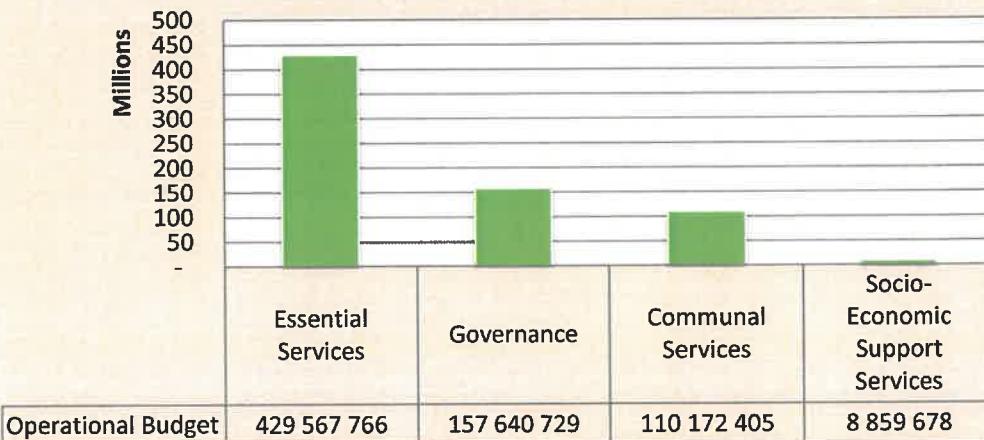
Ref	Key Performance Indicator	Reporting Directorate	Baseline 2019/20	Adjusted Target 2020/21	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
ComLed19	Quarterly report on investment incentives implemented.	Community	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports
ComLed20	Quarterly report on the Small Business Entrepreneurs Development Programme.	Community	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports
ComLed4	Quarterly report on the implementation of strategies and planned actions as identified in the Wittenberg LED Strategy.	Community	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports

## 8. BUDGETARY ALIGNMENT WITH IDP

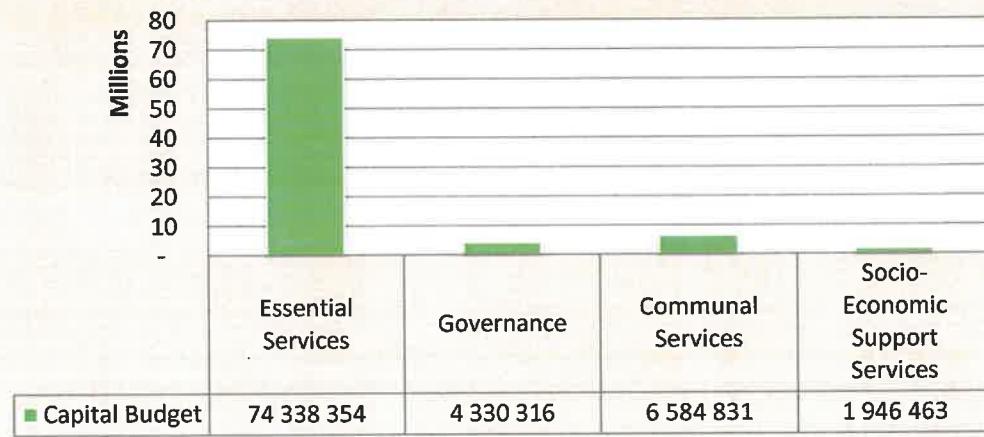
### BUDGET PER KEY PERFORMANCE AREA

<u>2020/21 Adjusted Budget linked to Key Performance Area</u>	<u>Total Budget</u>	<u>Operational Budget</u>	<u>Capital Budget</u>
Essential Services	503 906 120	429 567 766	74 338 354
Governance	161 971 045	157 640 729	4 330 316
Communal Services	116 757 236	110 172 405	6 584 831
Socio-Economic Support Services	10 806 141	8 859 678	1 946 463
<b>TOTAL</b>	R 793 440 542	R 706 240 578	R 87 199 964

### 2020/21 Operational Budget per Key Performance Area (Adjusted)

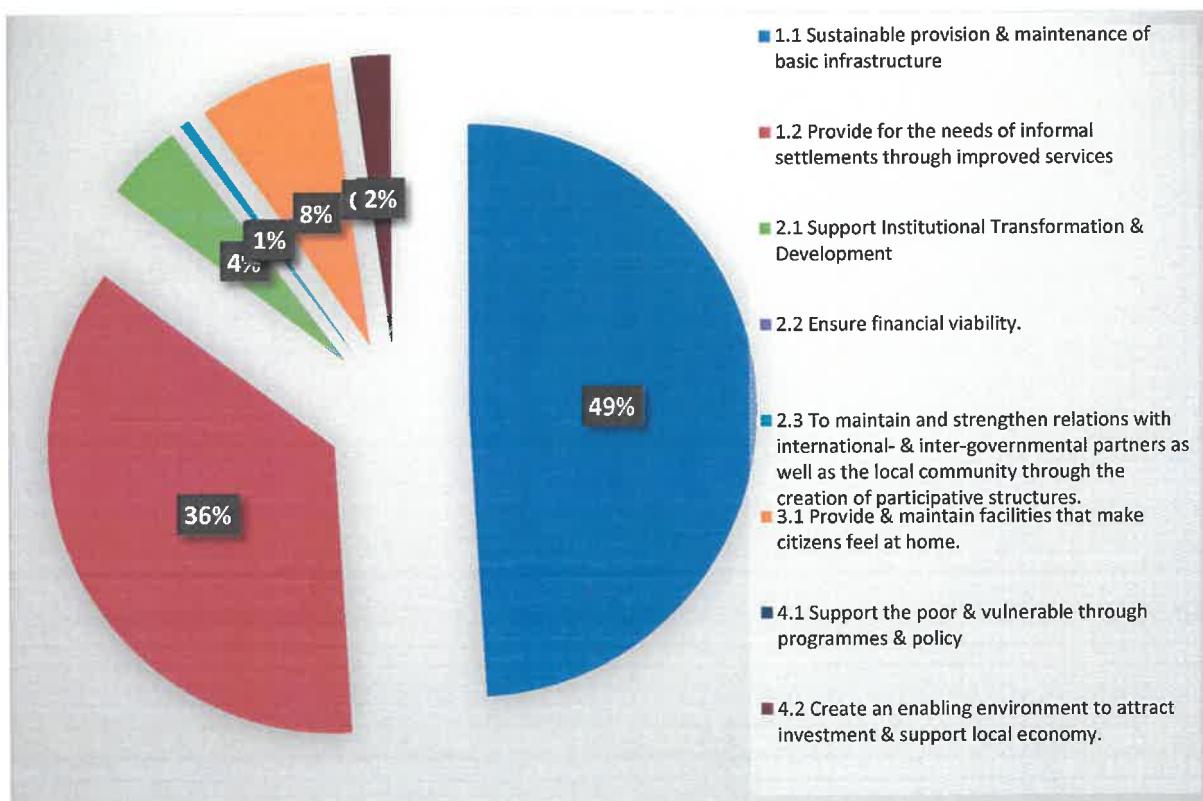


### 2020/21 Capital Budget per Key Performance Area (Adjusted)



## BUDGET PER STRATEGIC OBJECTIVE

<u>Key Performance Area</u>	<u>Strategic Objective</u>	<u>Adjusted Capital Budget</u>
Essential Services	1.1 Sustainable provision & maintenance of basic infrastructure	R 42 807 583
	1.2 Provide for the needs of informal settlements through improved services	R 31 530 771
Governance	2.1 Support Institutional Transformation & Development	R 3 880 316
	2.2 Ensure financial viability.	
	2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.	R 450 000
Communal Services	3.1 Provide & maintain facilities that make citizens feel at home.	R 6 584 831
Socio-Economic Support Services	4.1 Support the poor & vulnerable through programmes & policy	
	4.2 Create an enabling environment to attract investment & support local economy.	R 1 946 463
Total		R 87 199 964



## FIVE YEAR PROJECTED CAPITAL EXPENDITURE PER WARD

KEY PERFORMANCE AREA:

1. ESSENTIAL SERVICES

Strategic Objective:

1.1 Sustainable provision and maintenance of basic infrastructure

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
Electricity Adminis	Electrical Network Housing Project	CRR	5	1 684 781				
Electricity Adminis	MV Substation Equipment	CRR	All	500 000	500 000	1 000 000	700 000	1 500 000
Electricity Adminis	Upgrade of LV Network Cables	CRR	All	250 000		1 000 000		1 000 000
Electricity Adminis	MV Network Equipment	CRR	All	250 000		1 000 000		1 000 000
Electricity Adminis	Upgrade of MV Cables	CRR	All	250 000		1 000 000		600 000
Electricity Adminis	Tools & Equipment	CRR	All			160 000	150 000	
Electricity Streetli	Upgrade of Streetlights	CRR	All			300 000	350 000	
vision & maintenance of basic infrastructure								
Roads	Network streets	CRR	All	1 800 000		2 000 000	2 500 000	2 500 000
Roads	Upgrade Van Breda Bridge	Prov Grant	3,5	4 130 000	34 130 000	2 130 000		
Roads	Pedestrian Route along R46/Ndulii	RSEP	1,12					
Sewerage	Aerator replacement programme	CRR	All				500 000	
Sewerage	Refurbishment WWTW	CRR	All				750 000	
Sewerage	Sewer Pumps-replacement	CRR	All				250 000	250 000
Sewerage	Sewer Network Replacement	CRR	All	500 000		1 500 000	1 000 000	2 000 000
Sewerage	Security upgrades	CRR	All	300 000			300 000	
vision & maintenance of basic infrastructure								
Solid Waste Disp	Transfer stations & related infrastructure	CRR	3		5 311 400			
Storm Water	Vredebes New Storm water Channel & Dr	MIG	5		434 783			
Storm Water	Network - Storm Water Upgrading	CRR	All				450 000	450 000

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
Water Distribution	Infrastructure Management System	CRR	All					200 000
Water Distribution	Plant & Equipment	CRR	All	100 000			50 000	50 000
Water Distribution	Security upgrades	CRR	All				450 000	
Water Distribution	Network- Water Pipes & Valve Replacement	CRR	All	500 000	1 500 000	1 000 000	2 000 000	
Water Distribution	Tulbagh Dam	RBIG	7, 11	16 931 304	17 391 304			
Electricity Adminini	Electrical Network Refurbishment	CRR	All				1 500 000	1 500 000
Roads	Upgrade Pavement Vosstr From Retief To	RSEP	5	2 608 000				
Roads	Upgrade Pavement Vosstr From Retief To	CRR	5	945 715				
Electricity Streetlit	Nduli Lighting Upgrade	RSEP	1, 12	870 000				
Roads	Vredebes Ph1 Busroutes	MIG	5					
Roads	Pavement Upgrading		District	All	500 000			
Roads	Tools & Equipment	CRR	All					
Solid Waste Disp	Transfer stations & related infrastructure		Belgium	All	501 456			
Solid Waste Disp	New Material Recovery Facility/Drop Off	MIG	All		5 597 716	12 906 918		
Roads	Rehabilitation of streets	CRR	All				1 500 000	
Sewerage	Plant & Equipment	CRR	All	100 000				
Fleet Management	Vehicle Replacement Program	Loans	All					
Water Distribution	Grey Water System	CRR	All					
Water Distribution	Fencing	CRR	All	897 826				
Roads	New taxi facility Ceres	MIG	5					
Roads	Tools & Equipment	CRR	All			50 000	50 000	
Roads	NMT Sidewalks Ceres	CRR	3,5				500 000	
Solid Waste Disp	New Material Recovery Facility/Drop Off	CRR	All	655 587				
Solid Waste Rem	Drop-offs Transfer stations	CRR	All			4 000 000	2 000 000	

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
Solid Waste Removal	30ton Bins & Truck For Mf	CRR	All					
Water Distribution	Op-Die-Berg Reservoir	MIG	8		4 585 280			
Water Distribution	Tulbagh Reservoir	MIG	7,11					
Water Distribution	Tierhokskloof bulk pipeline	MIG	2,7			8 026 177		
Water Distribution	Tulbagh Dam (own)	CRR	7,11				5 000 000	
Sewerage	Upgrade Wolseley WWTW	CRR	2,7	1 500 000				
Roads	Tulbagh VanderStelstr walkways	RSEP	7,11	869 565	434 783			
Roads	Tulbagh VanderStelstr walkways	CRR	7,11		500 000			
Solid Waste Disposal	New Material Recovery Facility/Drop Off	CRR	All	862 000				

Strategic Objective:

1.2 Provide for the needs of Informal Settlements through improved services.

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
Electricity Admin	Vrededorps Electrical Network	INEP	5		3 000 000	4 000 000	3 500 000	3 500 000
Electricity Streetlights	Vrededorps Ph 1 Streetlights	MIG	5	279 770				
Roads	Nduli Infill Internal Roads	IHHSDG	1,12		11 320 000			
Sewerage	Nduli Infill Internal Sewerage	IHHSDG	1,12		11 320 000			
Water Distribution	Nduli Infill Internal Water	IHHSDG	1,12		11 320 000			
Storm Water	Nduli Infill Internal Storm water	IHHSDG	1,12		11 320 000			
Water Distribution	Vrededorps Phase H Bulk water pipeline	MIG	5	476 300				
Storm Water	Vrededorps Phase H Bulk storm water & att	MIG	5	3 980 552				
Roads	Vrededorps Phase H Busroutes & side walk	MIG	5		2 562 153			
Sewerage	Vrededorps Phase H Bulk sewerage pipeline	MIG	5	735 196				
Roads	Vrededorps Access Collector	MIG	5	496 800				
Roads	Vrededorps Phase H Internal Roads	IHHSDG	5		5 750 000			
Water Distribution	Vrededorps Phase H Internal Water	IHHSDG	5		5 750 000			
Storm Water	Vrededorps Phase H Internal Storm Water	IHHSDG	5		5 750 000			
Sewerage	Vrededorps Phase H Internal Sewerage	IHHSDG	5		5 750 000			
Electricity Streetlights	Vrededorps Phase H Streetlights	MIG	5	1 565 217	8 085 217			

**KEY PERFORMANCE AREA:2. GOVERNANCE**

**Strategic Objective:**

**2.1 Support Institutional Transformation and Development**

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
Administrative & Upgrade Council chambers	CRR	3	1 430 000					
Dir Corp Office Equipment	CRR	All				50 000	50 000	
Dir Comm Office Equipment	CRR	All			30 000	30 000		
Dir Tech Office Equipment (Director)	CRR	All			30 000	30 000		
Information Tech IT Equipment	CRR	All	450 000	600 000	600 000	650 000		
Municipal Manager Office Equipment	CRR	All			30 000	30 000		
Municipal Manager Office Equipment	MIG	All			20 000	20 000		
Roads Traffic Calming	CRR	All			200 000	200 000		
Oral Transformation & Development	CRR	All						
Oral Transformation Replace computers Town Planning	CRR	All						
Fleet Manager Construct inspection ramp	CRR	All	378 000					
Fleet Manager Tools & Equipment	CRR	All	223 459					
Administrative & Council chambers furniture	CRR	All	1 450 000					

**Strategic Objective:**

**2.3 Maintain and Strengthen Relations**

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
Information Tech IT Equipment	CRR	All	450 000		600 000	600 000	650 000	
Communication Access Control - Furniture and Equipment	CRR	All				75 000		
Communication Signage & Billboards	CRR	All				80 000		
Communication Camera equipment	CRR	All					20 000	

**KEY PERFORMANCE AREA:**

**3. COMMUNAL SERVICES**

**Strategic Objective:**

**3.1 Provide and Maintain Facilities and Environment that make citizens feel at home**

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
Community Halls	Ceres TownHall Chairs	CRR	3					
Community Halls	Upgrade Of Kononia Community Hall & YI	CRR	4					
Community Parks	Chainsaws	CRR	All				90 000	
Community Parks	Brushcutters	CRR	All				120 000	
Community Parks	Irrigation equipment for parks	CRR	All				500 000	
Public Toilets	Op Die Berg Public Toilets	CRR	8				200 000	
Sport Grounds &	Containers 3x3m	CRR	All				100 000	
Community Parks	Truck 1.3 ton	CRR	All				350 000	
Cemeteries	Expanding of Cemetery	CRR	All				200 000	
Community Halls	Ceres TownHall upgrading	CRR	3				300 000	
Fire Fighting & Pr	Capex Fire Fighting Equipment	CRR	All	214 003			350 000	
Fire Fighting & Pr	Firefighting Response Vehicle	Prov Grant	All	721 739		800 000		
Sport Grounds &	Containers x 2	CRR	All				50 000	
Sport Grounds &	Ceres upgrade Of Leyell Str Sport Facility	MIG	3	4 206 017	730 411	6 843 477		
Traffic	Capex Test Centre	CRR	3				150 000	
Traffic	Capex: Fire Arms	CRR	All					
Libraries	Johns Steyn Library Upgrade	Prov Grant	3					
Community Halls	Ceres Townhall Aircon	CRR	3					
Cemeteries	New regional cemetery	MIG	All				4 819 042	6 194 783
Community Halls	Upgrade Polo Cross Hall	CRR	1, 12					
Community Halls	Fencing Nduli Comm Hall	CRR	1, 12					

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
Sport Grounds & Environment	Kliprug sportfield change rooms Construction of pond	CRR	4					
Sport Grounds & Sport Grounds & Resurface netball courts	Sportsground development	CRR	All					
Community Parks	Landscaping of parks	CRR	All					
Community Halls	Townhalls Equipment	CRR	All	10 000	40 000			
Community Halls	3 x 3m Containers	CRR	All	410 416				
Sport Grounds & Community Parks	Sportfield equipment Parks equipment	CRR	All	330 556	30 000			
Community Halls	Montana security fence	CRR	2,7	540 000	40 000			

**KEY PERFORMANCE AREA:** 4. SOCIO-ECONOMIC SUPPORT SERVICES

**Strategic Objective:**

4.2 Create an enabling environment to support local economy

Department	Description	Funding Source	Ward	Adjusted Budget 2020_2021	Budget 2021_2022	Budget 2022_2023	Budget 2023_2024	Budget 2024_2025
LED	Skoonvlei Economic Hub	CRR	6	185 413				
LED	Skoonvlei Economic Hub	NT	6	1 761 050				
Roads	Rehabilitation - Streets Tulbagh	CRR	11				2 500 000	3 500 000
Resorts	Chalet Furniture	CRR	3					450 000
Roads	Upgrade Van Breda bridge (own contribut	CRR	3,5		7 419 565	463 043		