

01 Jan 2021 – 30 June 2021



2020/21



**SERVICE DELIVERY &  
BUDGET  
IMPLEMENTATION PLAN  
ADJUSTMENT (SDBIP)  
2020/21**

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NO.	DESCRIPTION	PAGE
	Acronyms	
1.	Introduction	4
2.	Legislative Provision	6
3.	IDP, Budget, SDBIP and PMS	7
4.	Municipal Strategic Plan	8
5.	Monthly Projection of Revenue Collection by Source	36
6.	Projection of Expenditure and Revenue per Vote	39
7.	Quarterly Projections of Service Delivery Targets and Key Performance Indicators - Annexure "A" 2020/21 Organizational Scorecard Adjustment	4
8.	Conclusion	44
	Tables	
	Table 01: Key Performance Area, Basic Service Delivery & Infrastructure Development	
	Table 02: Key Performance Area, Municipal Transformation and Institutional Development	
	Table 03: Key Performance Area, Key Performance Area: Financial Viability & Management Development	
	Table 04: Key Performance Area, Key Performance Area Good Governance and Community Participation	
	Table 05: Local Economic Development and Social Development	
	Table 06: Key Performance Area, Cross Cutting Interventions	
	Table 07: Monthly revenue projections collections by source	
	Table 08: Monthly projection of revenue and expenditure per vote	

## ACCRONYMS

IDP	Integrated Development Plan
SDBIP	Service Delivery and Budget Implementation Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
MFMA	Municipal Finance Management Act
PMS	Performance Management System
ICT	Information and Communication Technology
GFS	Government Finance Statistics Contains detailed data on revenue, expenses, Transaction in assets, liabilities
PoE	Portfolio of Evidence
SMME	Small Medium and Micro Enterprise
ICT	Information and Communication Technology
OHS	Occupational Health and Safety
HRD	Human Resource Development
SCM	Supply Chain Management

## 1. INTRODUCTION

The preparation of the Service Delivery and Budget Implementation Plan (SDBIP) as required by the Municipal Finance Management Act (MFMA). 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.

The Budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore 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 over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

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 community.

A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring 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 performance of the municipality.

The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

### **The SDBIP concept**

Municipal managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms 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 the 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 (mid-year report) and end-of-year annual reports.

This SDBIP must be read in conjunction with the following:

- 2020/21 Integrated Development Plan (IDP)
- 2020/21 Budget Adjustment

The reason is that the SDBIP is a working document that suggests how the vision, mission, strategic objectives, all municipal priorities will be reached with the available funding in the 2020/2021 financial year.

Because the SDBIP indicates how funds in the 2020/21 financial year are going to be spent to fulfil the needs of communities, it is assumed that everybody concerned know the vision, mission, and strategic objectives of the municipality at heart. The reason is that the actions to be taken in terms of this SDBIP, are directly related to the reaching of goals in terms of the strategic objectives.

## 2. LEGISLATIVE BACKGROUND

### **MFMA Extracts**

#### **Definition**

“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) of the Municipal Finance Management Act (MFMA) for implementing the municipality’s delivery of municipal services and its annual implementing the municipality’s delivery of municipal services and which must indicate —

- (a) projections for each month of—
  - (i) revenue to be collected, by source;
  - (ii) revenue and expenditure (operational and capital), by vote;
- (b) service delivery targets and performance indicators for each quarter; and
- (c) any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c) of the MFMA;

### **Budget processes and related matters**

#### **Section 53.**

(4) The mayor of a municipality must—

- (a) provide general political guidance over the budget process and the priorities that must guide the preparation of a budget;
- (b) co-ordinate the annual revision of the integrated development plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget, and determine how the integrated development plan is to be taken into account or revised for the purposes of the budget; and
- (c) take all reasonable steps to ensure—
  - (i) that the municipality approves its annual budget before the start of the budget year;
  - (ii) that the municipality’s service delivery and budget implementation approved by the mayor within 28 days after the approval of the budget; is and
  - (iii) that the annual performance agreements as required in terms of section 57(1)(b) of the Municipal Systems Act for the municipal manager and all senior managers-

- (aa) comply with this Act in order to promote sound financial management;
- (bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and
- (cc) are concluded in accordance with section 57(2) of the Municipal Systems Act.

(5) The mayor must promptly report to the municipal council and the MEC for finance in the province any delay in the tabling of an annual budget, the approval of the service delivery and budget implementation plan or the signing of the annual performance agreements.

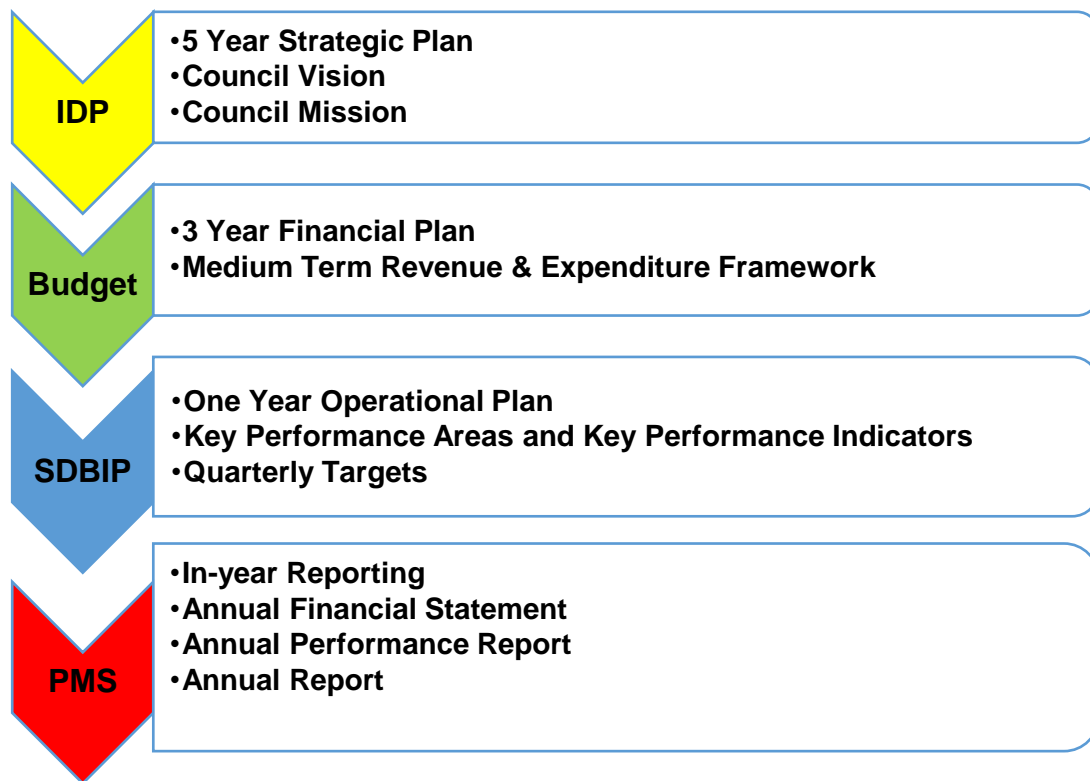
(6) The mayor must ensure—

- (a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget plan and
- (b) that the performance agreement of the municipal manager and senior managers be made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.

### **3. IDP, BUDGET, SDBIP AND PMS**

The SDBIP is just one of the important tools used to achieve the municipality's Vision and Mission which is contained in the municipal IDP. The Budget is what gives "life" to an SDBIP as this is the tool used to finance Councils projects within the community it serves. In essence, the SDBIP of a Municipality is the primary tool used to give effect to a municipal IDP and Budget within a specific year and serves as its one-year operational plan which the municipal council utilizes to measure the implementation of its IDP and Budget. The PMS tool provides for constant Monitoring (Monthly, Quarterly, Bi-Annual and Annual Reporting) and Evaluation (1<sup>st</sup> and 3<sup>rd</sup> Quarter-Informal and Bi-Annual and Annual-Formal).

The figure below represents the relationship/link of the IDP, Budget, SDBIP and PMS:



## 4. ABAQULUSI MUNICIPALITY STRATEGIC PLAN SUMMARY

Below represents the 5 Year Strategic Plan of the AbaQulusi Municipality for the period 2017/2018 - 2021/2022. This strategic plan highlights the Key Performance Areas, Focus Areas, Objectives and Strategies of the municipal council and its alignment to the National, Provincial and District Programmes of Government. It is the plan that is used to provide guidance in developing the municipal SDBIP and ensuring that there is alignment between the municipal IDP and Budget.

### 4.1 Vision





**To be the progressive, prosperous and sustainable economic  
hub of Zululand by 2035**

#### **4.2 Mission**



**By creating a conducive environment focused on Agricultural,  
Industrial and Tourism Development in order to attract  
Investment and Provision of Basic Service Delivery**

#### **4.3 Core Values**

- Integrity
- Transparency
- Fairness
- Competitiveness
- Honesty
- Patriotism
- Courage
- Accountability
- Ethical
- Time Bound

## 4.4 Goals



The illustration shows several stylized human figures in various colors (yellow, orange, green, blue) working together to place puzzle pieces. The pieces are arranged in a path that leads from the bottom left towards a large, white, cylindrical pedestal. On top of the pedestal, the word "GOAL" is written in large, red, 3D block letters. The puzzle pieces are in various colors and shapes, and the figures are actively placing them onto the path.

- To reduce levels of infrastructure backlogs by providing Basic Services, Facilities and maintaining existing infrastructure.
- Empower and capacitate institutional structures and promotion of transparent cooperative governance.
- Ensure sound financial management and accountability.
- Ensure transparency, accountability and community involvement in municipal affairs.
- To promote socio-economic growth and job opportunities.
- To redress the spatial imbalances and promote sustainable environmental planning.

## 4.5 Key Performance Area, Goals, Focus Area, Development Objectives and Strategies

Key Performance Area: Basic Service Delivery and Infrastructure Development			
Goal: To reduce levels of infrastructure backlogs by providing Basic Services, Facilities and maintaining existing infrastructure.			
Key Focus Area	IDP Ref. No.	Development Objectives	Development Strategies
1. Roads	1	Expand accessibility in various wards by 2022.	<ul style="list-style-type: none"> <li>• Constructing New Gravel Roads</li> <li>• Constructing new tarred and paved roads</li> <li>• Constructing new cause ways</li> </ul>

Key Performance Area: Basic Service Delivery and Infrastructure Development			
Goal: To reduce levels of infrastructure backlogs by providing Basic Services, Facilities and maintaining existing infrastructure.			
Key Focus Area	IDP Ref. No.	Development Objectives	Development Strategies
			<ul style="list-style-type: none"> <li>• Spatially capture roads infrastructure</li> <li>• Construction of Taxi Ranks</li> <li>• Construction of Municipal Testing Stations</li> </ul>
	2	Maintain existing Roads in rural & urban areas by 2022.	Upgrading of gravel roads to tar <ul style="list-style-type: none"> <li>• Re-gravelling of roads</li> <li>• Resealing of Roads</li> <li>• Rehabilitation of existing tar roads</li> <li>• Blading of roads</li> <li>• Spatially capture road infrastructure</li> </ul>
2. Storm Water	3	Building and maintaining Storm Water Infrastructure by 2022.	<ul style="list-style-type: none"> <li>• Construction of new storm water drains</li> <li>• Cleaning of storm water drains</li> <li>• Spatially capture storm water infrastructure</li> </ul>
3. Sanitation	4	Expand Sanitation accessibility in various wards by 2022.	<ul style="list-style-type: none"> <li>• Establishment of new sewer lines</li> <li>• Provision of VIP in rural areas</li> <li>• Constructing Public Ablutions</li> </ul> Spatially capture sanitation infrastructure
	5	Maintain and replace existing	<ul style="list-style-type: none"> <li>• Replace old sanitation pipes</li> </ul>

Key Performance Area: Basic Service Delivery and Infrastructure Development			
Goal: To reduce levels of infrastructure backlogs by providing Basic Services, Facilities and maintaining existing infrastructure.			
Key Focus Area	IDP Ref. No.	Development Objectives	Development Strategies
		Sanitation Infrastructure by 2022.	<ul style="list-style-type: none"> <li>• Upgrading of sewer main lines</li> <li>• Upgrade of the WWTW</li> </ul>
4. Water	6	Expand water accessibility in various wards by 2022.	<ul style="list-style-type: none"> <li>• Installation of new water connections</li> <li>• Upgrade of water main lines</li> <li>• Spatially capture water infrastructure</li> </ul>
	7	Maintain and replace existing Water Infrastructure by 2022.	<ul style="list-style-type: none"> <li>• Replace old water Pipes</li> <li>• Repairs to water lines</li> <li>• Repairs to existing water pumps</li> <li>• Maintain purification treatment plants</li> </ul>
5. Electricity	8	Expand electrical accessibility in various wards by 2022.	<ul style="list-style-type: none"> <li>• Installation of New electrical connections</li> </ul>
	9	Expand and Maintain existing network electricity in urban and rural areas by 2022. Provide alternative energy	<ul style="list-style-type: none"> <li>• Installation of Electrical Meters</li> <li>• Installation and repairs of High Mast Lights</li> <li>• General Infrastructure-maintenance on mini and major substations</li> <li>• Upgrade existing transformers</li> <li>• Repairs to Robots</li> <li>• Provision of solar geysers and street lights</li> <li>• Provision of solar panels in</li> </ul>

Key Performance Area: Basic Service Delivery and Infrastructure Development			
Goal: To reduce levels of infrastructure backlogs by providing Basic Services, Facilities and maintaining existing infrastructure.			
Key Focus Area	IDP Ref. No.	Development Objectives	Development Strategies
			urban and rural areas <ul style="list-style-type: none"> <li>• Spatially capture electricity infrastructure</li> <li>• Master sector plans to be in place</li> </ul>
6. Sport fields & Parks	10	Expand accessibility and maintenance of Sports fields and Parks in various wards by 2022.	<ul style="list-style-type: none"> <li>• Construction and maintenance of new Sports fields and Parks in various wards</li> <li>• Upgrade and revamp existing Sports fields and Parks</li> </ul>
7. Community Halls	11	Expand accessibility and maintenance of Community Halls in various wards by 2022.	<ul style="list-style-type: none"> <li>• Construction and maintenance of New Community Halls</li> <li>• Upgrade and revamp existing Community Halls</li> </ul>
8. Cemeteries	12	Expand accessibility and maintenance of Community Cemeteries in various wards by 2022.	<ul style="list-style-type: none"> <li>• Construction and maintenance of Cemeteries</li> <li>• Upgrade and revamp existing Cemeteries</li> <li>• Fencing of all unused cemeteries</li> <li>• Identify and establish new cemeteries</li> </ul>
9. Creches	13	Enhance Early Childhood Development by 2022	<ul style="list-style-type: none"> <li>• Number of new crèches built</li> </ul>
10. Libraries	14	Expand accessibility and maintenance of Libraries in various wards by 2022.	<ul style="list-style-type: none"> <li>• Construction of new library</li> <li>• Upgrade and Maintain existing Libraries</li> </ul>

Key Performance Area: Basic Service Delivery and Infrastructure Development			
Goal: To reduce levels of infrastructure backlogs by providing Basic Services, Facilities and maintaining existing infrastructure.			
Key Focus Area	IDP Ref. No.	Development Objectives	Development Strategies
11. Refuse Removal	15	Expand accessibility of Refuse Services in various wards by 2022.	<ul style="list-style-type: none"> <li>• Identify new areas and settlements to offer Refuse Services</li> <li>• Integrated waste management plan</li> </ul>
12.Human Settlements	16	To provide sustainable human settlements to the people of AbaQulusi by 2022	<ul style="list-style-type: none"> <li>• Identify and Secure land prior to project approval</li> <li>• Ensure appointment of experienced and qualified implementing agents</li> <li>• Land disposal policy for public use</li> <li>• Strengthen Intergovernmental Relations</li> <li>• Land identification and release</li> <li>• facilitation of bulk service provision</li> <li>• Facilitate Land Release</li> <li>• Approval and implementation of the Housing Sector Plan</li> <li>• Set up housing consumer education programme</li> <li>• Linking of the HSP to SDF, IDP and Comprehensive CIF</li> <li>• Middle income housing development</li> </ul>

Table 01: Key Performance Area: Basic Service Delivery & Infrastructure Development

## **ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT STRATEGIC DOCUMENTS**

This KPA is aligned with the following national, provincial and district strategies to ensure integrated and sustainable provision of infrastructure that will lead to better living conditions for all our people.

### **National Development Plan identified the following primary challenges pertaining to this KPA:**

- Infrastructure is poorly located, inadequate, and under- maintained;
- Public services are uneven and often of poor quality;
- Corruption levels are high; and

### **Cabinet Outcomes:**

6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household's life

### **KZN Provincial Growth and Development Plan/Strategy**

3. Human and Community Development
4. Strategic Infrastructure

### **Zululand District Growth and Development Plan**

4. Strategic Infrastructure

### **Batho Pele Principles:**

1. Service Standards
2. Access

### **AbaQulusi municipality**

The goal, focus areas, Action plans and eventual projects of the municipality is all directly aligned with the broader governmental strategic documents to ensure the strategic use of scarce resources to provide new and maintain existing services in the municipality. The compilation of a maintenance Plan as well as an infrastructure delivery plan will ensure transparency and the curbing of unrealistic expectations while striving towards reaching the Municipality's vision and giving effect to the national and provincial strategies.

The implementation of the Strategies for the 11 identified Focus Areas will ensure that the community of AbaQulusi Municipality enjoys an improved quality of life with the concomitant opportunities and that our places where we live, work and play are situated in an environment conducive to an ever-increasing quality of live



Key Performance Area: Municipal Transformation and Institutional Development				
Goal: <i>Empower and capacitate institutional structures and promotion of transparent cooperative governance.</i>				
Key Focus Area	IDP Ref. No.	Development Objective	Development Strategies	
1. Human Resources Management	17	To ensure that the municipality practice sound Human Resources management by 2022.	<ul style="list-style-type: none"> <li>• Conduct Workshops on labour relations</li> <li>• Ensure functionality of Local Labour Forum</li> <li>• Formulate, review and adopt new and existing HR Policies.</li> <li>• Review and adopt Employment Equity plan</li> <li>• Review and adopt recruitment Plan and strategy</li> <li>• Review and adopt Retention strategy</li> <li>• Review and adopt organizational structure</li> <li>• Review Job descriptions</li> <li>• Fast track filling of critical vacant posts</li> </ul>	
2. Human Resource Development	18	To ensure that the new and existing staff are capacitated to fulfil their functions and promote career development and comply with safety measures by June 2022.	<ul style="list-style-type: none"> <li>• Develop/Review Workplace Skills Plan.</li> <li>• Develop/Review Induction Plan.</li> <li>• Ensure functionality of OHS Committee and other HRD related committees.</li> <li>• Develop/Review training policy</li> <li>• Develop/Review Wellness Programme.</li> <li>• Facilitate skills audit for municipal employees.</li> <li>• Facilitate skills audit for councillors</li> <li>• Facilitate Female councillors empowerment</li> <li>• Continued professional development (CPD) for all professionals serving in the municipality</li> <li>• MFMP training for Staff and Councillors</li> </ul>	
3. Council Support	19	To ensure that Council and its committee fulfil their executive	<ul style="list-style-type: none"> <li>• Develop and adopt Council Annual Programme</li> </ul>	

Key Performance Area: Municipal Transformation and Institutional Development				
Goal: <i>Empower and capacitate institutional structures and promotion of transparent cooperative governance.</i>				
Key Focus Area	IDP Ref. No.	Development Objective	Development Strategies	
		and legislative functions and play an effective oversight role over administration by 2022	<ul style="list-style-type: none"> <li>Monitoring and implementation of the Council Annual Programme</li> <li>Monitoring the execution of Council resolutions</li> <li>Provision of Administrative Support to Council and its Committees</li> </ul>	
4. Records Management	20	To ensure effective management of all internal and external records by 2022	<ul style="list-style-type: none"> <li>Implementation of Records Management Policy</li> </ul>	
5. Fleet Management	21	To ensure effective management of fleet by 2022	<ul style="list-style-type: none"> <li>Implementation of Fleet Management Policy</li> </ul>	
6. Information Technology	22	To provide a secure ICT infrastructure which delivers appropriate levels of Confidentiality, integrity, availability, stability and growth by 2022.	<ul style="list-style-type: none"> <li>Development and monitoring of ICT infrastructure and relevant security mechanisms with provision of reports.</li> <li>Workshop of ICT Policies and Procedures to staff.</li> <li>Development of IntraNet to provide basic information on Email and Internet security standards for users.</li> <li>Ensure ICT secure procedures are followed.</li> <li>Ensure security mechanisms are in place to ensure confidentiality and integrity of data.</li> <li>Upgrade, and maintain relevant equipment and infrastructure to ensure stability of ICT infrastructure</li> <li>Providing ICT Tools of trade.</li> <li>Upgrading to new technologies.</li> <li>Updating/Upgrading to new software as part of the new technology drive forward.</li> <li>Renewal and expansion of DR and Data Backup Systems</li> <li>Develop compliance/IntraNet calendar for staff on the IntraNet as reference model to assist in providing staff with deadline dates for ALL reports.</li> <li>Develop backup and replicate</li> </ul>	

Key Performance Area: Municipal Transformation and Institutional Development				
Goal: <i>Empower and capacitate institutional structures and promotion of transparent cooperative governance.</i>				
Key Area	Focus	IDP Ref. No.	Development Objective	Development Strategies
				information for future reference <ul style="list-style-type: none"> <li>• Procure CAD software for engineering drawings</li> </ul>

Table 02: Key Performance Area, Municipal Transformation and Institutional Development

### ***ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT STRATEGIC DOCUMENTS***

This KPA is aligned with the following national, provincial and district strategies to ensure that the internal institution is structured and operating in a way that ensure optimal service provision.

#### **National Development Plan identified the following primary challenges pertaining to this KPA:**

- Public services are uneven and often of poor quality;
- Corruption levels are high; and
- South Africa remains a divided society.

#### **Cabinet Outcomes:**

5. A skilled and capable workforce to support an inclusive growth path
9. A responsive, accountable, effective and efficient local government system and inclusive citizenship
6. An efficient, effective and development orientated public service and an empowered, fair

#### **KZN Provincial Growth and Development Plan/Strategy**

2. Human Resource Development

#### **Back to Basics Program:**

2. Good Governance
3. Public Participation
5. Institutional Capacity

## **Zululand District Growth and Development Plan**

2. Human Resource Development
3. Human and Community Development
6. Governance and Policy

### **Batho Pele Principles:**

- 1: Consultation
- 2: Service Standards
- 3: Access
- 4: Courtesy
- 5: Information
- 8: Value for money
- 6: Openness and transparency

### **AbaQulusi municipality**

The goal, focus areas, development strategies and eventual projects of the municipality are all directly aligned with the broader governmental strategic documents to ensure that the internal structure of the Municipality is established in such a way that the organization has the capacity to warrant optimised service delivery to the people in its area.

The focus of this KPA is to be a service provider to the organisation itself. The mandate of this KPA provides the responsible officials with the task to ensure effective, efficient, capable and qualified human and administrative resources that will see to it that the institution can effectively do service delivery. The contribution of this KPA can make or break the organisation it therefore needs to be strong, capable and virtuous.

<b>Key Performance Area: Financial Viability &amp; Management</b>			
<b>Goal: <i>Ensure sound financial management and accountability</i></b>			
<b>Key Focus Area</b>	<b>IDP Ref. No.</b>	<b>Development Objective</b>	<b>Development Strategies</b>
1. Revenue	23	Ensure the Municipal Revenue Streams are optimised	<ul style="list-style-type: none"><li>• Conducting Daily control check and balances of cashiers and banking of cash</li><li>• Conducting Monthly updating of valuation roll and financial system to secure correct billing of rates</li><li>• Monitor Billing vs Payment system</li></ul>

Key Performance Area: Financial Viability & Management			
Goal: <i>Ensure sound financial management and accountability</i>			
Key Focus Area	IDP Ref. No.	Development Objective	Development Strategies
			<ul style="list-style-type: none"> <li>• Update Indigent Register</li> <li>• Visiting satellite offices regularly to verify and secure financial procedures and income</li> <li>• Implement Revenue enhancement committee resolutions</li> <li>• Amendment to the credit control policy</li> <li>• Timeous and accurate reading of meters</li> <li>• Handing over of long outstanding/selling of debtors</li> <li>• Ensure reconciliations are performed daily, weekly and monthly respectively</li> </ul>
2. Expenditure	24	To ensure effective expenditure control	<ul style="list-style-type: none"> <li>• Ensure payment of service providers within 30 days</li> <li>• Ensure reconciliations are performed daily, weekly and monthly respectively</li> <li>• Verification of all orders and invoices correctness before payment is done using check list and financial system and procedures</li> <li>• Timeous payment of salaries and third parties</li> <li>• Timeous submission of VAT and PAYE to SARS</li> <li>• Verification of correct allocation of orders</li> </ul>
3. SCM	25	To strengthen the Supply Chain Unit and Processes	<ul style="list-style-type: none"> <li>• Develop Municipal Procurement Plan</li> <li>• Implement supplier's database in line with National Treasury's Central Suppliers Database</li> <li>• Review SCM Policy</li> <li>• Submission of Irregular expenditure report to COGTA on a monthly basis</li> <li>• Provide training and skills development to officials involved in procurement processes</li> </ul>

Key Performance Area: Financial Viability & Management			
Goal: <i>Ensure sound financial management and accountability</i>			
Key Focus Area	IDP Ref. No.	Development Objective	Development Strategies
			<ul style="list-style-type: none"> <li>• Verification of Service Providers</li> </ul>
4. Assets	26	To Maintain Fixed Assets of the Municipality	<ul style="list-style-type: none"> <li>• Maintain fixed assets register on a monthly basis</li> <li>• Updating of all purchases and spot check visits to offices</li> <li>• Maintaining the Fixed Assets Register in terms of the Fixed Assets Policy and GRAP 17 monthly</li> <li>• Quarterly verification of inventory</li> <li>• Ensure reconciliations are performed daily, weekly and monthly respectively</li> </ul>
5. Financial Reporting	27	Ensure that financial reporting conforms to all legal and institutional requirements	<ul style="list-style-type: none"> <li>• Develop Draft Budget annually</li> <li>• Develop and Adopt Final Budget annually</li> <li>• Develop and adopt Final Budget Process Plan annually</li> <li>• Submission of Monthly Section 71, Quarterly Section 52 &amp; Half Year Section 72 Report</li> <li>• Develop Adjustment budget in line with section 72 reports</li> <li>• Annual adoption of policies and procedures</li> <li>• Ensure reconciliations are performed daily, weekly and monthly respectively</li> </ul>

Table 03: Key Performance Area: Financial Viability & Management

## ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT STRATEGIC DOCUMENTS

This KPA is aligned with the following national, provincial and district strategies to ensure that the institution provides services to its personnel, consumers and suppliers.

**National Development Plan identified the following primary challenges pertaining to this KPA:**

- Public services are uneven and often of poor quality;
- Corruption levels are high; and

**Cabinet Outcomes:**

6. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship
9. A responsive, accountable, effective and efficient local government system

**KZN Provincial Growth and Development Plan/Strategy**

6. Governance and Policy

**Back to Basics Program:**

2. Good Governance
4. Financial Management
5. Institutional Capacity

**Zululand District Growth and Development Plan**

6. Governance and Policy

**Batho Pele Principles:**

- 1: Consultation
- 2: Service Standards
- 3: Access
- 4: Courtesy
- 5: Information
- 8: Value for money
- 6: Openness and transparency

**AbaQulusi municipality**

The goal, focus areas, development strategies and eventual projects of the municipality are all directly aligned with the broader governmental strategic documents to ensure that the financial affairs of the municipality confirms to legal requirements, strife towards an approved audit report and do all payment timeously.

The focus of this KPA is to be a service provider to the organisation itself as well as its consumers and suppliers. The mandate of this KPA provides the responsible officials with the task to ensure the responsible, honest management of tax payers' money. This KPA is mainly targeted on legal compliance and need to be implemented with absolute accountability, skill and without any prejudice.

Key Performance Area: Good Governance and Community Participation			
Goal: <i>To be a Responsible, accountable, effective and efficient developmental Municipality</i>			
Key Focus Area	IDP Ref. No.	Development Objective	Development Strategies
1. Communication and customer satisfaction	28	To revive and strengthen Communications by 2022	<ul style="list-style-type: none"> <li>• Develop/adopt communication strategy</li> <li>• Review the Communication Strategy</li> </ul>
	29	To engage and improve customer satisfaction by 2022	<ul style="list-style-type: none"> <li>• Develop a customer care centre</li> <li>• Appoint a customer care committee</li> <li>• Conduct customer service satisfaction surveys on regular basis</li> <li>• Establish "suggestion boxes" at all municipal offices</li> <li>• Utilisation of the municipal "hotline" system</li> <li>• Establish additional municipal satellite offices</li> </ul>
2. Internal Audit	30	To provide an assurance on the effectiveness of governance, risk management and internal control by 2022	<ul style="list-style-type: none"> <li>• Develop and implement the annual internal audit coverage plan</li> <li>• Develop and implement quality assurance programmed to assess the effectiveness of internal audit unit</li> <li>• Discuss and submit internal audit reports to Management, Audit Committee and MPAC</li> <li>• Appoint audit steering committee</li> <li>• Develop and implement the audit committee annual plan</li> <li>• Develop and implement the audit committee assessment</li> </ul>



Key Performance Area: Good Governance and Community Participation			
Goal: To be a Responsible, accountable, effective and efficient developmental Municipality			
Key Focus Area	IDP Ref. No.	Development Objective	Development Strategies
			tool
3. Audit Committee	31	To ensure the effectiveness of the Audit Committee by 2022	<ul style="list-style-type: none"> <li>• Develop and implement the audit committee annual plan</li> <li>• Develop and implement the audit committee assessment tool</li> <li>• Submission of audit committee reports to Council on a quarterly basis</li> <li>• Evaluate and track the implementation of audit committee resolutions</li> </ul>
4. Risk Management	32	To improve the effectiveness of risk management within the organisation by 2022	<ul style="list-style-type: none"> <li>• Conduct the risk assessment and develop the risk register</li> <li>• Appoint risk management committee and assess the functionality thereof</li> <li>• Incorporate risk action plans into departmental SDBIP</li> <li>• Monitor the implementation of risks mitigation plans by Department</li> <li>• Identify and assess new emerging risks throughout the period</li> </ul>
5. Integrated Development Planning	33	To ensure effective decision-making, budgeting and management of resources	<ul style="list-style-type: none"> <li>• Develop and implement the IDP/Budget process plan</li> <li>• Engage in Community Consultation Process (IDP Rep Forums, Road-shows, Izimbizos)</li> <li>• Develop, review and adopt IDP annually</li> </ul>
6. Performance Management	34	To promote a system of transparency and accountability within the municipality	<ul style="list-style-type: none"> <li>• Review and adopt the PMS Framework</li> <li>• Cascading of PMS to all levels</li> </ul>
7. Back to Basics	35	To Create an all-inclusive participatory developmental municipality by 2022	<ul style="list-style-type: none"> <li>• Regular reporting on the status of the municipality to National and Provincial CoGTA</li> </ul>
8. Batho Pele	36	To enhance service delivery	<ul style="list-style-type: none"> <li>• Develop and adopt Batho Pele</li> </ul>

Key Performance Area: Good Governance and Community Participation			
Goal: <i>To be a Responsible, accountable, effective and efficient developmental Municipality</i>			
Key Focus Area	IDP Ref. No.	Development Objective	Development Strategies
		through the improvement of public consultation and communications by 2022	Policy, procedural Manuel, Service Delivery Charter and Service Delivery Improvement Plan <ul style="list-style-type: none"> <li>• Hosting of Batho Pele Campaigns</li> </ul>

Table 04: Key Performance Area Good Governance and Community Participation

## ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT STRATEGIC DOCUMENTS

This KPA is aligned with the following national, provincial and district strategies to ensure that the governance of the institution is legal complaint, corruption free and accountable.

### **National Development Plan identified the following primary challenges pertaining to this KPA:**

1. Public services are uneven and often of poor quality;
2. Corruption levels are high; and

### **Cabinet Outcomes:**

1. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship
2. A responsive, accountable, effective and efficient local government system

### **KZN Provincial Growth and Development Plan/Strategy**

1. Governance and Policy

### **Back to Basics Program:**

1. Good Governance
2. Financial Management

### 3. Institutional Capacity

## **Zululand District Growth and Development Plan**

### 1. Governance and Policy

#### **Batho Pele Principles:**

- 1: Consultation
- 2: Service Standards
- 3: Access
- 4: Courtesy
- 5: Information
- 8: Value for money
- 6: Openness and transparency

#### **AbaQulusi municipality**

The goal, focus areas, development strategies and eventual projects of the municipality are all directly aligned with the broader governmental strategic documents to ensure the municipality functions optimum with the ambit of its developmental mandate. The municipality must ensure the promoting of an active citizenry to strengthen development, democracy, and accountability and to be servants to the community.

Communities must actively partake in the local sphere of government through information sharing workshops, capacitation of ward structures and dissemination of important issues through various media platforms.

The mandate of this KPA as reflected in the Strategic plan is to make sure that the citizens are involved in governance and the organisation is accountable to them.

Key Performance Area: Local Economic Development and Social Development				
Goal: <i>To promote socio-economic growth and job opportunities.</i>				
Key Area	Focus	IDP Ref No	Development Objective	Development Strategies
1. Agriculture		37	Unleashing agricultural potential in AbaQulusi by 2022	<ul style="list-style-type: none"><li>Coordinate the establishment of agri- business forums, farmers</li></ul>

Key Performance Area: Local Economic Development and Social Development				
Goal: <i>To promote socio-economic growth and job opportunities.</i>				
Key Area	Focus	IDP Ref No	Development Objective	Development Strategies
				associations <ul style="list-style-type: none"> <li>• Provide support to the agricultural production</li> <li>• Coordinate agricultural activities</li> <li>• Establish cooperatives in all areas</li> <li>• Assist in Developing Agri-processing Hub</li> <li>• Develop Agriculture Sector Plan</li> </ul>
2. SMME's and Job Creation		38	Continuous assistance of entrepreneurship and job creation by 2022	<ul style="list-style-type: none"> <li>• Train SMME's according to their needs to meet the standard</li> <li>• Coordinate intergovernmental programmed to create job opportunities</li> </ul>
3. Poverty alleviation		39	Reduce poverty in all wards by 2022	<ul style="list-style-type: none"> <li>• Train the vulnerable community on income generating project</li> <li>• Deliver poverty alleviation project in all wards to create business opportunities</li> </ul>
4. Tourism		40	Promote and identify tourism opportunities by 2022	<ul style="list-style-type: none"> <li>• Co-ordinate tourism events and awareness campaigns in the municipality</li> <li>• Organise workshops and Road shows</li> <li>• Establish tourism industry and project focusing on tourism</li> <li>• Develop Tourism Sector Plan and Promote heritage route</li> <li>• Introduce historically disadvantaged people into tourism</li> <li>• Assisting Accommodation Establishments with their Tourism Grading</li> </ul>
5. Economic growth		41	Promote economic development by 2022	<ul style="list-style-type: none"> <li>• Develop commercial centres In the Municipality</li> <li>• Review, adopt and implement the LED strategy</li> <li>• Community empowerment on small business start-ups</li> <li>• To assist with business</li> </ul>

Key Performance Area: Local Economic Development and Social Development				
Goal: <i>To promote socio-economic growth and job opportunities.</i>				
Key Area	Focus	IDP Ref No	Development Objective	Development Strategies
				retention for existing businesses and provide incentives for new businesses
6. Real estate and Business Management		42	Proper Acquisition and disposal of real estate according to municipality by-laws by 2022	<ul style="list-style-type: none"> <li>• Develop and Implement Land disposal Policy</li> <li>• Develop real estate by-laws</li> <li>• To enhance real estate capacity</li> <li>• Effective management of outdoor advertising</li> <li>• Business Licence Compliance</li> </ul>
7. Sport and Recreation		43	Promote Sports and Recreation in AbaQulusi by 2022	<ul style="list-style-type: none"> <li>• Establish Sport and recreation Committee (Sport Council)</li> <li>• Conduct sport talent promotion and competitions</li> <li>• Provide DSR with a platform to support federations and players in different sport codes</li> </ul>
8. Youth programmed		44	Establish and promote youth development programmed by 2022	<ul style="list-style-type: none"> <li>• Establish Youth Committee (Youth Council)</li> <li>• Conduct youth empowerment sessions</li> <li>• Provide government departments and private sector with a platform to support the youth in their different developmental needs.</li> </ul>
9. Arts and culture		45	Establish and promote cultural programmed by 2022	<ul style="list-style-type: none"> <li>• Establish Art &amp; Culture Committee (art &amp; Culture Council)</li> <li>• Conduct artist' talent promotion and competitions</li> <li>• Provide department of arts and culture with a platform to support artists in their different art codes.</li> </ul>
10. Social welfare		46	Ensure availability of social services programmed to the community of AbaQulusi by 2022	<ul style="list-style-type: none"> <li>• Establish Social services stakeholder Committee</li> <li>• Support DSD in out rolling social development programmed.</li> </ul>
11. Health		47	Establish and promote healthy	<ul style="list-style-type: none"> <li>• Establish health and HIV/AIDS</li> </ul>

Key Performance Area: Local Economic Development and Social Development				
Goal: <i>To promote socio-economic growth and job opportunities.</i>				
Key Area	Focus	IDP Ref No	Development Objective	Development Strategies
HIV/AIDS			living and HIV/AIDS awareness programmed BY 2022	Committee (AIDS Council) <ul style="list-style-type: none"> <li>• Conduct awareness programmed</li> <li>• Provide department of health with a platform to support the community in their different health needs.</li> </ul>
12. Special Programmes		48	Establish and promote community empowerment programmed for children, aged, disabled and vulnerable groups by 2022	<ul style="list-style-type: none"> <li>• Establish Special programmed Committee (Children, Gender, elderly and Disability Councils)</li> <li>• Conduct empowerment sessions and awareness campaigns</li> <li>• Support NGO'S by sourcing assistance from potential sponsors and funders</li> </ul>
13. Safety and Security		49	Enhancing safety and security by 2022	<ul style="list-style-type: none"> <li>• Participate in the CPF and Neighborhood watch meetings</li> <li>• Conduct crime-awareness programmed in communities</li> <li>• Review of Safety and Security Plan</li> <li>• Installation of CCTV Cameras</li> </ul>

Table 05: Key Performance Area Local Economic Development and Social Development

## ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT STRATEGIC DOCUMENTS

This KPA is aligned with the following national, provincial and district strategies to ensure that the institution complies with its mandate to promote an enabling environment for the economy to grow and to ensure social upliftment by providing facilities and support.

**National Development Plan identified the following primary challenges pertaining to this KPA:**

- Bringing about faster economic growth, higher investment, and greater labour absorption; Focussing on key capabilities of people and the state;
- Building a capable and developmental state; and

### **Cabinet Outcomes:**

4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household's life
10. Environmental assets and natural resources that is well protected and continually enhanced

### **KZN Provincial Growth and Development Plan/Strategy**

1. Job Creation

### **Back to Basics Program:**

1. Creating decent living conditions

### **Zululand District Growth and Development Plan**

1. Job Creation

### **Batho Pele Principles:**

- 1: Consultation
- 2: Service Standards
- 3: Access
- 4: Courtesy
- 5: Information
- 8: Value for money
- 6: Openness and transparency

### **AbaQulusi municipality**

The goal, focus areas, development strategies and eventual projects of the municipality are all directly aligned with the broader governmental strategic documents to ensure the municipality provides an enabling environment for its citizens that will lead to economic opportunities and social upliftment. The municipality's action plans focus on equipping our community with the necessary skills and facilities to become actively involved in the socio-economic enhancement of individuals and groups.

<b>Key Performance Area: Cross Cutting (Spatial, Environment and Disaster Management)</b>				
<b>Goal: <i>To redress the spatial imbalances and promote sustainable environmental planning.</i></b>				
<b>Key Area</b>	<b>Focus</b>	<b>IDP Ref. No.</b>	<b>Development Objective</b>	<b>Development Strategies</b>
1.	Town Planning	50	To ensure effective management of current and desirable land uses by 2022	<ul style="list-style-type: none"> <li>• Review and implementation of the Spatial Development Framework</li> <li>• Implementation of SPLUMA and SPLUMA By-Law</li> <li>• Implementation of Precinct Plans</li> <li>• Preparation of the AbaQulusi wall-to-wall scheme and Land Audit in compliance with the Spatial Planning and land Use Management Act 2013</li> <li>• Co-ordination of the Municipal Planning Tribunal</li> <li>• Facilitation of Township Establishment</li> <li>• Identification of developmental land</li> <li>• Conduct Information Workshops</li> <li>• Set up enforcement procedures</li> </ul>
2.	GIS	51	To have an effective and efficient GIS System by 2022	<ul style="list-style-type: none"> <li>• Ensure GIS system is updated regularly</li> <li>• Integrate GIS System with other municipal departments</li> </ul>
3.	Building Inspectorate	52	To ensure the sustainability of the built environment by 2022	<ul style="list-style-type: none"> <li>• Timeous Assessment of building plans</li> </ul>



Key Performance Area: Cross Cutting (Spatial, Environment and Disaster Management)				
Goal: <i>To redress the spatial imbalances and promote sustainable environmental planning.</i>				
Key Area	Focus	IDP Ref. No.	Development Objective	Development Strategies
				<ul style="list-style-type: none"> <li>• Workshop Built environment professionals</li> <li>• Training to current staff and peace officers</li> <li>• Deal effectively and efficiently with all contraventions</li> </ul>
4. Fire & Disaster Management		53	Ensure Effective & Efficient response to community emergencies by 2022	<ul style="list-style-type: none"> <li>• Strengthen stakeholder relations</li> <li>• Decentralization of services by establishing disaster satellite offices</li> <li>• Establishment of Disaster Management Unit</li> <li>• Acquiring relevant and sufficient Disaster Equipment regularly</li> </ul>
5. Environmental health		54	Establish and promote a healthy environment in AbaQulusi by 2022	<ul style="list-style-type: none"> <li>• Establish Environmental issues committee (Enviro Council)</li> <li>• Conduct awareness programmed</li> <li>• Provide department of environmental affairs with a platform to support the municipality and the community in their different art environmental needs</li> </ul>

Table 06: Key Performance Area Cross Cutting Interventions (Spatial, Environment and Disaster Management)

## ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT STRATEGIC DOCUMENTS

This KPA is aligned with the following national, provincial and district strategies to ensure that the municipality works in a way that is sustainable and provide a safe environment for its citizens.

**National Development Plan identified the following primary challenges pertaining to this KPA:**

- Spatial divides hobble inclusive development;
- Corruption levels are high

**Cabinet Outcomes:**

3. All people in South Africa are and feel safe
7. Vibrant, equitable and sustainable rural communities with food security for all
8. Sustainable human settlements and improved quality of household's life enhanced
10. Environmental assets and natural resources that are well protected and continually

**KZN Provincial Growth and Development Plan/Strategy**

3. Human and Community Development
4. Strategic Infrastructure
5. Response to Climate Change
7. Spatial Equity

**Back to Basics Program:**

1. Creating decent living conditions

**Zululand District Growth and Development Plan**

5. Environmental Sustainability
7. Spatial Equity

**Batho Pele Principles:**

- 1: Consultation
- 2: Service Standards
- 3: Access
- 4: Courtesy
- 5: Information
- 8: Value for money
- 6: Openness and transparency

### **AbaQulusi municipality**

The goal, focus areas, development strategies and eventual projects of the municipality are all directly aligned with the broader governmental strategic documents to ensure the municipality strive to safeguard a sustainable, safe and well-preserved environment for its current citizens and future generations.

The municipality's integrated approach to provide an enabling and conducive environment where people enjoy better living conditions and a safe life are reflected in the action

## 5. MONTHLY REVENUE PROJECTION COLLECTION BY SOURCE

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality MUST ensure that it has instituted measures to achieve monthly revenue targets for each revenue source. The revenue projections relate to actual cash expected to be collected and should reconcile to the cashflow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than accrued (billed) revenue is to ensure that expenditure does not exceed actual income.

The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of section 71(1)(a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue-collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.

While these projections would be most useful as cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies and any other relevant policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels, standards, ability to pay and collection efforts will ensure realistic revenue projections and ultimately balanced budgets. Table 07 below indicates monthly revenue projection for year 2020/21

## MONTHLY PROJECTIONS REVENUE COLLECTION BY SOURCE

Description	Budget Year 2020/21												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov	Dec	Jan	Feb	Mar	April	May	June	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
Revenue by Source															
Property rates	–	8 608	8 610	8 496	–	–	7 005	7 005	7 005	7 005	7 005	21 242	81 982	88 098	92 326
Service charges - electricity revenue	–	10 815	18 220	17 371	–	–	15 542	15 542	15 542	15 542	15 542	47 851	171 967	195 456	204 837
Service charges - water revenue	–	3 101	3 073	3 436	–	–	3 276	3 276	3 276	3 276	3 276	11 474	37 466	41 145	43 120
Service charges - sanitation revenue	–	2 903	2 233	2 652	–	–	2 224	2 224	2 224	2 224	2 224	2 473	21 383	27 974	29 317
Service charges - refuse revenue	–	1 955	1 845	1 641	–	–	1 535	1 535	1 535	1 535	1 535	2 754	15 869	19 303	20 229
Rental of facilities and equipment	–	57	59	58	–	–	88	88	88	88	88	439	1 050	734	769
Interest earned - external investments	–	10	121	21	–	–	149	149	149	149	149	891	1 785	1 316	1 379
Interest earned - outstanding debtors	–	910	1 031	967	–	–	–	–	–	–	–	(2 909)	–	–	–
Dividends received	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	–	430	422	435	–	–	2 021	2 021	2 021	2 021	2 021	12 861	24 254	25 396	26 615
Licences and permits	–	506	295	144	–	–	429	429	429	429	429	2 058	5 148	3 109	3 258
Agency services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies	–	72 140	1 423	1 819	–	–	117	117	73 034	117	117	58 505	207 388	186 046	98 660
Other revenue	–	128	53	58	–	–	123	123	123	123	123	619	1 472	1 517	1 589
Gains	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

<b>Total Revenue</b>	–	101 563	37 384	37 099	–	–	32 509	32 509	105 426	32 509	32 509	158 256	763 <sup>569</sup>	590 092	622 101
<b>Expenditure by Type</b>															
Employee related costs	–	12 004	12 520	(41)	–	–	13 248	13 248	13 248	13 248	13 248	69 133	159 854	170 666	179 073
Remuneration of councillors	–	2 351	1 450	–	–	–	1 624	1 624	1 624	1 624	1 624	7 568	19 490	20 425	21 406
Debt impairment	–	–	–	–	–	–	468	468	468	468	468	3 274	5 612	5 881	6 164
Depreciation & asset impairment	–	–	–	–	–	–	3 813	3 813	3 813	3 813	3 813	26 690	45 754	48 784	54 697
Finance charges	–	(74)	223	0	–	–	–	–	–	–	–	(149)	–	–	–
Bulk purchases	–	796	26 228	24 985	–	–	15 992	15 992	15 992	15 992	15 992	74 831	206 800	201 115	210 768
Other materials	–	57	106	249	–	–	2 448	2 448	2 448	2 448	2 448	3 403	16 054	28 221	29 509
Contracted services	–	2 108	3 617	4 095	–	–	5 527	5 527	15 976	5 527	5 527	16 729	64 632	70 717	76 115
Transfers and subsidies	–	847	794	147	–	–	153	153	153	153	153	6 694	9 246	1 919	2 011
Other expenditure	–	1 913	2 073	1 565	–	–	2 849	2 849	2 849	2 849	2 849	2 705	22 502	40 863	42 358
Losses	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total Expenditure</b>	–	20 002	47 011	31 000	–	–	46 121	46 121	56 570	46 121	46 121	210 877	549 944	588 592	622 101
<b>Surplus/(Deficit)</b>	–	81 562	(9 627)	6 099	–	–	(13 613)	(13 613)	48 856	(13 613)	(13 613)	(52 621)	19 819	1 500	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	–	–	3 918	–	–	–	–	14 261	–	–	18 003	36 182	48 779	48 626
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)	–	–	–	0	–	–	–	–	–	–	–	(0)	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	–	81 562	(9 627)	10 018	–	–	(13 613)	(13 613)	63 117	(13 613)	(13 613)	(34 618)	56 001	50 279	48 626
<i>References</i>															

Table 07: Monthly projections revenue collection by source

## 6. MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE PER

These projections relate to cash paid and should reconcile to the cashflow statement adopted with the budget documentation.

Each key GFS function is a “vote” and must have associated with it as appropriate: operating expenditure; revenue; capital expenditure; and measurable performance objectives. Measurable performance objectives include service delivery targets and other financial and non-financial indicators. See MFMA circular No. 12 on the definition of the “vote”.

The SDBIP should show monthly projections of revenue by vote in addition to revenue by source. When reviewing budget projections against actual, it would be useful to consider revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only. The section 71(1) (c), (d) and (f) MFMA monthly report requires reporting against such monthly projections in the SDBIP. Table 08 below indicates monthly projections for revenue and expenditure by vote during year 2020/21



## MONTHLY REVENUE & EXPENDITURE BY VOTE

Description	Budget Year 2020/21												Full year budget	Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June		Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget		Adjusted Budget	Adjusted Budget	Adjusted Budget
<b>Vote 1 - VOTE1</b>																
Vote 2 -: Finance & Administration	–	–	–	–	–	–	–	–	–	–	–	295 528	295 528	295 528	319 275	338 455
Vote 3 -: Community & Social Services	–	82 112	11 210	15 119	–	–	8 380	8 380	91 742	8 380	8 380	(227 924)	5 777	5 777	5 979	6 273
Vote 4 -: Energy Sources	–	112	489	635	–	–	93	93	93	93	93	195 442	197 144	197 144	210 065	217 476
Vote 5 -: Housing	–	10 815	18 221	17 372	–	–	15 595	15 595	19 411	15 595	15 595	(128 031)	170	170	–	–
Vote 6 - V: Internal Audit	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 7 -: Other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 -: Planning and Development	–	–	–	–	–	–	–	–	–	–	–	530	530	530	303	317
Vote 9 -: Public Safety	–	50	6	3	–	–	44	44	44	44	44	13 687	13 967	13 967	14 638	15 340
Vote 10 -: Road Transport	–	9	12	15	–	–	1 164	1 164	1 164	1 164	1 164	(3 493)	2 363	2 363	190	199
Vote 11 - V: Sport and Recreation	–	507	295	144	–	–	197	197	197	197	197	(1 930)		–	–	–
Vote 12 -: Waste Management	–	–	–	–	–	–	–	–	–	–	–	18 419		18 419	19 303	20 229
Vote 13 -: Waste Water Management	–	1 955	1 845	1 641	–	–	1 535	1 535	1 535	1 535	1 535	13 578		26 693	27 974	29 317
Vote 14 -: Water Management	–	2 903	2 233	2 652	–	–	2 224	2 224	2 224	2 224	2 224	20 407		39 317	41 145	43 120
Vote 15 - NULL	–	3 101	3 073	3 436	–	–	3 276	3 276	3 276	3 276	3 276	(25 992)		–	–	–
Total Revenue by Vote	–	–	–	–	–	–	–	–	–	–	–	599 907	599 907	599 907	638 871	670 727

Description	Budget Year 2020/21													Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Full year budget	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget		Adjusted Budget	Adjusted Budget	Adjusted Budget
	–	101 563	37 384	41 017	–	–	32 509	32 509	119 687	32 509	32 509	770 128	1 115 386	1 199 814	1 277 743	1 341 453
<b>Vote 1 - VOTE1</b>																
Vote 2 - Vote 2: Finance & Administration	–	3 046	2 120	–	–	–	2 873	2 873	2 873	2 873	2 873	24 476	44 008	44 008	82 911	86 771
Vote 3 - Vote 3: Community & Social Services	–	5 480	4 948	2 108	–	–	6 240	6 240	6 490	6 240	6 240	(20 992)	22 992	22 992	24 394	25 787
Vote 4 - Vote 4: Energy Sources	–	2 096	1 589	687	–	–	1 916	1 916	1 916	1 916	1 916	224 386	238 338	238 338	253 073	268 874
Vote 5 - Vote 5: Housing	–	1 904	30 706	26 025	–	–	20 086	20 086	20 086	20 086	20 086	(157 588)	1 478	1 478	1 371	1 437
Vote 6 - Vote 6: Internal Audit	–	114	94	174	–	–	109	109	109	109	109	3 640	4 566	4 566	8 426	8 830
Vote 7 - Vote 7: Other	–	76	76	–	–	–	381	381	381	381	381	(1 430)	626	626	656	687
Vote 8 - Vote 8: Planning and Development	–	–	–	–	–	–	52	52	52	52	52	15 163	15 423	15 423	16 269	17 049
Vote 9 - Vote 9: Public Safety	–	524	526	–	–	–	1 285	1 285	1 285	1 285	1 285	29 294	36 771	36 771	36 114	39 419
Vote 10 - Vote 10: Road Transport	–	703	1 371	1 114	–	–	3 087	3 087	3 087	3 087	3 087	22 156	40 780	40 780	34 423	36 089
Vote 11 - Vote 11: Sport and Recreation	–	2 311	2 758	174	–	–	2 744	2 744	8 043	2 744	2 744	(14 961)	9 301	9 301	9 748	10 216
Vote 12 - Vote 12: Waste Management	–	188	166	12	–	–	775	775	775	775	775	16 466	20 708	20 708	21 696	22 731
Vote 13 - Vote 13: Waste Water Management	–	365	393	0	–	–	1 726	1 726	1 726	1 726	1 726	18 588	27 974	27 974	23 910	25 055
Vote 14 - Vote 14: Water Management	–	1 359	1 354	141	–	–	1 873	1 873	4 623	1 873	1 873	(8 246)	6 723	6 723	36 711	38 468
Vote 15 - NULL	–	1 836	909	566	–	–	2 974	2 974	5 124	2 974	2 974	(20 330)	–	–	–	–
Total Expenditure by Vote	–	–	–	–	–	–	–	–	–	–	–	504 166	504 166	504 166	588 592	622 101

Description	Budget Year 2020/21												Full year budget	Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June		Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousands	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget		Adjusted Budget	Adjusted Budget	Adjusted Budget
Total Expenditure by Vote	–	20 002	47 011	31 000	–	–	46 121	46 121	56 570	46 121	46 121	634 788	973 854	973 854	1 138 293	1 203 514
Surplus/ (Deficit)	–	81 562	(9 627)	10 018	–	–	(13 613)	(13 613)	63 117	(13 613)	(13 613)	135 341	141 532	225 960	139 449	137 939

References

Table 08: Monthly projection of revenue and expenditure per vote

## **7. Quarterly Projections of Service Delivery Targets and Key Performance Indicators**

While monthly revenue projection and expenditure projections require projections of budgeted amounts for revenue and expenditure, quarterly projections require non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. The focus here is on outputs, and not inputs or internal management objectives.

Service delivery targets relate to the level and standard of service being provided to the community and include targets for the reductions in backlogs of basic services. The requirement for service delivery targets is consistent with national government policy requiring the public sector to be able to measure service delivery outputs and outcomes in addition to inputs (expenditure). For example, service delivery target could be the number of households receiving the defined minimum basic level of clean water, sanitation, electricity and refuse removal as indicated under Key Performance Area, Basic Service Delivery and Infrastructure Development under 2020/21 Organisational Scorecard Adjustment “Annexure A”

The public information should deal with service delivery, rather than on how a municipality organises itself to do so. Such information must relate to output information on service delivery, for example, expansion and regularity of refuse removal services or provision of water will be the primary service delivery objective. Annexure A” 2020/21 Organisational Scorecard Adjustment below indicate service delivery targets and key performance indicators planned for 2020/21.

### **Organisational Scorecard Adjustment 2020/21**

Please see Annexure “A”

## 8. CONCLUSION

In conclusion, this 2020/2021 Service Delivery and Budget Implementation Plan Adjustment serves as the AbaQulusi Municipality's One Year Operational Plan. It is a document utilised to drive Service Delivery, whilst monitoring the use of the budget and the time-frames associated with Service Delivery. This is the primary tool that drives the Performance of a Municipality during which the Honourable Mayor will monitor the Performance of the Municipal Manager; the Municipal Manager monitors the performance of Senior Managers; and the AbaQulusi Community monitors the performance of the Municipality. Performance monitoring and reporting will be done on a Quarterly, Half-year and Annual basis keeping in line with the Municipality's PMS Policy Framework and will be subject to an adjustment during the adjustment budget process

## APPROVAL

### Section 54(1) (c) of the MFMA 2003 stipulates that:

On receipt of a statement report submitted by the accounting officer of the municipality in terms of section 71 or 72 the mayor must consider and if necessary, make any revisions to the SDBIP, 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 Adjustment Budget

Council at its meeting held..... approved the 2020/21

Adjustment Budget **item CR 20/2021** ..... giving effect to the 2020/21 SDBIP Adjustment approval

### SIGNED AND ACCEPTED BY THE MUNICIPAL MANAGER

.....

DATE: .....

**MR. BE NTANZI**

### SIGNED AND APPROVED BY THE MAYOR

.....

DATE: .....

**CLLR. MC MAPHISA**