

# ELIAS MOTSOLEDI LOCAL MUNICIPALITY



## DRAFT 2021/2022 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



*“Thé agro-economical and ecotourism heartland”*

*Motto: The sunshine valley*



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## 1. INTRODUCTION

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The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilor’s, municipal manager, senior managers and community.”

## 2. LEGISLATION

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The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (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 municipal services and its annual budget, and which must indicate-

- (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

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Elias Motsoaledi Local Municipality:

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

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<sup>1</sup> Section 1 of the MFMA defines a "vote" as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

### 3. METHODOLOGY AND CONTENT

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Elias Motsoaledi Local Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by the municipality in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information <sup>2</sup>(FMPPI) that was published in May 2007. The accompanying figure as an extract from the FMPPI is hereby indicated.

The Logic Model was followed whereby desired impacts were identified for each strategic objective with measurements and targets contributing to the achievement of those impacts. This was followed by the identification of programmes and associated outcomes and measurements and targets contributing to the achievement of those outcomes. Then SMART programme objectives and short, medium and long terms strategies were developed to achieve the outcomes and associated output indicators and targets.



Thereafter projects were identified with quarterly activities and required budget as well as required human resources, furniture and equipment (inputs). This process was used to prioritise projects, capital items to be acquired and the personnel budget.

The strategies of the municipality, which are linked to programmes, measurement and targets as well as projects focus on and are aligned to the National and Provincial priorities.

The key performance indicators and targets as well as the projects that are contained in this SDBIP are to measure, monitor and report on the implementation of the outcomes and strategies identified in the strategic phase of the IDP. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. The second layer of the SDBIP, that need not be made public, will deal with the breakdown of more details of outputs per department and will be contained in the departmental managers SDBIPs.

<sup>2</sup> The Framework for Managing Programme Performance Information is available at: [www.treasury.gov.za](http://www.treasury.gov.za)

## 4. VISION, MISSION AND VALUES

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The strategic vision of the organisation sets the long term goal the Municipality wants to achieve. Elias Motsoaledi Local Municipality's vision is one that "wishes" for a future that deals with the many challenges and needs of the community in building the first city since 1994. The **Vision** of Elias Motsoaledi Local Municipality is:

**"Thé agro-economical and ecotourism heartland"**

**Motto:  
The sunshine valley**

Elias Motsoaledi Local Municipality has summarized its objectives into the following mission statement that should provide everyone involved with the municipality (either as employee, stakeholder or community member) with the answer to justify the reason for its existence.

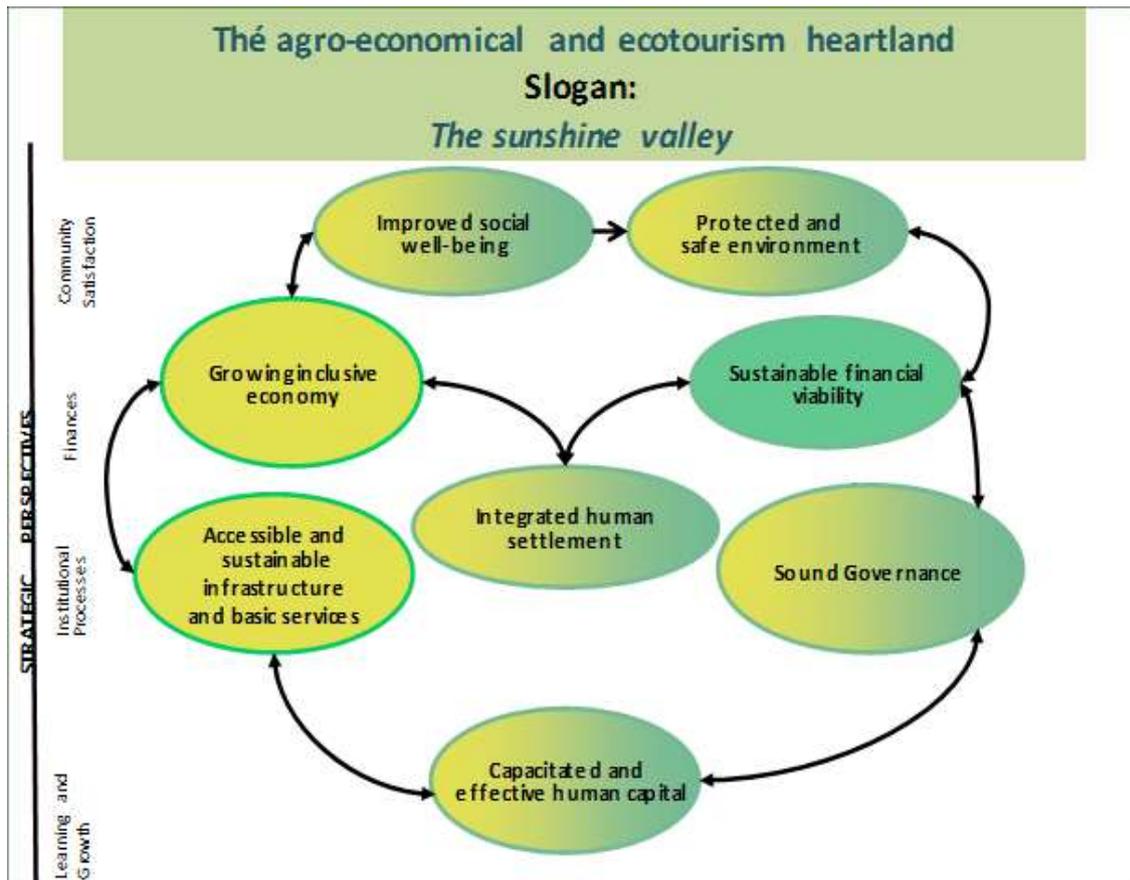
- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

The **Value** system of Elias Motsoaledi Local Municipality is articulated in the table below as follows:

Value	Description
People first	Everybody is empowered within the whole community
Transparency	Invite and encourage public sharing and democratic participation in council's activities.
Commitment	Focus and concentrate on council's core activities in a consistent manner.
Integrity	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Environmental Conscious	Taking care of the sensitive environment to ensure that the vision is achieved.
Empowerment	To be seen to be empowering our people, knowledge is power.
Service excellence	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.
Change	In order to move to a better quality life, something different needs to be done from what is being done now. In this regard change will be the main driver of doing things differently

## 5. STRATEGIC OBJECTIVES

The Strategy Map below developed during the Strategic Planning Workshop held on the 18th-19th January 2016 inclusive depicts the Strategic Objectives on how the Elias Motsoaledi Local Municipality will be able to achieve its vision. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financials and Community Satisfaction. All the outputs contained in the SDBIP are aligned to the attainment of one or more of these objectives:



## 6. STRATEGIC ALIGNMENT

The strategy developed for Elias Motsoaledi Local Municipality (EMLM) should adhere to, incorporate and support various strategies and intentions of government both at national and provincial levels. Based on these strategic plans and priorities or objectives, Elias Motsoaledi Local Municipality has developed the following tabular matrix to plot how the strategic objectives will align to the different objectives and priorities developed from various spheres of government, as follows:

Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes
Putting people and their concerns first	Social protection	Contributing to a better Africa and a better world	11 Create a better South Africa and contribute to a better and safer Africa and World		Improved social well-being	Creation of a safe social environment with the provision of a centralized, accessible multi-disciplined service center (Thusong)
	Transforming society and uniting the country	Social cohesion and nation building	3 All people in South Africa feel and are safe			
	Building safer communities					
	Improving quality of education, training and innovation	Improving the quality of and expanding access to education and training	1 Improved quality of basic education			
Sound financial management and accounting	Fighting corruption	Fighting corruption and crime	9 A responsive, accountable, effective and efficient local government system	Implement a differentiated approach to municipal financing, planning and support	Sustainable financial viability	Increased generation of own revenue and sufficient reserves for investment into communities. Reduced grant dependency

Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes
Demonstrating good governance and administration			12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Single Window of co-ordination	Sound Governance	Unqualified audit opinion
Sound institutional and administrative capabilities	Reforming the public service		5 Skilled and capable workforce to support an inclusive growth path	Improved municipal financial and administrative capacity	Capacitated and effective human capital	Efficient workforce
Delivering municipal services	Improving infrastructure	Ensuring access to adequate human settlements and quality basic services	6 An efficient, competitive and responsive economic infrastructure network	Improved access to Basic Services	Accessible and sustainable infrastructure and basic services	Reduction in basic service backlogs in our communities
	An economy that will create more jobs	Radical economic transformation, rapid economic growth and job creation	4 Decent employment through inclusive economic growth	Implement the Community work programme and Co-operatives supported Deepen democracy through a refined ward committee model	Growing inclusive economy	Improved economic condition
	An inclusive and integrated rural economy	Rural development, land and agrarian reform and food security	7 Vibrant, equitable and sustainable rural communities with food security for all	Actions supportive of the Human Settlement outcomes	Integrated Human Settlement	Improved living conditions

Back to Basics Priorities	National Development Plan	Medium Term Strategic Framework	National Outcomes	Outcome 9 Outputs	EMLM Strategic Goals	EMLM Outcomes
Delivering municipal services (Contd.)	Reversing the spatial effect of apartheid		8 Sustainable human settlements and improved quality of household life		Integrated Human Settlement	Improved living conditions
	Transition to a low-carbon economy		10 Environment assets and natural resources that are well protected and continually enhanced		Protected and safe environment	The protection of flora and Fauna for sustainable eco-tourism and agro-economy
	Quality health care for all	Ensuring quality health care and social security for all citizens	2 A long and healthy life for all South Africans			

## 7. PROJECTED MONTHLY REVENUE AND EXPENDITURE

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 cash flow 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 expenditure projections relate to cash paid and should reconcile to the cash flow (reconciliation between revenue and expenditure per month) It is necessary to manage and monitor cash flow on a monthly basis to ensure that expenditure do not exceed income, which if not properly managed might lead to the municipality running into financial difficulties.

This section of the document is based upon the Budget MBRR B1 Schedules that serve as supporting documentation for the budget, in particular Schedules SB 12 - SB 17 and will deal with the following:

Monthly Revenue Projections:	Monthly Expenditure Projections:	Cash Flow Projections:
<ul style="list-style-type: none"> <li>a. Revenue by source;</li> <li>b. Revenue by vote;</li> <li>c. Revenue in terms of standard classifications.</li> </ul>	<ul style="list-style-type: none"> <li>a. Expenditure by type;</li> <li>b. Overall expenditure:               <ul style="list-style-type: none"> <li>i. By vote</li> <li>ii. In terms of standard classifications</li> </ul> </li> <li>c. Capital expenditure:               <ul style="list-style-type: none"> <li>i. By vote</li> <li>ii. In terms of standard classifications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. Cash receipts by source</li> <li>b. Cash payments by type</li> </ul>

The SDBIP information on revenue and expenditure will be monitored and reported monthly in terms of section 71 of the MFMA

**LIM472 Elias Motsoaledi - Table SA25 Budgeted monthly revenue and expenditure (by source and type)**

Description	Budget Year 2021/22												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Revenue By Source</b>															
Property rates	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403	40,840	42,555	44,428
Service charges - electricity revenue	7,552	7,326	7,322	7,551	8,213	8,445	8,179	8,177	7,793	7,966	8,465	10,232	97,220	101,303	105,761
Service charges - refuse revenue	790	790	790	790	790	790	790	790	790	790	790	790	9,484	9,920	10,356
Rental of facilities and equipment	75	75	75	75	75	75	75	75	75	75	75	75	898	936	977
Interest earned - external investments	190	217	223	163	213	283	126	179	141	100	60	7	1,900	1,980	2,067
Interest earned - outstanding debtors	1,354	1,357	702	1,069	1,648	1,276	1,110	867	1,092	976	695	713	12,860	9,149	7,376
Fines, penalties and forfeits	5,987	6,992	6,124	3,997	4,848	5,983	7,955	5,864	2,756	3,838	4,793	5,935	65,071	67,804	70,788
Licences and permits	445	458	398	497	460	409	549	379	225	477	529	414	5,240	5,460	5,701
Agency services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	106,141			875		103,735			95,885		1,001	-	307,637	322,626	316,577
Other revenue	55	55	55	55	55	55	55	55	55	55	55	55	664	692	722
Gains													-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>125,992</b>	<b>20,674</b>	<b>19,093</b>	<b>18,476</b>	<b>19,705</b>	<b>124,454</b>	<b>22,242</b>	<b>19,789</b>	<b>112,215</b>	<b>17,681</b>	<b>19,867</b>	<b>21,625</b>	<b>541,814</b>	<b>562,426</b>	<b>564,752</b>
<b>Expenditure By Type</b>															
Employee related costs	13,615	13,552	13,558	13,552	13,578	13,584	13,552	13,556	13,565	13,568	13,570	13,552	162,800	169,621	177,051
Remuneration of councillors	2,278	2,278	2,278	2,278	2,278	2,278	2,278	2,278	2,278	2,278	2,278	2,278	27,334	28,428	29,565
Debt impairment	4,053	4,053	4,053	4,053	4,053	4,053	4,053	4,053	4,053	4,053	4,053	4,053	48,632	50,675	52,904
Depreciation & asset impairment	4,866	4,866	4,866	4,866	4,866	4,866	4,866	4,866	4,866	4,866	4,866	4,866	58,392	60,845	63,522
Finance charges	319	325	540	631	337	217	85	208	187	102	341	137	3,429	3,573	3,730
Bulk purchases	9,085	8,918	8,123	8,369	8,053	9,691	8,618	9,616	9,222	9,898	10,520	9,921	110,035	114,656	119,701
Other materials	1,506	2,156	1,747	1,356	1,318	1,191	2,035	1,686	1,913	1,593	1,504	1,546	19,551	20,372	20,640
Contracted services	10,278	4,843	5,796	5,386	5,352	6,218	5,834	4,140	4,456	3,291	5,152	3,357	64,102	51,538	45,479
Transfers and subsidies	307	353	272	317	272	272	272	448	272	327	272	400	3,784	3,943	4,116
Other expenditure	5,225	2,902	2,496	2,356	2,280	2,568	1,946	2,250	2,560	1,653	3,658	1,971	31,864	33,203	34,663
Losses													-	-	-
<b>Total Expenditure</b>	<b>51,533</b>	<b>44,245</b>	<b>43,729</b>	<b>43,163</b>	<b>42,387</b>	<b>44,937</b>	<b>43,538</b>	<b>43,099</b>	<b>43,372</b>	<b>41,629</b>	<b>46,214</b>	<b>42,079</b>	<b>529,924</b>	<b>536,853</b>	<b>551,372</b>
<b>Surplus/(Deficit)</b>	<b>74,459</b>	<b>(23,571)</b>	<b>(24,636)</b>	<b>(24,686)</b>	<b>(22,681)</b>	<b>79,517</b>	<b>(21,295)</b>	<b>(23,310)</b>	<b>68,843</b>	<b>(23,948)</b>	<b>(26,347)</b>	<b>(20,454)</b>	<b>11,891</b>	<b>25,572</b>	<b>13,381</b>
Transfers and subsidies - capital (monetary allocations)	6,732	6,415	5,342		25,745		6,000	25,824		3,273			79,332	72,606	76,364
Transfers and subsidies - capital (monetary allocations)													-	-	-
Transfers and subsidies - capital (in-kind - all)													-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>81,192</b>	<b>(17,156)</b>	<b>(19,294)</b>	<b>(24,686)</b>	<b>3,064</b>	<b>79,517</b>	<b>(15,295)</b>	<b>2,513</b>	<b>68,843</b>	<b>(20,675)</b>	<b>(26,347)</b>	<b>(20,454)</b>	<b>91,223</b>	<b>98,178</b>	<b>89,745</b>
Taxation													-	-	-
Attributable to minorities													-	-	-
Share of surplus/ (deficit) of associate													-	-	-
<b>Surplus/(Deficit)</b>	<b>81,192</b>	<b>(17,156)</b>	<b>(19,294)</b>	<b>(24,686)</b>	<b>3,064</b>	<b>79,517</b>	<b>(15,295)</b>	<b>2,513</b>	<b>68,843</b>	<b>(20,675)</b>	<b>(26,347)</b>	<b>(20,454)</b>	<b>91,223</b>	<b>98,178</b>	<b>89,745</b>

**LIM472 Elias Motsoaledi - Table SA26 Budgeted monthly revenue and expenditure (by vote)**

Description	Budget Year 2021/22												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Revenue by Vote</b>															
Vote 1 - Executive and Council	8,429					20,992			13,399			–	42,820	45,222	44,367
Vote 2 - Municipal Manager	20,540					9,602			12,008			–	42,149	44,514	43,672
Vote 3 - Budget and Treasury	17,059	4,130	4,266	4,270	4,416	12,344	4,364	4,337	8,637	4,367	4,035	4,535	76,759	76,136	75,704
Vote 4 - Corporate Services	15,249	0	0	0	0	14,389	0	0	17,111	0	0	0	46,749	49,372	48,438
Vote 5 - Community Services	32,793	8,250	7,318	5,293	6,108	20,087	9,290	7,042	16,177	5,111	6,122	7,149	130,738	136,985	139,633
Vote 6 - Technical Services	26,821	14,678	12,819	8,006	34,895	32,676	14,556	34,202	34,323	11,445	8,678	9,910	243,008	244,025	251,232
Vote 7 - Development Planning	3,681	32	32	907	32	4,413	32	32	6,796	32	1,032	32	17,052	15,681	15,409
Vote 8 - Executive Support	8,153					9,954			3,764			–	21,871	23,098	22,661
<b>Total Revenue by Vote</b>	<b>132,725</b>	<b>27,089</b>	<b>24,435</b>	<b>18,476</b>	<b>45,451</b>	<b>124,454</b>	<b>28,242</b>	<b>45,613</b>	<b>112,215</b>	<b>20,954</b>	<b>19,867</b>	<b>21,625</b>	<b>621,146</b>	<b>635,032</b>	<b>641,116</b>
<b>Expenditure by Vote to be appropriated</b>															
Vote 1 - Executive and Council	3,296	3,097	3,015	3,054	3,127	3,160	2,989	3,201	2,984	2,967	2,999	3,218	37,109	38,613	40,198
Vote 2 - Municipal Manager	4,132	2,279	3,543	3,034	3,310	3,162	3,651	2,343	3,299	2,169	2,993	2,290	36,206	34,919	36,446
Vote 3 - Budget and Treasury	10,198	5,238	5,190	4,631	4,661	3,977	4,056	3,515	4,360	3,761	4,360	3,675	57,621	57,448	55,052
Vote 4 - Corporate Services	3,701	2,479	2,884	2,499	2,627	4,061	2,745	3,199	2,867	2,225	3,776	2,601	35,665	37,161	38,755
Vote 5 - Community Services	9,323	9,661	9,037	9,341	8,743	9,238	9,364	8,661	8,750	8,905	8,945	8,862	108,829	105,622	106,464
Vote 6 - Technical Services	18,764	19,372	17,967	18,450	17,459	18,991	18,547	19,779	18,872	19,485	20,586	19,353	227,626	235,099	245,241
Vote 7 - Development Planning	896	902	882	937	888	1,109	972	885	1,025	890	987	874	11,247	11,718	12,232
Vote 8 - Executive Support	1,223	1,218	1,210	1,215	1,572	1,238	1,214	1,516	1,215	1,226	1,568	1,206	15,620	16,273	16,983
<b>Total Expenditure by Vote</b>	<b>51,533</b>	<b>44,245</b>	<b>43,729</b>	<b>43,163</b>	<b>42,387</b>	<b>44,937</b>	<b>43,538</b>	<b>43,099</b>	<b>43,372</b>	<b>41,629</b>	<b>46,214</b>	<b>42,079</b>	<b>529,924</b>	<b>536,853</b>	<b>551,372</b>
<b>Surplus/(Deficit) before assoc.</b>	<b>81,192</b>	<b>(17,156)</b>	<b>(19,294)</b>	<b>(24,686)</b>	<b>3,064</b>	<b>79,517</b>	<b>(15,295)</b>	<b>2,513</b>	<b>68,843</b>	<b>(20,675)</b>	<b>(26,347)</b>	<b>(20,454)</b>	<b>91,223</b>	<b>98,178</b>	<b>89,745</b>
Taxation												–	–	–	–
Attributable to minorities												–	–	–	–
Share of surplus/ (deficit) of associate												–	–	–	–
<b>Surplus/(Deficit)</b>	<b>81,192</b>	<b>(17,156)</b>	<b>(19,294)</b>	<b>(24,686)</b>	<b>3,064</b>	<b>79,517</b>	<b>(15,295)</b>	<b>2,513</b>	<b>68,843</b>	<b>(20,675)</b>	<b>(26,347)</b>	<b>(20,454)</b>	<b>91,223</b>	<b>98,178</b>	<b>89,745</b>

LIM472 Elias Motsoaledi - Table SA27 Budgeted monthly revenue and expenditure (by functional classification)

Description	Budget Year 2021/22												Medium Term Revenue and		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Revenue - Functional</b>															
<b>Governance and administration</b>	<b>74,540</b>	<b>4,130</b>	<b>4,266</b>	<b>4,270</b>	<b>4,416</b>	<b>71,642</b>	<b>4,364</b>	<b>4,337</b>	<b>62,257</b>	<b>4,367</b>	<b>4,035</b>	<b>4,535</b>	<b>247,160</b>	<b>256,096</b>	<b>252,260</b>
Executive and council	10,087					22,840			15,742			–	48,669	51,400	50,427
Finance and administration	59,901	4,130	4,266	4,270	4,416	45,743	4,364	4,337	41,938	4,367	4,035	4,535	186,303	191,825	189,205
Internal audit	4,552					3,059			4,576			(0)	12,188	12,872	12,628
<b>Community and public safety</b>	<b>17,110</b>	<b>6,994</b>	<b>6,130</b>	<b>3,997</b>	<b>4,857</b>	<b>12,476</b>	<b>7,951</b>	<b>5,873</b>	<b>8,438</b>	<b>3,843</b>	<b>4,784</b>	<b>5,941</b>	<b>88,396</b>	<b>92,437</b>	<b>94,957</b>
Community and social services	3,814	6	6	6	6	3,867	6	6	2,186	6	6	6	9,924	10,479	10,286
Sport and recreation	7,310	3	3	3	3	2,630	3	3	3,506	3	3	3	13,472	14,227	13,960
Public safety	5,986	6,985	6,121	3,988	4,848	5,978	7,942	5,864	2,746	3,834	4,775	5,932	65,000	67,730	70,710
<b>Economic and environmental services</b>	<b>11,002</b>	<b>7,001</b>	<b>519</b>	<b>1,502</b>	<b>26,326</b>	<b>24,222</b>	<b>670</b>	<b>26,324</b>	<b>25,915</b>	<b>598</b>	<b>1,669</b>	<b>538</b>	<b>126,286</b>	<b>132,322</b>	<b>134,203</b>
Planning and development	6,296	32	32	907	32	7,070	32	32	8,768	32	1,032	32	24,295	23,330	22,914
Road transport	3,585	6,969	487	595	26,294	16,132	638	26,292	16,471	567	637	506	99,173	106,016	108,370
Environmental protection	1,122					1,020			676			–	2,818	2,976	2,919
<b>Trading services</b>	<b>30,073</b>	<b>8,964</b>	<b>13,520</b>	<b>8,707</b>	<b>9,851</b>	<b>16,114</b>	<b>15,257</b>	<b>9,079</b>	<b>15,605</b>	<b>12,146</b>	<b>9,379</b>	<b>10,611</b>	<b>159,305</b>	<b>154,177</b>	<b>159,696</b>
Energy sources	16,665	8,173	12,730	7,917	9,060	10,771	14,467	8,289	9,200	11,355	8,589	9,821	127,037	120,194	125,731
Waste management	13,408	790	790	790	790	5,344	790	790	6,405	790	790	790	32,269	33,983	33,965
<b>Total Revenue - Functional</b>	<b>132,725</b>	<b>27,089</b>	<b>24,435</b>	<b>18,476</b>	<b>45,451</b>	<b>124,454</b>	<b>28,242</b>	<b>45,613</b>	<b>112,215</b>	<b>20,954</b>	<b>19,867</b>	<b>21,625</b>	<b>621,146</b>	<b>635,032</b>	<b>641,116</b>
<b>Expenditure - Functional</b>															
<b>Governance and administration</b>	<b>23,661</b>	<b>16,505</b>	<b>17,661</b>	<b>16,153</b>	<b>16,486</b>	<b>16,658</b>	<b>16,019</b>	<b>15,444</b>	<b>16,239</b>	<b>13,538</b>	<b>17,413</b>	<b>14,509</b>	<b>200,285</b>	<b>203,041</b>	<b>206,815</b>
Executive and council	3,748	3,523	3,481	3,501	3,584	3,568	3,470	3,692	3,478	3,350	3,477	3,693	42,564	44,294	46,123
Finance and administration	18,461	12,728	13,224	12,100	12,223	12,324	11,156	11,505	12,097	9,974	13,426	10,508	149,726	150,415	151,994
Internal audit	1,453	254	957	551	679	766	1,393	247	663	215	510	308	7,995	8,331	8,698
<b>Community and public safety</b>	<b>6,311</b>	<b>6,580</b>	<b>6,425</b>	<b>6,239</b>	<b>6,334</b>	<b>6,502</b>	<b>6,239</b>	<b>6,206</b>	<b>6,645</b>	<b>6,400</b>	<b>5,947</b>	<b>6,443</b>	<b>76,272</b>	<b>79,349</b>	<b>82,708</b>
Community and social services	587	595	587	571	575	584	678	568	572	639	561	756	7,274	7,579	7,913
Sport and recreation	997	1,112	1,047	1,009	997	1,030	1,185	1,043	1,123	1,178	1,056	1,005	12,783	13,320	13,906
Public safety	4,727	4,872	4,791	4,659	4,761	4,888	4,376	4,595	4,950	4,583	4,330	4,682	56,214	58,449	60,889
<b>Economic and environmental services</b>	<b>8,491</b>	<b>8,126</b>	<b>8,156</b>	<b>8,539</b>	<b>8,351</b>	<b>8,519</b>	<b>8,028</b>	<b>8,118</b>	<b>8,537</b>	<b>8,205</b>	<b>8,302</b>	<b>8,093</b>	<b>99,464</b>	<b>103,834</b>	<b>108,304</b>
Planning and development	1,407	1,221	1,264	1,331	1,348	1,537	1,362	1,192	1,423	1,209	1,396	1,214	15,904	16,766	17,499
Road transport	7,031	6,849	6,838	7,152	6,948	6,928	6,613	6,870	7,059	6,942	6,853	6,823	82,906	86,385	90,092
Environmental protection	54	55	54	55	54	55	54	56	54	54	53	55	655	682	712
<b>Trading services</b>	<b>13,070</b>	<b>13,035</b>	<b>11,486</b>	<b>12,231</b>	<b>11,216</b>	<b>13,258</b>	<b>13,251</b>	<b>13,331</b>	<b>11,951</b>	<b>13,486</b>	<b>14,552</b>	<b>13,034</b>	<b>153,902</b>	<b>150,630</b>	<b>153,545</b>
Energy sources	10,742	10,608	9,544	9,797	9,511	11,201	10,812	11,532	10,528	11,632	12,232	11,280	129,419	132,771	138,573
Waste management	2,328	2,427	1,943	2,434	1,705	2,057	2,439	1,800	1,423	1,854	2,320	1,755	24,483	17,859	14,972
<b>Total Expenditure - Functional</b>	<b>51,533</b>	<b>44,245</b>	<b>43,729</b>	<b>43,163</b>	<b>42,387</b>	<b>44,937</b>	<b>43,538</b>	<b>43,099</b>	<b>43,372</b>	<b>41,629</b>	<b>46,214</b>	<b>42,079</b>	<b>529,924</b>	<b>536,853</b>	<b>551,372</b>
Surplus/(Deficit) before assoc.	81,192	(17,156)	(19,294)	(24,686)	3,064	79,517	(15,295)	2,513	68,843	(20,675)	(26,347)	(20,454)	91,223	98,178	89,745
Share of surplus/ (deficit) of associate													–	–	–
<b>Surplus/(Deficit)</b>	<b>81,192</b>	<b>(17,156)</b>	<b>(19,294)</b>	<b>(24,686)</b>	<b>3,064</b>	<b>79,517</b>	<b>(15,295)</b>	<b>2,513</b>	<b>68,843</b>	<b>(20,675)</b>	<b>(26,347)</b>	<b>(20,454)</b>	<b>91,223</b>	<b>98,178</b>	<b>89,745</b>

**LIM472 Elias Motsoaledi - Table SA28 Budgeted monthly capital expenditure (by vote)**

Description	Budget Year 2021/22												Medium Term Revenue and		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Multi-year expenditure to be appropriated</b>															
Vote 1 - Executive and Council													-	-	-
Vote 2 - Municipal Manager													-	-	-
Vote 3 - Budget and Treasury													-	-	-
Vote 4 - Corporate Services	185	35			65	345	80		130		80		-	920	2,200
Vote 5 - Community Services	-	105	-	330	90	129	-	99	47	-	-	-	-	800	2,400
Vote 6 - Technical Services	4,614	3,859	7,883	3,365	2,548	3,377	366	1,957	1,058	362	1,625	1,117	32,131	82,321	17,600
Vote 7 - Development Planning													-	-	-
Vote 8 - Executive Support													-	-	-
<b>Capital multi-year expenditure sub-total</b>	<b>4,799</b>	<b>3,999</b>	<b>7,883</b>	<b>3,695</b>	<b>2,703</b>	<b>3,850</b>	<b>446</b>	<b>2,055</b>	<b>1,236</b>	<b>362</b>	<b>1,705</b>	<b>1,117</b>	<b>33,851</b>	<b>86,921</b>	<b>19,700</b>
<b>Single-year expenditure to be appropriated</b>															
Vote 1 - Executive and Council													-	-	-
Vote 2 - Municipal Manager													-	-	-
Vote 3 - Budget and Treasury		600											-	600	-
Vote 4 - Corporate Services													-	-	-
Vote 5 - Community Services		200	189				368			43			-	800	2,000
Vote 6 - Technical Services	8,116	8,923	4,047	8,461	3,849	4,435	4,553	1,800	1,882	2,952	1,981	2,642	53,642	5,685	66,464
Vote 7 - Development Planning													-	-	-
Vote 8 - Executive Support													-	-	-
<b>Capital single-year expenditure sub-total</b>	<b>8,116</b>	<b>9,723</b>	<b>4,236</b>	<b>8,461</b>	<b>3,849</b>	<b>4,435</b>	<b>4,921</b>	<b>1,800</b>	<b>1,882</b>	<b>2,995</b>	<b>1,981</b>	<b>2,642</b>	<b>55,042</b>	<b>7,685</b>	<b>67,364</b>
<b>Total Capital Expenditure</b>	<b>12,915</b>	<b>13,723</b>	<b>12,118</b>	<b>12,156</b>	<b>6,553</b>	<b>8,285</b>	<b>5,367</b>	<b>3,856</b>	<b>3,118</b>	<b>3,357</b>	<b>3,686</b>	<b>3,759</b>	<b>88,892</b>	<b>94,606</b>	<b>87,064</b>

**LIM472 Elias Motsoaledi - Table SA29 Budgeted monthly capital expenditure (by functional classification)**

Description	Budget Year 2021/22												Medium Term Revenue and		
	July	Aug	Sept.	Oct	Nov.	Dec.	Jan	Feb.	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Capital Expenditure - Functional</b>															
<b>Governance and administration</b>	477	635	125	82	65	436	171	-	130	-	80	119	2,320	2,200	1,100
Executive and council												-	-	-	-
Finance and administration	477	635	125	82	65	436	171		130		80	119	2,320	2,200	1,100
Internal audit												-	-	-	-
<b>Community and public safety</b>	-	-	189	200	-	-	368	-	-	43	-	800	1,600	4,400	1,900
Community and social services			189				368			43		-	600	1,500	-
Sport and recreation				200								-	200	1,900	-
Public safety												800	800	1,000	1,900
<b>Economic and environmental services</b>	10,094	10,613	10,523	9,823	4,983	4,934	2,593	2,663	1,554	1,468	2,257	1,478	62,984	76,206	73,064
Planning and development												-	-	-	-
Road transport	10,094	10,613	10,523	9,823	4,983	4,934	2,593	2,663	1,554	1,468	2,257	1,478	62,984	76,206	73,064
Environmental protection												-	-	-	-
<b>Trading services</b>	2,345	2,474	1,281	2,050	1,505	2,915	2,235	1,193	1,434	1,845	1,349	1,362	21,988	11,800	11,000
Energy sources	2,345	2,169	1,281	1,920	1,414	2,786	2,235	1,094	1,386	1,845	1,349	2,162	21,988	11,800	11,000
Waste management	-	305	-	130	90	129	-	99	47	-	-	(800)	-	-	-
<b>Total Capital Expenditure - Functional</b>	<b>12,915</b>	<b>13,723</b>	<b>12,118</b>	<b>12,156</b>	<b>6,553</b>	<b>8,285</b>	<b>5,367</b>	<b>3,856</b>	<b>3,118</b>	<b>3,357</b>	<b>3,686</b>	<b>3,759</b>	<b>88,892</b>	<b>94,606</b>	<b>87,064</b>
<b>Funded by:</b>															
National Government	11,289	12,339	11,618	10,640	6,122	7,553	4,462	3,091	2,732	2,952	3,071	3,464	79,332	72,606	55,964
Provincial Government												-	-	-	-
District Municipality												-	-	-	-
Transfers and subsidies - capital (monetary allocations)												-	-	-	-
Transfers recognised - capital	11,289	12,339	11,618	10,640	6,122	7,553	4,462	3,091	2,732	2,952	3,071	3,464	79,332	72,606	55,964
Borrowing												-	-	-	-
<b>Internally generated funds</b>	<b>1,626</b>	<b>1,384</b>	<b>500</b>	<b>1,515</b>	<b>431</b>	<b>732</b>	<b>905</b>	<b>765</b>	<b>386</b>	<b>405</b>	<b>615</b>	<b>295</b>	<b>9,560</b>	<b>22,000</b>	<b>31,100</b>
<b>Total Capital Funding</b>	<b>12,915</b>	<b>13,723</b>	<b>12,118</b>	<b>12,156</b>	<b>6,553</b>	<b>8,285</b>	<b>5,367</b>	<b>3,856</b>	<b>3,118</b>	<b>3,357</b>	<b>3,686</b>	<b>3,759</b>	<b>88,892</b>	<b>94,606</b>	<b>87,064</b>

LIM472 Elias Motsoaledi - Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2021/23												Medium Term Revenue and		
	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
<b>Cash Receipts By Source</b>															
Property rates	2,012	1,948	2,281	2,495	2,060	1,635	1,188	1,810	2,203	2,224	2,211	4,619	26,687	27,807	29,031
Service charges - electricity revenue	5,615	6,323	7,295	6,963	7,194	6,646	7,001	7,074	7,571	7,776	7,569	13,823	90,849	94,665	98,830
Service charges - refuse revenue	301	258	347	353	326	304	317	279	407	429	412	1,101	4,833	5,055	5,278
Rental of facilities and equipment	32	49	35	36	25	19	20	157	60	60	60	168	723	753	786
Interest earned - external investments	-	-	252	-	-	143	-	-	245	-	451	809	1,900	1,980	2,067
Interest earned - outstanding debtors	67	76	133	119	63	74	62	100	69	50	176	128	1,118	796	641
Fines, penalties and forfeits	27	24	27	22	1	25	67	60	572	649	691	6,293	8,459	8,815	9,202
Licences and permits	303	287	387	442	358	180	268	360	71	65	938	1,581	5,240	5,460	5,701
Transfers and Subsidies - Operational	136,581	2,721	-	791	-	86,279	-	528	80,737	-	-	-	307,637	322,626	316,577
Other revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash Receipts by Source</b>	<b>144,937</b>	<b>11,687</b>	<b>10,757</b>	<b>11,221</b>	<b>10,028</b>	<b>95,305</b>	<b>8,924</b>	<b>10,368</b>	<b>91,935</b>	<b>11,253</b>	<b>12,508</b>	<b>28,523</b>	<b>447,446</b>	<b>467,957</b>	<b>468,113</b>
<b>Other Cash Flows by Source</b>															
Transfers and subsidies - capital (monetary allocations)	17,524	5,320	-	15,779	8,512	16,651	-	2,128	13,418	-	-	-	79,332	72,606	76,364
Transfers and subsidies - capital (monetary allocations)															
Proceeds on Disposal of Fixed and Intangible Assets															
Short term loans															
Borrowing long term/refinancing															
Increase (decrease) in consumer deposits	-	(1,325)			(921)			(1,000)					(3,247)	(3,247)	(3,247)
Decrease (increase) in non-current receivables															
Decrease (increase) in non-current investments															
<b>Total Cash Receipts by Source</b>	<b>162,461</b>	<b>15,681</b>	<b>10,757</b>	<b>27,000</b>	<b>17,619</b>	<b>111,957</b>	<b>8,924</b>	<b>11,496</b>	<b>105,353</b>	<b>11,253</b>	<b>12,508</b>	<b>28,523</b>	<b>523,532</b>	<b>537,316</b>	<b>541,231</b>
<b>Cash Payments by Type</b>															
Employee related costs	11,577	11,348	11,208	11,212	11,285	18,838	12,591	11,774	12,700	12,700	12,700	24,865	162,800	169,621	177,051
Remuneration of councillors	2,082	2,082	2,082	2,082	2,082	2,119	2,082	2,082	2,250	2,250	2,250	3,893	27,334	28,428	29,565
Finance charges	-	625	-	293	260	1,167	781	217	87	-	-	-	3,429	3,573	3,730
Bulk purchases - Electricity	10,112	10,653	10,424	9,158	7,313	7,512	7,259	8,492	8,840	9,249	10,296	10,727	110,035	114,656	119,701
Other materials	388	2,216	3,880	1,913	516	787	1,227	2,127	2,019	1,650	2,106	721	19,551	11,405	11,867
Contracted services	10,302	2,672	4,598	7,314	3,231	8,206	7,314	6,758	3,217	3,775	4,068	2,647	64,102	51,538	45,479
Transfers and grants - other	266	210	391	283	267	387	275	-	270	270	270	896	3,784	3,943	4,116
Other expenditure	1,300	3,902	1,642	4,185	113	6,855	3,263	1,033	3,384	2,356	2,347	1,484	31,864	33,203	34,663
<b>Cash Payments by Type</b>	<b>36,027</b>	<b>33,707</b>	<b>34,225</b>	<b>36,440</b>	<b>25,067</b>	<b>45,870</b>	<b>34,791</b>	<b>32,484</b>	<b>32,766</b>	<b>32,250</b>	<b>34,038</b>	<b>45,233</b>	<b>422,899</b>	<b>416,367</b>	<b>426,173</b>
<b>Other Cash Flows/Payments by Type</b>															
Capital assets	921	5,691	9,371	4,259	3,875	9,257	2,658	12,632	7,029	6,041	7,048	8,514	77,297	82,266	75,708
Repayment of borrowing															
Other Cash Flows/Payments												8,000	8,000	27,310	43,922
<b>Total Cash Payments by Type</b>	<b>36,948</b>	<b>39,398</b>	<b>43,596</b>	<b>40,700</b>	<b>28,942</b>	<b>55,128</b>	<b>37,450</b>	<b>45,116</b>	<b>39,795</b>	<b>38,291</b>	<b>41,086</b>	<b>61,748</b>	<b>508,196</b>	<b>525,943</b>	<b>545,803</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>125,513</b>	<b>(23,717)</b>	<b>(32,839)</b>	<b>(13,699)</b>	<b>(11,323)</b>	<b>56,829</b>	<b>(28,526)</b>	<b>(33,620)</b>	<b>65,558</b>	<b>(27,038)</b>	<b>(28,578)</b>	<b>(33,225)</b>	<b>15,335</b>	<b>11,374</b>	<b>(4,572)</b>
Cash/cash equivalents at the month/year begin	11,291	136,804	113,087	80,248	66,549	55,226	112,055	83,529	49,909	115,467	88,429	59,851	11,291	26,626	38,000
<b>Cash/cash equivalents at the month/year end</b>	<b>136,804</b>	<b>113,087</b>	<b>80,248</b>	<b>66,549</b>	<b>55,226</b>	<b>112,055</b>	<b>83,529</b>	<b>49,909</b>	<b>115,467</b>	<b>88,429</b>	<b>59,851</b>	<b>26,626</b>	<b>26,626</b>	<b>38,000</b>	<b>33,428</b>

## 8. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. These indicators and targets will be cascaded to departmental scorecards, which will be used for internal monitoring of the organisation and relevant individuals. The provision is made under section 54 (1)(c) of the MFMA that the mayor must consider and, make any revisions to the service delivery and budget implementation plan, provided that the 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.

### 8.1. OFFICE OF THE MUNICIPAL MANAGER

#### KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

**Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration**

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Performance Management	% of KPIs and projects attaining organizational targets (total organization) by 30 June 2022	Opex	73%	95%	25%	50%	70%	80%	Performance report *
	Final SDBIP approved by Mayor within 28 days after approval of IDP/Budget	n/a	1	1	n/a	n/a	n/a	1	Approved SDBIP

**KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objectives: To improve sound and municipal financial management**

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	Evidence
Expenditure	% spend of the Total Operational Budget excluding non-cash items by the 30 June 2022	Opex	100%	95%	25%	55%	70%	95%	Budget report
	Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	Opex	40%	25% to 40%	25% to 40%	25% to 40%	25% to 40%	25% to 40%	Section 71 report

**KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic objectives: To enhance good governance and public participation**

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Good Governance and oversight	Submission of Final audited consolidated Annual Report to Council on or before end of January 2021	n/a	1	1	n/a	n/a	1	n/a	Council resolution
	Submission of annual report Oversight Report to Council by March 2021	n/a	1	1	n/a	n/a	1	n/a	Council resolution
	2021/2022 IDP review process Plan approved by August 2020	n/a	1	1	1	n/a	n/a	n/a	Council resolution
IDP Development	Final IDP tabled and approved by Council by the 31 May 2021	n/a	1	1	n/a	n/a	n/a	1	Council resolution

**KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic objectives: To enhance good governance and public participation**

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Audit	Obtain an Unqualified Auditor General opinion for the 2020/2021 financial year	n/a	Qualified Audit Opinion	Unqualified Audit Opinion	n/a	Unqualified Opinion	n/a	n/a	AGSA audit report
	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2022 (Total organization)	n/a	85%	100%	n/a	n/a	50%	100%	Audit action plan
Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	n/a	77%	100%	100%	100%	100%	100%	Quarterly IA status reports

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Risk management	number of security risk assessment conducted by 30 June 2022	n/a	New	4	1	2	3	4	Quarterly Risk assessment Report
	Number of project risk assessments conducted by 30 June 2022	n/a	New	4	1	2	3	4	Quarterly Risk assessment reports
	number of Risk Management reports submitted to the Risk Management Committee per quarter	n/a	4	4	1	2	3	4	Quarterly Risk assessment Report
	Number of quarterly Risk Management Committee meetings convened by June 2022	n/a	3	4	1	2	3	4	Attendance register and minutes
	% execution of identified risk management plan within prescribed timeframes per quarter (total organisation)	n/a	100%	100%	100%	100%	100%	100%	Quarterly Risk assessment reports

## 8.2. CORPORATE SERVICES

### KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Employment equity	Review of the Employment Equity Plan by 30 June 2022	n/a	New	1	n/a	n/a	n/a	1	Reviewed Employment Equity /Council resolution
	Submission of employment equity report to DOL by 31 <sup>st</sup> January 2022	n/a	1	1	n/a	n/a	1	n/a	Acknowledgement letter / email indicating reporting date
	% recruitment of people with disability	Opex	New	1	n/a	n/a	1	n/a	Appointment letters
Skills programme	Number of employees approved for study financial assistance	Opex	4	2	n/a	2	n/a	n/a	Approval letters signed by municipal manager

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	Evidence
WSP	Approval of reviewed WSP(work skills plan) by 30 June 2022	n/a	1	1	n/a	n/a	n/a	1	Council resolution
	% of municipality's payroll budget actually spent on training and education of employees	1% of payroll budget	1% of payroll budget	1% of payroll budget	n/a	n/a	n/a	1% of payroll budget	Budget report
LLF	Number of LLF meetings held	n/a	13	12	3	6	9	12	Attendance register and minutes
ICT	Number of ICT steering committee meetings	n/a	4	4	1	2	3	4	Attendance register and minutes
	Number of ICT reports submitted to ICT steering committee	n/a	8	4	1	2	3	4	ICT reports and attendance register

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	Evidence
Occupational health and safety (OHS)	Number of health risk assessment conducted	Opex	New	2	1	n/a	n/a	2	Health risk assessment report
	Number of COID reports submitted	n/a	New	2	n/a	1	n/a	2	Proof of submission
Employee Assistance Programme (EAP)	Number of wellness activities conducted	Opex	New	2	1	n/a	n/a	2	Wellness report

### 8.3. BUDGET AND TREASURY

#### KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
						1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Indigents	% of registered indigents who receives free basic electricity by 30 June 2022 (GKPI)		207 800	20.99%	20%	20%	20%	20%	20%	Indigent register and Eskom beneficiary list

**KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objectives: To improve sound and sustainable municipal financial management**

Programme	Key performance indicator	weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
						1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Financial management	Cost coverage ratio by the 30 June 2022 (GKPI)		Opex	0.28	1 to 3 months	n/a	n/a	n/a	1 to 3 months	2019/2020 AFS
Revenue	% outstanding service debtors to revenue by the 30 June 2022 (GKPI)		Opex	19.20%	5%	n/a	n/a	n/a	5%	2019/2020 AFS
Budget	Submission of MTRE Budget to Council 30 days before the start of the new financial year		n/a	1	1	n/a	n/a	n/a	1	Council resolution

**KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objectives: To improve sound and sustainable municipal financial management**

Programme	Key performance indicator	Weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
						1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
AFS	Audited Annual Financial Statements (AFS) and Audit report submitted to council by 25 January 2022		n/a	1	1	n/a	n/a	1	n/a	Council resolution
Expenditure	% Payment of creditors within 30 days		Opex and capex budget	100%	100%	100%	100%	100%	100%	Creditors age analysis
Assets management	Number of assets verifications conducted by 30 June 2022		n/a	1	1	n/a	n/a	n/a	1	Assets verification report

## 8.4. COMMUNITY SERVICES

### KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Waste management	% of households with access to a minimum level of basic waste removal by 30 June 2022 (once per week) (GKPI)	Opex	9%	8% (number of HH from billing report over the 66 330 from the IDP of the total Household)	8%	8%	8%	8%	Service reconciliation report
Education/ Libraries	Number of initiatives held to promote library facilities by 30 June 2022	n/a	4	2	n/a	n/a	1	2	Attendance register and Reports
Environmental management	Number of environmental awareness conducted by 30 June 2022	Opex	4	2	n/a	n/a	1	2	Attendance register and Reports
Disaster management	Number of disaster awareness campaigns conducted by 30 June 2022	Opex	4	2	n/a	n/a	1	2	Attendance register and Reports

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Safety and security	Number of community safety forum meetings held by 30 June 2022	n/a	new	4	n/a	n/a	1	2	Reports and attendance register

## 8.5 DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC

### KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic objectives: To promote integrated human settlements

Programme	Key performance indicator	Weighting	Original Budget R 000's 2021/2022	Audited baseline 2019/20	Annual target	2021/2022				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Land use management	% Rezoning and Subdivision of Erf 832 Groblersdal Extension 15		R 500 000	New	100% Approved Rezoning and Subdivision application	25% Appointment of S.P. Project Execution Plan	n/a	75% Draft rezoning and subdivision application	100% Approved rezoning and application	Q1 Appointment of S.P. Project Execution Plan Q2 . n/a Q3 Draft application Q4 Approved application

Programme	Key performance indicator	Weighting	Original Budget R 000's 2021/2022	Audited baseline 2019/20	Annual target	2021/2022				
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Evidence
Land use management	% Rezoning and Subdivision of Portion 10 of farm Klipbank 26JS		500 000	new	100% Approved Rezoning and Subdivision application	25% Appointment of S.P. and Project Execution Plan	n/a	75% Draft rezoning and subdivision application	100% Approved rezoning and subdivision application	Q1 Appointment of S.P. and Project Execution Plan Q2 n/a Q3 .Draft rezoning and subdivision application Q4 Approved rezoning and subdivision application
Land Use Management	% Subdivision of Farm Mapochsgronde 911		R 250 000	New	100% approved Subdivision application	25% Appointment of S.P. and Project Execution Plan	n/a	Draft subdivision application	100% Approved subdivision application	Q1 Appointment of S.P. and Project Execution Plan Q2

Programme	Key performance indicator	Weighting	Original Budget R 000's 2021/2022	Audited baseline 2019/20	Annual target	2021/2022				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
										n/a  Q3 .Draft subdivision application  Q4 Approved subdivision application
Land Use Management	% of land use applications received and processed within 90 days		Opex	100%	100%	100%	100%	100%	100%	Land use application register
Compliance with National building regulations	% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans		n/a	100%	100%	100%	100%	100%	100%	Building plans application register

Programme	Key performance indicator	Weighting	Original Budget R 000's 2021/2022	Audited baseline 2019/20	Annual target	2021/2022				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans		n/a	100%	100%	100%	100%	100%	100%	Building plans application register
Compliance with National building regulations	% of inspections conducted on building construction with an approved plan to ensure compliance with Sec. 6(c) and 17 (b) of National Building Regulations and Building Standards Act		n/a	100%	100%	100%	100%	100%	100%	Inspection report

**KPA 3: LOCAL ECONOMIC DEVELOPMENT**

**Strategic objectives: To promote conducive environment for economic growth and development**

Programme	Key performance indicator	Weightings	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
						1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
EPWP	Number of job opportunities provided through EPWP grant by 30 June 2022 (GKPI)		EPWP grant	69	69	n/a	69	n/a	n/a	List of approved appointees
	Number of SMME's and Co-operatives capacity building workshops/ Training held by 30 June 2022 [LED Training]		Opex	12	14	3	3	4	4	Reports and attendance registers

8.6 DEPARTMENT: EXECUTIVE SUPPORT

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights, elderly and moral re-generation by the 30 June 2022	Opex	8	2	n/a	n/a	1	2	Programme and attendance register

**KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic objectives: To enhance good governance and public participation**

Programme	Key performance indicator	Original Budget R 000's 2019/20	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	Annual	
MPAC	number of MPAC quarterly reports submitted to council	n/a	4	4	1	2	3	4	Council resolution
	Number of MPAC outreaches initiated by 30 June 2022	1 000 000	new	2	n/a	n/a	1	2	Reports and attendance register
Mayoral programme	number of Mayoral outreach projects initiated by 30 June 2022	623 400	4	4	1	2	3	4	Report and Attendance register
Speakers programme	number of Speakers outreach projects initiated by 30 June 2022	207 800	new	4	1	2	3	4	Report and Attendance register

## KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Ward committee	Number of ward committee reports submitted to council quarterly	n/a	4	4	1	2	3	4	Council resolution
Youth programmes	Number of youth programmes initiated by 30 June 2022	Opex	New	4	1	2	3	4	Report and attendance register
Communications	Number of municipal newsletter printed/produced	Opex	New	10 000 copies	5000	10000	15 000	20 000	Delivery note and copy of the newsletter
Communications	% Reviewal of communication strategy	n/a	100 %	100% reviewal of communication strategy	n/a	n/a	n/a	100% reviewal of communication strategy	Council resolution
Customer services	% of community complaints received and processed	n/a	new	100%	100%	100%	100%	100%	Community complaints register

## 8.7 INFRASTRUCTURE SERVICES

### KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr	
EPWP	Number of job opportunities created through infrastructure projects by 30 June 2022 (GKPI)	MIG/ INEP/ EMLM	312	300	90	160	250	300	List appointees

**KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**Strategic objectives: To provide for basic services delivery and sustainable infrastructural development**

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Roads and storm water	Kilometers of graveled roads re-graveled	Opex	70km	70km	20km	30km	45km	70km	Completion certificates
Roads and storm water	Kilometers of graveled roads bladed	Opex	536.5 km	400km	120km	240km	320km	400km	Completion certificates

**KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION**

**Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration**

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1 <sup>st</sup> Qtr.	2 <sup>nd</sup> Qtr.	3 <sup>rd</sup> Qtr.	4 <sup>th</sup> Qtr.	
Municipal Infrastructure Grants (MIG)	Number of MIG reports submitted to CoGHSTA	n/a	12	12	3	6	9	12	Proof of submission
Department of Energy(DOE)	Number of reports submitted to department of energy	n/a	12	12	3	6	9	12	Proof of submission

**KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

**Strategic Objectives: To improve sound and sustainable municipal financial management**

Programme	Key performance indicator	Budget Source	Audited baseline 2019/20	Annual target	2021/2022				Evidence
					1st Qtr.	2nd Qtr.	3rd Qtr.	4 <sup>th</sup> Qtr.	
Project Management	% spending on MIG funding by the 30 June 2022	MIG (54 560 000)	98%	100%	20%	60%	75%	100%	MIG monthly report
Electricity	% spending on INEP funding by 30 June 2022	INEP (20 000 000)	100%	100%	25%	50%	75%	100%	INEP monthly report

## 9. DETAILED CAPITAL WORKS PLAN

The Municipality is faced with serious financial constraints to cater for all KPAs in terms of capital allocations. The institution has developed a three year infrastructure development capital projects that will be funded through MIG, INEP and own revenue allocations. Some of the projects have been registered whilst others are still in the process of registration

The list of projects indicated below is from municipal departments, however budget allocation is not sufficient. Projections for the outer years have been made although they will be reviewed when developing the 2019/20 IDP document. The budget has been reviewed in line with the requirements of MSCOA (Municipal Standard Chart of Accounting).

### KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

**Strategic objectives: To provide for basic services delivery and sustainable infrastructural development**

CAPITAL PROJECTS											
Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
n/a	furniture and office equipment	% Processing of procurement request submitted	460 000	100%	100% Processing of procurement request submitted	Processed requisitions	corporate services				
n/a	computer equipment	% Processing of procurement request submitted	460 000	100%	100% Processing of procurement request submitted	Processed requisitions	corporate services				

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
n/a	Air conditioners	% Processing of procurement request submitted	300 000	50%	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	100% Processing of procurement request submitted	Infrastructure
n/a	Forklift	% procurement of forklift	600 000	New	100% procurement of forklift by March 2022	n/a	n/a	100% procurement of forklift by March 2022	n/a	Delivery note	Finance
n/a	Mobile offices traffic	% procurement of mobile offices traffic	600 000	New	100% Procurement of Mobile Office traffic by June 2022	25% Development of Specifications and placing of Advertisement	n/a	50% Appointment of service provider	100% procurement of Mobile Office traffic	Q1 Copy of Advert Q3 appointment letter Q4 Delivery note	Community services

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
13	Upgrading of parks	Number of parks to be upgraded	200 000	new	1 parks to be upgraded by June 2022	Development of Specifications and placing of Advertisement	n/a	Appointment of service provider	Upgrading of parks	Q1 Copy of Advert Q3 appointment letter Q4 completion certificate	Community services
n/a	Construction of Disaster management centre and emergency relief storeroom	% Construction of Disaster management centre and emergency relief storeroom	600 000	new	100% Construction of Disaster management centre and emergency relief storeroom	10% Advertisement for contractor (5%) and appointment letter (5%)	n/a	100% Construction of Disaster management centre and emergency relief storeroom	n/a	Q1 advert and appointment letter Q3 completion certificate	Community services

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
n/a	No illegal dumping boards	% No illegal dumping boards	200 000	100%	100% No illegal dumping boards	50% Advertisement and appointment of service provider	100% Purchase of no illegal dumping boards	n/a	n/a	*Expenditure report *Purchase Order *Delivery Note	Community services
25	Reticulation of stands with electrical infrastructure at Ga Posa	Number of stands reticulated with electrical infrastructure at Ga posa	3 977 500	new	583 stands reticulated with electrical infrastructure by 30 June 2022	Construction of MV and LV	Construction of MV and LV	Construction of MV and LV	583 stands reticulated with electrical infrastructure	Q1 Progress report Q2 Progress report Q3 Progress report Q4 completion certificate	infrastructure
4	Reticulation of stands with electrical infrastructure at Maleoskop	Number of stands reticulated with electrical infrastructure at Maleoskop	646 500	new	135 stands reticulated with electrical infrastructure by March 2022	Construction of MV and LV	Construction of MV and LV	135 stands reticulated with electrical infrastructure	N/A	Q1 Progress report Q2 Progress report Q3 completion certificate	infrastructure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
14	Reticulation of stands with electrical infrastructure at Maphepha	Number of stands reticulated with electrical infrastructure at Maphepha	5 100 000	new	300 stands reticulated with electrical infrastructure by 30 June 2022	Design completed (5%) and advertisement for the contractor (5%)	Appointment of the contractor (10%) and 20% Construction of MV and LV	Construction of MV and LV	300 stands reticulated with electrical infrastructure	Q1 Design report and tender advert Q2 contractor's appointment letter and Progress report Q3 Progress report Q4 completion certificate	infrastructure
7	Reticulation of stands with electrical infrastructure at Matlala Lehwelere	Number of stands reticulated with electrical infrastructure at Matlala Lehwelere	3 977 500	new	110 stands reticulated with electrical infrastructure by 30 June 2022	Design completed (5%) and advertisement for the contractor (5%)	Appointment of the contractor (10%) and 20% Construction of MV and LV	Construction of MV and LV	110 stands reticulated with electrical infrastructure	Q1 Design report and tender advert Q2 contractor's appointment letter and Progress report	Infrastructure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4th Quarter	Evidence	Responsibility
										Q3 Progress report Q4 completion certificate	
	Reticulation of stands with electrical infrastructure at Ntswelemotse	Number of stands reticulated with electrical infrastructure at Ntswelemotse	2 664 000	new	120 stands reticulated with electrical infrastructure by 30 June 2022	Design completed (5%) and advertisement for the contractor (5%)	Appointment of the contractor (10%) and 20% Construction of MV and LV	Construction of MV and LV	120 stands reticulated with electrical infrastructure	Q1 Design report and tender advert Q2 contractor's appointment letter and Progress report Q3 Progress report Q4 completion certificate	Infrastructure
	Reticulation of stands with electrical infrastructure	Number of stands reticulated with electrical infrastructure	1 295 000	new	96 stands reticulated with electrical infrastructure	Design completed (5%) and advertisement for the	Appointment of the contractor (10%) and 20%	Construction of MV and LV	96 stands reticulated with electrical infrastructure	Q1 Design report and tender advert Q2 contractor's	Infrastructure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
	at Rondebosch	at Rondebosch			by 30 June 2022	contractor (5%)	Construction of MV and LV			appointment letter and Progress report Q3 Progress report Q4 completion certificate	
	Reticulation of stands with electrical infrastructure at Sephaku new Belfast / Mahlwakgomo	Number of stands reticulated with electrical infrastructure at Sephaku new Belfast / Mahlwakgomo	1 665 000	new	115 stands reticulated with electrical infrastructure by 30 June 2022	Design completed (5%) and advertisement for the contractor (5%)	Appointment of the contractor (10%) and 20% Construction of MV and LV	Construction of MV and LV	115 stands reticulated with electrical infrastructure	Q1 Design report and tender advert Q2 contractor's appointment letter and Progress report Q3 Progress report Q4 completion certificate	Infrastructure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
	Reticulation of stands with electrical infrastructure at Vlakfontein	Number of stands reticulated with electrical infrastructure at Vlakfontein	1 202 500	new	88 stands reticulated with electrical infrastructure by 30 June 2022	Design completed (5%) and advertisement for the contractor (5%)	Appointment of the contractor (10%) and 20% Construction of MV and LV	Construction of MV and LV	88 stands reticulated with electrical infrastructure	Q1 Design report and tender advert Q2 contractor's appointment letter and Progress report Q3 Progress report Q4 completion certificate	Infrastructure
	Upgrading of Groblersdal traffic lights	% Upgrading of Groblersdal traffic lights	340 000	new	100% Upgrading of Groblersdal traffic lights by March 2022	50% Advertisement of service provider	75% appointment of service provider	100% Upgrading of Groblersdal traffic lights by March 2022	n/a	Q1 advert and appointment letter  Q2 progress report  Q3 completion certificate	Infrastructure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
	Upgrading of Dipakapake ng access road	% Upgrading of Dipakapake ng access road	21 750 000	new	100% Upgrading of Dipakapake ng access road	10% Advertiseme nt for contractor (5%) and appointment letter (5%)	20% construction of the road	60% construction of the road	100% completion	Q1 advert and appointment letter  Q2 progress report  Q3 progress report  Q4 completion certificate	Infrastruct ure
	Upgrading of Tafelkop stadium access road	% Upgrading of Tafelkop stadium access road	13 184 000	new	100% Upgrading of Tafelkop stadium access road	10% Advertiseme nt for contractor (5%) and appointment letter (5%)	20% construction of the road	60% construction of the road	100% completion	Q1 advert and appointment letter  Q2 progress report	Infrastruct ure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
										Q3 progress report  Q4 completion certificate	
31	Groblersdal Landfill site	Upgrading of Groblersdal Landfill site	10 055 000	50%	100% Construction of the cell by June 2022	60% Construction and completion of the cells	100% completion of the cells	N/A	N/A	Q1 progress report  Q2 completion certificate	Infrastructure
22	Upgrading of Bloempoot to Uitspanning road	%  Upgrading of Bloempoot to Uitspanning road	13 000 000	new	100%  Upgrading of Bloempoot to Uitspanning road	10% Advertisement for contractor (5%) and appointment letter (5%)	20% construction of the road	60% construction of the road	100% completion	Q1 advert and appointment letter  Q2 progress report  Q3 progress report	Infrastructure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
										Q4 completion certificate	
31	Motetema Internal Streets	% construction of Motetema internal streets	2 500 000	80%	100% Construction of Motetema internal streets by June 2022	10% Advertisement for contractor (5%) and appointment letter (5%)	20% construction of the road	60% construction of the road	100% completion	Q1 Design report and tender advert Q2 contractor's appointment letter and Progress report Q3 Progress report Q4 completion certificate	Infrastructure
	Rehabilitation of roads/streets in various wards	% Rehabilitation of roads/streets in various wards	2000 000	new	100% rehabilitation of roads / streets in various	25% rehabilitation of roads / streets in various wards	50% rehabilitation of roads / streets in various wards	75% rehabilitation of roads / streets in various wards	100% rehabilitation of roads / streets in various wards	Q1 appointment letter Q2 progress report	infrastructure

**CAPITAL PROJECTS**

Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
					wards by June 2022					Q3 progress report  Q4 completion certificate	
n/a	Culverts and road signs	% Purchase of culverts and road signs	500 000	100%	100% Purchase of culverts and road signs	50% Advertisement and appointment of service provider	100% Purchase of culverts and road signs	n/a	n/a	*Expenditure report *Purchase Order *Delivery Note	Infrastructure
	Upgrading of Roosenekaal concrete palisade	% Upgrading of Roosenekaal concrete palisade	600 000	new	100% Upgrading of Roosenekaal concrete palisade	10% Advertisement for contractor (5%) and appointment letter (5%)	20% construction	60% construction	100% completion	Q1 advert and appointment letter  Q2 progress report  Q3 progress report	Infrastructure

CAPITAL PROJECTS											
Ward No.	Project	key performance indicator	Original Budget R 000's 2021/22	Audited baseline 2019/20	Annual target	1st quarter	2nd quarter	3rd quarter	4 <sup>th</sup> Quarter	Evidence	Responsibility
										Q4 completion certificate	

## 10. CONCLUSION

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The SDBIP is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipality. The SDBIP gives meaning to the budget and the IDP and will inform both in-year reporting in terms of section 71 of MFMA (monthly reporting), section 72 of MFMA (mid-year report) and section 46 of MSA (end-of-year annual reports). This enables the Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance..

The SDBIP provides the top layer of information for the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

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**M.M KGWALE**  
**MUNICIPAL MANAGER**

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**DATE**

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**J.L MATHEBE**  
**MAYOR**

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**DATE**