



KANNALAND MUNICIPALITY

**2023/2024 ADJUSTED SERVICE
DELIVERY AND BUDGET
IMPLEMENTATION PLAN (SDBIP)**

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AMENDED/ADJUSTED 2023/2024 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (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, councillors, municipal manager, senior managers and community. It is the intention of the Kannaland Municipality to formulate a well-informed SDBIP in order to 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 goals of the municipality as set out in the 2023-2024 Predecessor Integrated Development Plan with amendments which was adopted on 30 May 2023.

It will ensure that the Administrative Head (Municipal Manager) is able to monitor the performance of senior managers, the mayor in turn, to monitor the performance of the Municipal Manager and more importantly, it will ensure that the community is able to monitor the performance of the municipality. In order to achieve this, the SDBIP should therefore determine the performance agreements between the Mayor and the Municipal Manager and, again in turn, between the Municipal Manager and senior managers (Strategic Managers) formulated and signed at the start of every financial year and approved by the mayor.

2. THE CONCEPT OF THE SDBIP

Whilst the budget, which is informed by the IDP, sets the 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.

The SDBIP is essentially the management tool which links each service delivery output to the budget of the municipality and also indicates the responsibilities and outputs for each of the senior managers in the top management team. Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved

by Council – However, it is required to be tabled before Council and made public for information and for purposes of monitoring.

3. PROCESS OF FORMULATION

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of its top layer) the following:

- (a) Projections for each month of – (i) Revenue to be collected, by source: and
(ii) Operational and capital expenditure, by vote:
- (b) Service delivery targets and performance indicators for each quarter”.

The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June of any financial year). Once the budget is approved by Council, the Municipal Manager should submit to the Mayor, the SDBIP together with the necessary performance agreements for final approval within 14 days after the approval of the budget. Upon approval of the SDBIP and the performance agreements by the Mayor, it is imperative that the plan and agreements are made public within 14 days, preferably before 01 July of the financial year. It is noted that it is only the top layer (or high-level) details of the SDBIP that is required to be made public.

4. TIMING AND METHODOLOGY FOR PREPARATION OF SDBIP

The Municipal Finance Management Act, Act 56 of 2003, in specific, Section 69(3) (a) of the MFMA requires the Accounting Officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and draft of the performance agreement as required in terms of Section 57(1) (b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1) (c) (ii) of the MFMA. Strategic direction and priorities are set by Council.

5. PERFORMANCE REPORTING ON THE SDBIP

Performance must be reported in terms of the Municipal Systems Act (MSA), MFMA and the circulars and regulations issued in terms of the aforementioned legislation. The monitoring and evaluation of organisational performance are reported on as follow:

5.1 Quarterly reviews

On a quarterly basis, the Executive Mayor should engage in an intensive review of municipal performance against both the directorate's scorecards and the municipal scorecard, as reported by the Municipal Manager. These reviews will take place in October (for the period July to end of September), January (for the period October to the end of December), April (for the period January to the end of March) and July (for the period April to the end of June).

The review in January will coincide with the mid-year performance assessment as per Section 72 of the Municipal Finance Management Act. Section 72 determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan. Many of the indicators in the municipal scorecard are measured on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance in terms of all the scorecards.

The Executive Mayor will need to ensure that targets committed to in the municipal scorecard are being met, in instances where targets are not met; satisfactory and sufficient reasons should be provided together with the necessary corrective actions to address poor performance.

5.2 Council reviews

At least annually, the Executive Mayor will be required to report to the full council on the overall municipal performance. It is proposed that this reporting takes place using the municipal scorecard in an annual performance report format as per the Municipal Systems Act. The said annual performance report will form part of the municipality's Annual Report as per Section 121 of the Municipal Finance Management Act.

It is important that Directors use these reviews as an opportunity to reflect on the attainment of the objectives of their respective directorates. The review should also focus on reviewing the systematic compliance to the performance management system, by directorates, departments, Portfolio Councillors and the Municipal Manager.

The review will also include:

- An evaluation of the validity and suitability of the Key Performance Indicators.
- An evaluation of the annual targets to determine whether the targets are over stated or understated. These changes need to be considered.
- Changes to KPI's and targets for submission to council for approval. An analysis to determine whether the Municipality is performing adequately or underperforming.

It is important that the Executive Mayor not only pays attention to poor performance but also to Exceptional/Good performance. It is expected that the Executive Mayor will acknowledge good performance, where directorates or departments have successfully met targets in their directorate/departmental scorecards.

6. 2023/2024 SDBIP AMENDMENTS

Hereunder are the proposed amendments have been undertaken to ensure that:

- Specified objectives and targets are clearly defined;
- Performance targets set are practical and realistic
- Key performance indicators are measurable, relevant, objective and precise;
- These objectives and targets are communicated to employees and that the Employers' expectations are communicated and clearly understood;
- Performance targets are consistent with the municipality's development priorities and objectives set out in its IDP and commensurate with available resources;
- Timeframe adjustments and targets affected are reviewed to ensure continuity in service delivery.

No.	Indication	Action	COMMENT
1.		Text additions	KPIs have been adjusted in order to illustrate the SMART principles to ensure that they are time bound.
2.		KPIs/Text /target deletions	KPIs/targets deleted from SDBIP.
3.		New KPIs included	Additional KPIs added to augment performance and roll out of strategies.
3.		Target adjusted	Realistic targets adjusted and set based on past performance.

7. IMPLEMENTATION, MONITORING AND REVIEW – ONE YEAR

The Local Government: Municipal Finance Management, 2003 (Act No. 56 of 2003) (MFMA) requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their strategic planning tool, the Integrated Development Plan (IDP). The SDBIP is a contract between Council, administration and the community. It gives effect to the IDP and budget of the municipality.

The SDBIP is a one – year detailed implementation plan which gives effect to the IDP and Budget of the Municipality. It is a contract between the administration, Council and community expressing the goals and objectives set by Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis of measuring the performance in service delivery against end year targets and implementing budget.

The five necessary components are:

1. Monthly projections of revenue to be collected for each month;
2. Monthly projections of expenditure (operating and capital) and revenue for each vote;
3. Quarterly projections of service delivery targets and performance indicators;
4. Ward information for expenditure and service delivery; and
5. Detailed capital works plan broken down by ward over three years.

8. FINAL ADJUSTED TOP LAYER SDBIP (2023/2024)

- KPA 1: To Provide access to reliable infrastructure that will contribute to a higher quality of life for Kannaland citizens
- KPA 2: To Provide adequate Services and improve our Public relations
- KPA 3: To strive towards a safe community in Kannaland through the proactive management of traffic, environmental health, fire and disaster risks
- KPA 4: To Facilitate Economic Growth and Social and Community development
- KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation
- KPA 6: To Provide an efficient workforce by aligning our institutional arrangements to our overall strategy
- KPA 7: To Strive towards a financially sustainable municipality

9. MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, Hendrik Barnard, the Acting Municipal Manager of the Kannaland Municipality, submits the Final Revised Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2023/24 financial year for approval by the Executive Mayor. This Revised TL SDBIP 2023/24 has been prepared in terms of the stipulated requirements as documented in the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations made under this Act.

HENDRIK BARNARD

ACTING MUNICIPAL MANAGER

Date:

10. EXECUTIVE MAYOR'S CERTIFICATE OF APPROVAL

I, Jeffrey Donson, in my capacity as the Executive Mayor of the Kannaland Municipality, hereby approves the Final Revised Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2023/24 financial year as required in terms of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations made under this Act.

JEFFREY DONSON

EXECUTIVE MAYOR

Date:

WC041 Kannaland - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
		R thousand														
Capital Expenditure - Functional	1															
Governance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	(14 787)	13 743	29 598	30 889
Energy sources		53	53	53	53	53	53	53	53	53	53	53	(93)	485	870	870
Water management		1 236	1 236	1 236	1 236	1 236	1 236	1 236	1 236	1 236	1 236	1 236	(7 148)	6 449	28 729	30 020
Waste water management		1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	1 305	(7 546)	6 809	-	-
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	2	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	(14 787)	13 743	29 598	30 889
Funded by:																
National Government		2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	(14 787)	13 743	29 598	30 889
Provincial Government		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital		2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	(14 787)	13 743	29 598	30 889
Public contributions & donations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Funding		2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	2 594	(14 787)	13 743	29 598	30 889

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

MONTHLY PROJECTIONS OF REVENUE 2023/2024

ANNEXURE II

WC041 Kannaland - Supporting Table SA30 Budgeted monthly cash flow															
MONTHLY CASH FLOWS	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Cash Receipts By Source													1		
Property rates	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	1 859	22 305	20 246	27 092
Service charges - electricity revenue	6 956	6 956	6 956	6 956	6 956	6 956	6 956	6 956	6 956	6 956	6 956	6 956	83 470	96 780	115 065
Service charges - water revenue	1 663	1 663	1 663	1 663	1 663	1 663	1 663	1 663	1 663	1 663	1 663	1 663	19 954	20 464	21 426
Service charges - sanitation revenue	737	737	737	737	737	737	737	737	737	737	737	737	8 841	9 274	9 710
Service charges - refuse revenue	721	721	721	721	721	721	721	721	721	721	721	721	8 657	9 082	9 509
Rental of facilities and equipment	44	44	44	44	44	44	44	44	44	44	44	44	530	423	24
Interest earned - external investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - outstanding debtors	4	4	4	4	4	4	4	4	4	4	4	4	50	55	58
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	260	260	260	260	260	260	260	260	260	260	260	261	3 126	4 689	7 032
Licences and permits	16	16	16	16	16	16	16	16	16	16	16	16	189	199	209
Agency services	113	113	113	113	113	113	113	113	113	113	113	113	1 350	1 418	1 488
Transfers and Subsidies - Operational	17 137	2 409	2 409	2 409	2 409	14 191	2 409	2 409	11 246	2 409	2 409	2 409	64 252	44 668	61 777
Other revenue	323	323	323	323	323	323	323	323	323	323	323	323	3 872	928	975
Cash Receipts by Source	29 832	15 104	15 104	15 104	15 104	26 887	15 104	15 104	23 941	15 104	15 104	15 104	216 597	208 225	254 364
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary assistance)	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	1 317	15 804	34 038	35 523
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on Disposal of Fixed and Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts by Source	31 149	16 421	16 421	16 421	16 421	28 204	16 421	16 421	25 258	16 421	16 421	16 421	232 401	242 263	289 887
Cash Payments by Type															
Employee related costs	(6 860)	(6 860)	(6 860)	(6 860)	(6 860)	(6 860)	(6 860)	(6 860)	(6 860)	(6 860)	(6 860)	(6 860)	(82 319)	(84 307)	(88 500)
Remuneration of councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Electricity	(5 371)	(5 371)	(5 371)	(5 371)	(5 371)	(5 371)	(5 371)	(5 371)	(5 371)	(5 371)	(5 371)	(5 371)	(64 452)	(69 608)	(75 177)
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(9 438)	(9 882)	(9 262)
Contracted services	(2 468)	(2 468)	(2 468)	(2 468)	(2 468)	(2 468)	(2 468)	(2 468)	(2 468)	(2 468)	(2 468)	(2 468)	(29 617)	(9 652)	(15 900)
Transfers and grants - other municipalities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and grants - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure	(3 396)	(3 396)	(3 396)	(3 396)	(3 396)	(3 396)	(3 396)	(3 396)	(3 396)	(3 396)	(3 396)	(3 956)	(41 312)	(63 630)	(61 887)
Cash Payments by Type	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(19 442)	(227 138)	(237 081)	(250 726)
Other Cash Flows/Payments by Type															
Capital assets	-	-	-	-	-	-	-	-	-	-	-	(13 258)	(13 258)	(29 598)	(30 889)
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Cash Flows/Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Payments by Type	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(18 881)	(32 700)	(240 396)	(266 679)	(281 615)
NET INCREASE/(DECREASE) IN CASH HELD	12 268	(2 460)	(2 460)	(2 460)	(2 460)	9 322	(2 460)	(2 460)	6 377	(2 460)	(2 460)	(16 278)	(7 995)	(24 416)	8 272
Cash/cash equivalents at the month/year begin:	-	12 268	9 808	7 347	4 887	2 426	11 749	9 288	6 828	13 204	10 744	8 283	-	(7 995)	(32 411)
Cash/cash equivalents at the month/year end:	12 268	9 808	7 347	4 887	2 426	11 749	9 288	6 828	13 204	10 744	8 283	(7 995)	(7 995)	(32 411)	(24 139)

References

1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTREF it is
2. Bulk purchases - Electricity & Waste Water - use detail information from Table SA1
3. Acquisition Inventory - Water & other inventory - use detail information from Table SA3

MONTHLY PROJECTION OF EXPENDITURE 2023/24

ANNEXURE III

WC041 Kannaland - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
R thousand																
Revenue																
Exchange Revenue																
Service charges - Electricity		6 342	6 342	6 342	6 342	6 342	6 342	6 342	6 342	6 342	6 342	6 342	6 342	76 101	88 175	104 766
Service charges - Water		1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	1 856	22 267	23 359	24 456
Service charges - Waste Water Management		801	801	801	801	801	801	801	801	801	801	801	801	9 610	10 081	10 554
Service charges - Waste Management		784	784	784	784	784	784	784	784	784	784	784	784	9 410	9 871	10 335
Sale of Goods and Rendering of Services		33	33	33	33	33	33	33	33	33	33	33	33	396	198	207
Agency services		113	113	113	113	113	113	113	113	113	113	113	113	1 350	1 418	1 488
Interest		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Interest earned from Receivables		494	494	494	494	494	494	494	494	494	494	494	494	5 929	6 167	6 457
Interest earned from Current and Non Current Assets		80	80	80	80	80	80	80	80	80	80	80	80	960	714	750
Dividends		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Rent on Land		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Rental from Fixed Assets		91	91	91	91	91	91	91	91	91	91	91	92	1 098	653	685
Licence and permits		13	13	13	13	13	13	13	13	13	13	13	13	159	167	176
Operational Revenue		6	6	6	6	6	6	6	6	6	6	6	6	66	72	76
Non-Exchange Revenue																
Property rates		2 243	2 243	2 243	2 243	2 243	2 243	2 243	2 243	2 243	2 243	2 243	2 243	26 915	28 268	29 567
Surcharges and Taxes		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits		208	208	208	208	208	208	208	208	208	208	208	208	2 501	3 751	5 626
Licences or permits		3	3	3	3	3	3	3	3	3	3	3	3	30	32	33
Transfer and subsidies - Operational		14 740	5 206	12	12	1 717	21 980	12	12	10 339	12	12	10 197	64 252	44 668	61 777
Interest		233	233	233	233	233	233	233	233	233	233	233	234	2 802	3 325	2 325
Fuel Levy		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Operational Revenue		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Gains on disposal of Assets		208	208	208	208	208	208	208	208	208	208	208	208	2 500	—	—
Other Gains		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Discontinued Operations		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)		28 248	18 714	13 520	13 520	15 225	35 488	13 520	13 520	23 847	13 520	13 520	23 705	226 346	219 917	259 279
Expenditure																
Employee related costs		6 661	6 661	6 661	6 661	6 661	6 661	6 661	6 661	6 661	6 661	6 661	6 662	79 933	81 065	83 743
Remuneration of councillors		273	273	273	273	273	273	273	273	273	273	273	273	3 276	3 437	3 598
Bulk purchases - electricity		4 670	4 670	4 670	4 670	4 670	4 670	4 670	4 670	4 670	4 670	4 670	4 670	56 045	60 529	65 371
Inventory consumed		745	745	745	745	745	745	745	745	745	745	745	746	8 946	9 371	9 811
Debt impairment		—	—	—	—	—	—	—	—	—	—	—	16 691	16 691	16 138	15 722
Depreciation and amortisation		980	980	980	980	980	980	980	980	980	980	980	980	11 762	14 168	14 771
Interest		667	667	667	667	667	667	667	667	667	667	667	667	8 000	2 098	2 197
Contracted services		2 802	2 802	2 827	2 802	2 802	2 827	2 802	2 802	2 827	2 802	2 802	2 827	33 727	15 328	32 017
Transfers and subsidies		77	77	77	77	77	77	77	77	77	77	77	77	920	965	1 010
Irrecoverable debts written off		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Operational costs		1 872	1 872	1 841	1 841	1 841	1 841	1 841	1 841	1 841	1 841	1 841	1 842	22 156	25 102	26 253
Losses on disposal of Assets		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other Losses		1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	(15 300)	—	—	—
Total Expenditure		20 138	20 138	20 133	20 108	20 108	20 133	20 108	20 108	20 133	20 108	20 108	20 135	241 455	228 201	254 493
Surplus/(Deficit)		8 110	(1 425)	(6 613)	(6 588)	(4 883)	15 355	(6 588)	(6 588)	3 714	(6 588)	(6 588)	3 571	(15 109)	(8 284)	4 786
Transfers and subsidies - capital (monetary allocations)		(4 502)	(2 083)	—	—	(5 268)	—	—	—	(3 951)	—	—	31 609	15 804	34 038	35 523
Transfers and subsidies - capital (in-kind)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) after capital transfers & contributions		(4 502)	(3 508)	(6 613)	(6 588)	(10 151)	15 355	(6 588)	(6 588)	(237)	(6 588)	(6 588)	35 179	695	25 754	40 308
Income Tax		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) after income tax		(4 502)	(3 508)	(6 613)	(6 588)	(10 151)	15 355	(6 588)	(6 588)	(237)	(6 588)	(6 588)	35 179	695	25 754	40 308
Share of Surplus/Deficit attributable to Joint Venture		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Share of Surplus/Deficit attributable to Minorities		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) attributable to municipality		(4 502)	(3 508)	(6 613)	(6 588)	(10 151)	15 355	(6 588)	(6 588)	(237)	(6 588)	(6 588)	35 179	695	25 754	40 308
Share of Surplus/Deficit attributable to Associate		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Intercompany/Parent subsidiary transactions		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) for the year	1	(4 502)	(3 508)	(6 613)	(6 588)	(10 151)	15 355	(6 588)	(6 588)	(237)	(6 588)	(6 588)	35 179	695	25 754	40 308

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

KANNALAND MUNICIPALITY ANNEXURE 1V

ADJUSTED SERVICE DELIVERY BUDGET
IMPLEMENTATION PLAN

IDP REF	IDP KPA	District Output	PSP: VIP (Very Inspired Priorities)	National Output	Department	Indicator description	How indicator is measured	Q1 TARGET	Q1 ACTUAL	Q2 TARGET	Q2 ACTUAL	Q3 TARGET	Q3 ACTUAL	Q4 TARGET	Q4 ACTUAL	ANNUAL TARGET	ANNUAL ACTUAL	Annual Target Date
IDP Reference	KPA	District Objective	Provincial Outcome (Very inspired priorities)	National Outcome	Department	Indicator	Unit of measurement											
KPI.1	KPA 1: To Provide access to reliable infrastructure that will contribute to a higher quality of life for Kannaland citizens	7 An inclusive district economy	Innovation and Culture	Outcome 6: Efficient, competitive and responsive economic infrastructure network	Infrastructure Services	Complete 100% of all MIG infrastructure to the stage where were issued with Practical Completion certificates by 30 June 2023	Number of all MIG infrastructure projects completed and issued with practical completion certificates/total number of all MIG projects	18%		40%		65%		98%		98%		2023-06-30
KPI.2	KPA 1: To Provide access to reliable infrastructure that will contribute to a higher quality of life for Kannaland citizens	7 An inclusive district economy	Innovation and Culture	Outcome 6: Efficient, competitive and responsive economic infrastructure network	Infrastructure Services	Complete 100% of all PMU infrastructure projects (MIG, WSIG, (Drought relief) to the stage where were issued with Practical Completion certificates by 30 June 2023	Number of all PMU infrastructure projects (MIG, WSIG, Drought Relief) completed and issued with practical completion certificates/total number of all PMU infrastructure projects (MIG, WSIG, Drought relief)	-		40%		65%		95%		95%		2023-06-30
KPI.3	KPA 1: To Provide access to reliable infrastructure that will contribute to a higher quality of life for Kannaland citizens	7 An inclusive district economy	Innovation and Culture	Outcome 6: Efficient, competitive and responsive economic infrastructure network	Infrastructure Services	Complete 95% of all Electricity infrastructure projects (INEP, EEDM) to the stage where were issued with Practical Completion certificates by 30 June 2023	Number of all electricity infrastructure projects (INEP, EEDM) completed and issued with Practical Completion certificates/total number of all electricity infrastructure projects (INEP, EEDM)	-		40%		65%		95%		95%		2023-06-30
KPI.5	KPA 2: To Provide adequate Services and improve our Public relations	7 An inclusive district economy	Innovation and culture	Outcome 10: Protection and enhancement of environmental assets and natural resources	Infrastructure Services	Limit total of electricity losses in distribution network to less than 12% accumulated over the financial year until 30 June 2023	Percentage (%) of electricity losses calculated in distribution network on a twelve-month rolling period as kWh sold/kWh purchased	Less than 12%		12%		12%		12%		12%		2023-06-30
KPI.6	KPA 2: To Provide adequate Services and improve our Public relations	7 An inclusive district economy	Innovation and culture	Outcome 10: Protection and enhancement of environmental assets and natural resources	Infrastructure Services	75% of water samples comply with SANS-241 micro biological indicators {(Number of water samples that comply with SANS-241 indicators/Number of water samples tested)x100}	% of water samples that complies with SANS-241 standards	75%		75%		75%		75%		75%		2023-06-30
KPI.7	KPA 2: To Provide adequate Services and improve our Public relations	7 An inclusive district economy	Innovation and culture	Outcome 10: Protection and enhancement of environmental assets and natural resources	Financial Services	Limit accumulated unaccounted for water to less than 30% annually until 30 June 2023	% of water losses in distribution networks in all of Kannaland towns	Less than 30%		Less than 30%		Less than 30%		Less than 30%		Less than 30%		2023-06-30

IDP REF	IDP KPA	District Output	PSP: VIP (Very Inspired Priorities)	National Output	Department	Indicator description	How indicator is measured	Q1 TARGET	Q1 ACTUAL	Q2 TARGET	Q2 ACTUAL	Q3 TARGET	Q3 ACTUAL	Q4 TARGET	Q4 ACTUAL	ANNUAL TARGET	ANNUAL ACTUAL	Annual Target Date
IDP Reference	KPA	District Objective	Provincial Outcome (Very inspired priorities)	National Outcome	Department	Indicator	Unit of measurement											
NKPI 1	KPA 2: To Provide adequate Services and improve our Public relations	3 Bulk Infrastructure Co-ordination	10. Integrating service delivery for maximum impact	Outcome 8: Sustainable human settlements and improved quality of household live.	Financial Services	Number of formal residential properties that receive piped water connected to the municipal water infrastructure network annually as at 30 June 2023	Number of formal residential properties which are billed for water services as at 30 June 2023	4935		4942		4656		4665		4665		2023-06-30
NKPI 2	KPA 2: To Provide adequate Services and improve our Public relations	3 Bulk Infrastructure Co-ordination	10. Integrating service delivery for maximum impact	Outcome 8: Sustainable human settlements and improved quality of household live.	Financial Services	Provision of electricity to formal residential account holders connected to the municipal electrical infrastructure network for both credit and prepaid electrical metering. Number of formal residential properties connected to the municipal electrical infrastructure network (excluding Eskom areas) annually as at 30 June 2023	Number of formal residential properties which are billed for electricity/have pre-paid electricity (excluding Eskom areas) as at 30 June 2023	3820		3830		3350		3400		3400		2023-06-30
NKPI 3	KPA 2: To Provide adequate Services and improve our Public relations	3 Bulk Infrastructure Co-ordination	10. Integrating service delivery for maximum impact	Outcome 8: Sustainable human settlements and improved quality of household live.	Financial Services	Provision of sanitation/sewerage services to formal residential account holders which are connected to the municipal waste water/sanitation/sewerage network and billed for services annually as at 30 June 2023	Number of formal residential properties which are billed for sewerage services in accordance with the SAMRAS financial system as at 30 June 2023	4465		4470		4247		4250		4250		2023-06-30
NKPI 4	KPA 2: To Provide adequate Services and improve our Public relations	3 Bulk Infrastructure Co-ordination	10. Integrating service delivery for maximum impact	Outcome 8: Sustainable human settlements and improved quality of household live.	Financial Services	Number of formal residential properties for which refuse is removed at least once per week and billed for the service annually as at 30 June 2023.	Number of formal residential properties which are billed for refuse removal services as at 30 June 2023.	4805		4810		4546		4550		4550		2023-06-30
NKPI 5	KPA 2: To Provide adequate Services and improve our Public relations	3 Bulk Infrastructure Co-ordination	10. Integrating service delivery for maximum impact	Outcome 8: Sustainable human settlements and improved quality of household live.	Financial Services	Provision of electricity to informal residential account holders in the designated informal areas which are connected to the municipal electrical infrastructure network for prepaid electrical metering annually as at 30 June 2023	Number of residential pre-paid meters registered on the Syntell/ Utilities World Financial system in the designated informal areas	150		150		165		175		175		2023-06-30
NKPI 6	KPA 2: To Provide adequate Services and improve our Public relations	3 Bulk Infrastructure Co-ordination	10. Integrating service delivery for maximum impact	Outcome 8: Sustainable human settlements and improved quality of household live.	Financial Services	Number of Households with access to free basic services (as per Indigent Register annually) by 30 June 2023.	Number of Households with access to free basic services (as per Indigent Register)	2340		2540		2150		2200		2200		2023-06-30
NKPI 7	KPA 2: To Provide adequate Services and improve our Public relations	3 Bulk Infrastructure Co-ordination	10. Integrating service delivery for maximum impact	Outcome 8: Sustainable human settlements and improved quality of household live.	Financial Services	Provision of free basic electricity to indigent account holders connected to the municipal electrical infrastructure network annually as at 30 June 2023	Number of indigent account holders receiving free basic electricity which are connected to the municipal electrical infrastructure network	2100		2540		1560		1600		1600		2023-06-30
NKPI 8	KPA 2: To Provide adequate Services and improve our Public relations	3 Bulk Infrastructure Co-ordination	10. Integrating service delivery for maximum impact	Outcome 8: Sustainable human settlements and improved quality of household live.	Financial Services	Provision of free basic sanitation services to indigent account holders which are connected to the municipal waste water (sanitation/sewerage) network & are billed for sewerage service,	Number of indigent account holders receiving free basic sanitation in terms of Equitable share requirements.	2100		2540		2150		2200		2200		2023-06-30

[illegible]

IDP REF	IDP KPA	District Output	PSP: VIP (Very Inspired Priorities)	National Output	Department	Indicator description	How indicator is measured	Q1 TARGET	Q1 ACTUAL	Q2 TARGET	Q2 ACTUAL	Q3 TARGET	Q3 ACTUAL	Q4 TARGET	Q4 ACTUAL	ANNUAL TARGET	ANNUAL ACTUAL	Annual Target Date
IDP Reference	KPA	District Objective	Provincial Outcome (Very inspired priorities)	National Outcome	Department	Indicator	Unit of measurement											
KPI.13	efficient and effective Governance with high levels of stakeholder participation	6 Good Governance	12. Building the best-run regional government in the world	and,accountable, effective and efficient local government system	Office of the Municipal Manager	2023		-		-		-		1		1		
KPI 25	KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation	6. Good Governance	12. Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system	Office of Municipal Manager/	Risk based audit plan approved by Audit Committee by 31 March 2023	No of risk based audit plans approved by audit committee	-				1				1		2023-06-30
KPI.26	KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation	6. Good Governance	12. Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system	Office of the Municipal Manager	Quarterly Ward Committee meetings with consolidated quarterly reports to council until 30 June 2023	Number of ward committee meetings convened	4		4		4		4		16		2023-06-30
KPI.29	KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation	6. Good Governance	12. Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system	FinancialServices	100% Reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes until 30 June 2023.	% of reporting on all compliance documents	100%		100%		100%		100%		100%		2023-06-30
KPI 30	KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation	6. Good Governance	12. Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system	Community Services	Promote library services to community through outreach and awareness in each of the six libraries in Kannaland	Two community outreach engagements conducted in each of the six libraries in Kannaland	-		-		12		12		24		2023-06-30
KPI.31	KPA 6: To Provide an efficientworkforce by aligning our institutional arrangements to our overall strategy	2 A skilled workforce and communities	7. Mainstreaming sustainability and optimising resource-useefficiency	Outcome 5: A skilled and capable workforce to supportinclusive growth	CorporateServices	Vacancy rate of the entire approved staff establishment by 30 June 2023.	% of vacancy rate to be not more than 20% as calculated at 30 June 2023 calculated as Number of current vacant posts/ Number of current posts	-		-		-		Less than 20%		Less than 20%		2023-06-30
KPI.34	KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation	6 Good Governance	10. Integrating servicedelivery for maximum impact	Outcome 6: Efficient, competitive and responsive economic infrastructure network	FinancialServices	Budget for 2023/2024 financial year approved by Council by 31 May 2023.	Number of budgets approved	-		-		-		1		1		2023-06-30
KPI.35	KPA 7: To Strive towards afinancially sustainable municipality	5 Financial Viability	10. Integrating servicedelivery for maximumimpact	Outcome 6: Efficient, competitive and responsive economic infrastructure network	FinancialServices	Achieve 80% year to date collection rate of revenue billed by 30 June 2023 (Total revenue collected / total billed)x100	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	-		-		-		80%		80%		2023-06-30
NKPI.11	KPA 7: To Strive towards afinancially sustainable municipality	5 Financial Viability	1. Creating opportunitiesfor growth and job	Outcome 4: Decent employment through inclusivegrowth	FinancialServices	Financial Viability measured in terms of Cost coverage ratio by 30 June 2023	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding	-		-		-		1:3 months		1:3 months		2023-06-30

IDP REF	IDP KPA	District Output	PSP: VIP (Very Inspired Priorities)	National Output	Department	Indicator description	How indicator is measured	Q1 TARGET	Q1 ACTUAL	Q2 TARGET	Q2 ACTUAL	Q3 TARGET	Q3 ACTUAL	Q4 TARGET	Q4 ACTUAL	ANNUAL TARGET	ANNUAL ACTUAL	Annual Target Date
IDP Reference	KPA	District Objective	Provincial Outcome (Very inspired priorities)	National Outcome	Department	Indicator	Unit of measurement											
							(Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)).											
NKPI.12	KPA 7: To Strive towards a financially sustainable municipality	5 Viability Financial	7. Mainstreaming sustainability and optimising resource-use efficiency	Outcome 5: A skilled and capable workforce to support inclusive growth	Financial Services	Financial Viability measured in terms of debt coverage ratio for the 2022/23 financial year.	Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant	-		-		45%		45%		45%		2023-06-30
KPI.36	KPA 7: To Strive towards a financially sustainable municipality	5 Viability Financial	12. Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system	Financial Services	Conduct monthly reconciliation of the bank account within 10 working days and signed by CFO	Number of reconciliations completed	3		3		3		3		12		2023-06-30
KPI.37	KPA 7: To Strive towards a financially sustainable municipality	5 Viability Financial	12. Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system	Financial Services	Financial Statements submitted to the Auditor-General by 31 August 2023.	Number of completed annual financial statements submitted to the Auditor-General by 31 August 2023	1		-		-		-		1		2023-06-30
KPI.38	KPA 7: To Strive towards a financially sustainable municipality	5 Viability Financial	12. Building the best-run regional government in the world	Outcome 9: A responsive and, accountable, effective and efficient local government system	Financial Services	Submit an adjustment budget to Council for approval by 28 February 2023	Number of adjustment budget approved	-		-		1		-		1		2023-06-30

J DONSON**EXECUTIVE MAYOR****30 June 2023**