



**OPERATIONAL SERVICE DELIVERY AND  
BUDGET IMPLEMENTATION PLAN  
2021/2022**

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## Part 1-Financial Performance Planning

## 1. Executive Mayor's approval and recommendations to council

Section 53 (1) (c) states that the mayor must-

- (1) (c) take all reasonable steps to ensure-
  - (i) That the municipality approves its annual budget before the start of the year;
  - (ii) That the municipality's service delivery and budget and implementation plan is approved by the mayor 28 days after the approval of the budget; and
  - (iii) That the annual performance agreements as required in terms section 57 (1)(b) of the Municipal Systems Act for the municipal manager and all senior managers-
    - (aa) comply with this Act in order to promote sound financial management;
    - (bb) are linked to measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and
    - (cc) are concluded in accordance with section 57 (2) of the Municipal Systems Act.
- (2) The mayor must promptly report to the municipal council and the MEC for finance in the province any delay in the tabling in the tabling of an annual budget, the approval of the service delivery and budget implementation plan or the signing of the annual performance agreements.
- (3) The mayor must ensure-
  - (a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan; and
  - (b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.

I, **Councillor Speelman N** in my capacity as the Executive Mayor of Matjhabeng Local Municipality, hereby confirm receipt of the final Service Delivery and Budget Implementation Plan for 2021/2022 as required by section 53 (1) (c) (ii) of the Municipal Finance Management Act, 56 of 2003, as stated above.

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**COUNCILLOR SPEELMAN N**  
**EXECUTIVE MAYOR: MATJHABENG LOCAL MUNICIPALITY**  
**28 JUNE 2021**

## **2. Introduction**

The purpose of this document is to present the Service Delivery and Budget Implementation Plan of Matjhabeng Local Municipality for the 2021/2022 financial year. The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan is a requirement of the Municipal Finance Management Act, 56 of 2003.

The Service Delivery and Budget Implementation Plan gives effect to the Integrated Development Plan and the Budget of the municipality. It is an expression of the objectives of the municipality in quantifiable outcomes that will be implemented by the administration for the financial period. It includes the service delivery targets and performance indicators for each quarter which is linked to the performance agreements of senior management and any other official who has signed a performance agreement. It therefore facilitates oversight over financial and non-financial performance of the municipality.

The Service Delivery and Budget Implementation Plan is a key management, implementation, and monitoring tool, which provides operational content to the end of year service delivery targets, set in the Integrated Development Plan and Budget. The Service Delivery and Budget Implementation Plan provides a credible information management plan to ensure service delivery targets and other performance management indicators are achieved.

It is a mechanism that ensures that the Integrated Development Plan and the Budget are aligned. The focus of the Service Delivery and Budget Implementation Plan is the creation of both financial and non-financial measurable performance objectives in the form of service delivery targets.

The Service Delivery and Budget Implementation Plan 2021/2022 will not only ensure appropriate monitoring in the execution of the municipal a budget and processes involved in the allocations of budget to achieve key strategic priorities as set by the municipality's Integrated Development Plan, but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for overall annual and quarterly organisational performance for the 2020/2021 financial year.

The Service Delivery and Budget Implementation Plan also assists the executive, council, and the community in their respect oversight responsibilities since it serves as an implementation and monitoring tool.

## **3. Legislative Framework**

Section 1 of the Municipal Finance Management Act, 56 of 2003, defines the Service Delivery and Budget Implementation Plan as a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) for implementing the municipality's delivery of services and its annual budget

- (a) Projection 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; and
- (c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54 (1) (c).

The Municipal Finance Management Act, 56 of 2003, requires that municipalities develop a Service Delivery and Budget implementation Plan as a strategic financial management tool to ensure that

budgetary decisions that are adopted by municipalities for the financial year are aligned with the Integrated Development Plan.

#### **4. Service Delivery and Budget Implementation Plan**

##### **4.1 Components of the Service Delivery and Budget Implementation Plan**

- Monthly projections of revenue to be collected for each source
- Monthly projections of expenditure and revenue for each vote
- Quarterly projections of service delivery targets and performance indicators for each vote
- Detailed capital budget broken down by ward over three years

###### **4.1.1 Monthly projections of revenue to be collected for each source**

The fourth quarter budget and performance report indicate that actual revenue collected is lower than the year-to-date budget, but the revenue collection rate is at 55%, which indicates that the municipality might get into financial conundrum in the next financial year, as most of the revenue that is made of the grants that were allocated by the National Treasury through Division of Revenue allocations.

Failure to collect its revenue as budgeted will severely impact on the municipality's ability to provide services to the community. The municipality therefore must institute measures to achieve its monthly revenue targets for each source.

These measures will enable the municipality to assess its cash flow on a monthly basis with the view of undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash.

Furthermore, the effectiveness of Revenue Enhancement Strategy and Credit Control and Debt Collection Policies and procedures can be monitored with appropriate actions taken to remedy the situation.

###### **4.1.2 Monthly projections of revenue and expenditure by vote**

The monthly projection of revenue and expenditure by vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is monthly projections per vote in addition to projections by source.

When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actual. The vote must be aligned to the organisational structure to indicate the budget spread.

###### **4.1.3 Quarterly projections of service delivery targets and performance indicators for each vote**

This component of the Service Delivery and Budget Implementation Plan requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs.

Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's Municipal Finance Management Act, 56 of 2003, Circular 13, is the utilisation of scorecards to monitor service delivery.

#### **4.1.4 Detailed capital budget over three years**

Information detailing infrastructure projects containing project description and anticipated costs over the three-year period. A summary of capital projects per the Integrated Development Plan is available on council's website. The procurement process is an important component to ensure effective and timely infrastructure/capital service delivery, and this will also ensure that irregular expenditure is curbed.

### **5. Monitoring of the implementation of the Service Delivery and Budget Implementation Plan**

Progress against the objectives and targets set out in the Service delivery and Budget Implementation Plan is reported on monthly, quarterly, mid-year and annual basis as set out in the Municipal Finance Management Act, 56 of 2003. A series of reporting requirements are outlined in the Municipal Finance Management Act, 56 of 2003, as follows:

- Monthly budget statements (section 71)
- Quarterly reports (section 52(d))
- Mid-year Budget and Performance Assessment Report (section 72)
- Annual report (section 121)

Whilst the Service Delivery and Budget Implementation Plan largely complies with legislation as well as policy guidelines issued by National Treasury, it is however an evolving document and will continue to be refined to improve the content and quality of information contained therein on continued basis.

The Service Delivery and Budget Implementation Plan of Matjhabeng Local Municipality is developed according to the six key performance areas as set out in the municipal Integrated Development Plan. It contains the strategic focus areas which are then drilled down into programmes, projects, and sub-projects.

It reflects the quarterly and annual targets, and the actual achievements or non-achievements of these targets is monitored on quarterly basis. The aim of monitoring is to ensure that the municipality achieves its objectives.

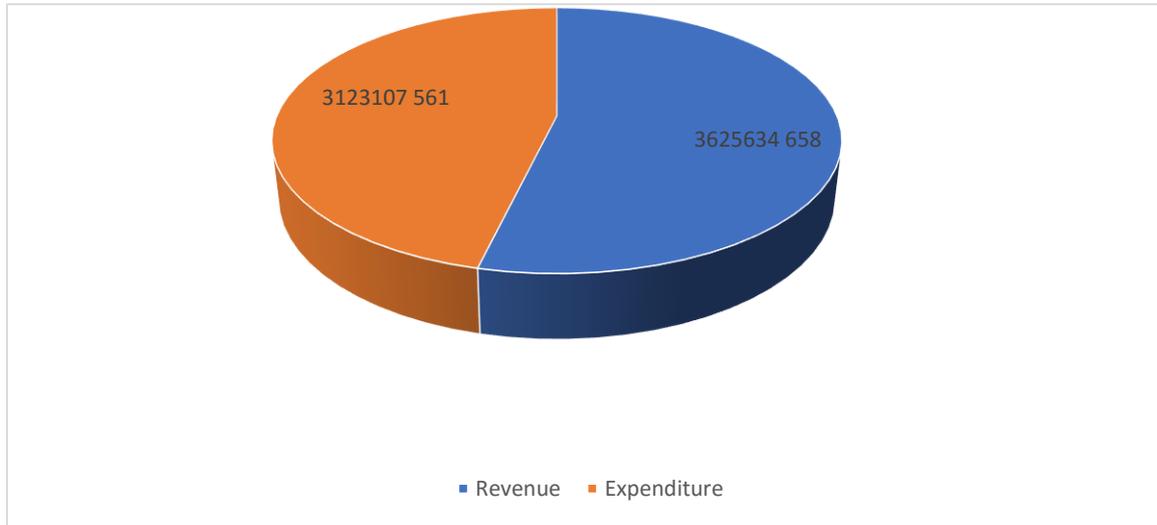
Where targets are not achieved, reasons for non-achievement and corrective actions to be implemented are required. All service Delivery and Budget Implementation Plan projects are linked, either directly or indirectly, to the key performance indicators contained in the organisational scorecard. This ensures that the municipal Integrated Development Plan, Budget, Organisational Scorecard and the Service Delivery and Budget Implementation Plan are all linked.

The municipality has adopted an automated performance management system to enhance and add value to the Service delivery and Budget Implementation Plan reporting process. The automated systems provide the following functionalities:

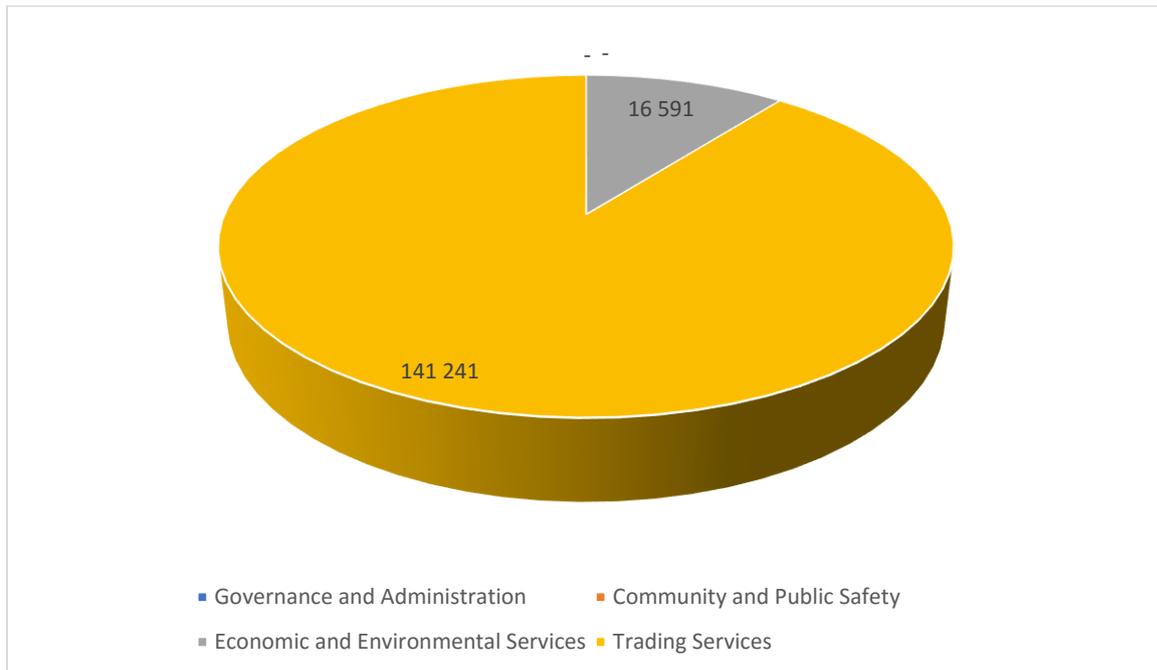
- Capturing the approved Service Delivery and Budget Implementation Plan on the system;
- Employee updating of progress online ;
- Update actual status online;
- Define variances online;
- Uploading evidence online;
- Defining corrective measures online;

## 6. 2021/2022 Medium-Term Revenue and Expenditure Framework

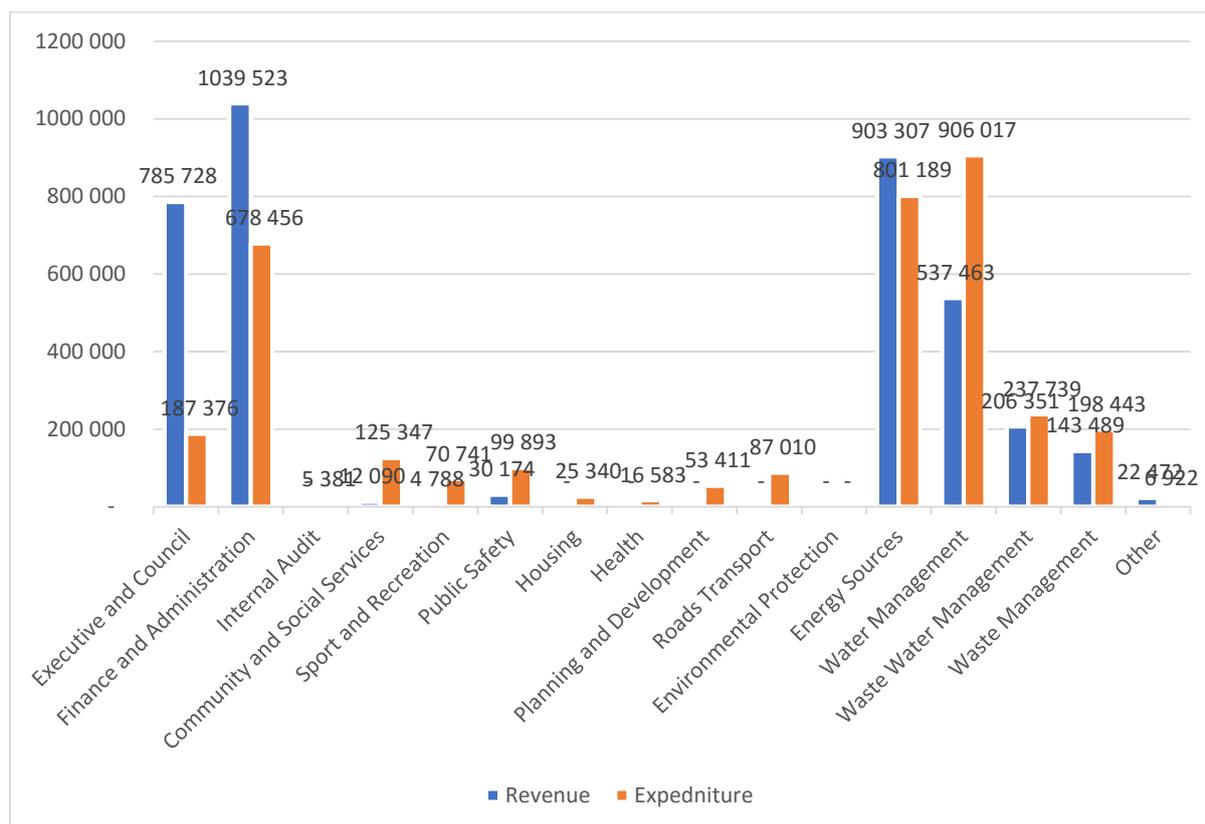
The following set of graphs gives an overview of the municipal budget 2021/2022 financial year that was approved by council on the 07 June 2021.



### 6.2 Capital Budget by Vote



### 6.3 Capital Expenditure by functional classification



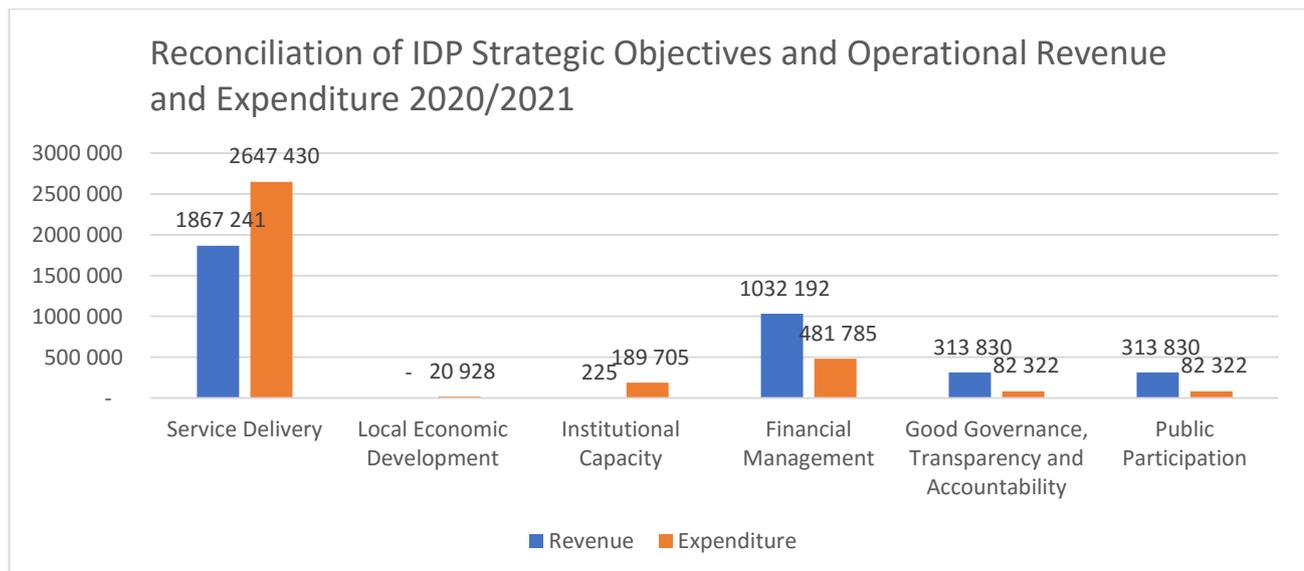
### 6.4 Total operational revenue

Description	2017/2018	2018/2019	2019/2020	Current Year 2020/2021				2021/2022 Medium-Term Revenue and Expenditure Framework	
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-Audited Outcome	Budget Year 2021/2022	Budget Year + 1 2022/2023
<b>Financial Performance</b>									
Property Rates	299 212	376 085	401 962	399 297	399 297	399 297	347 408	423 255	448 851
Service Charges-Electricity	579 598	571 940	645 781	776 999	776 999	776 999	555 788	890 363	880 448
Service Charges-Water revenue	309 350	327 135	404 898	380 734	380 374	380 374	361 047	403 578	427 792
Service Charges-Sanitation revenue	139 299	141 625	149 647	165 399	165 399	157 291	157 291	175 323	185 842
Service Charges-refuse revenue	84 115	86 556	90 351	110 613	110 613	110 613	97 343	117 249	124 284
Rental facilities and equipment	13 963	15 366	13 748	23 663	23 663	23 663	14 301	25 083	26 588
Interest earned-external investments	1 516	1 119	2 107	4 089	4 089	4 089	904	4 334	4 595
Interest earned-outstanding debtors	177 971	204 822	229 141	216 054	216 054	216 054	169 304	229 018	242 759
Dividends received	18	20	21	23	23	23	20	24	26
Fines, penalties and forfeits	10 525	8 878	4 266	23 748	23 748	23 748	1 845	25 173	26 683
Licences and permits	117	129	91	0	0	0	180	0	0
Agency services	0	0	0	0	0	0	0	0	0
Transfers and subsidies	398 240	462 252	502 012	548 702	635 429	635 429	629 901	567 659	597 825
Other Own Revenue	17 571	8 918	4 100	252 961	252 961	252 961	59 750	606 258	351 087
Gains	1 576	47 546	49 890	56 180	56 180	56 180	0	60 000	63 600
<b>Total Revenue (Excluding capital transfers and contribution)</b>	<b>2 033 071</b>	<b>2 252 391</b>	<b>2 498 014</b>	<b>2 958 462</b>	<b>3 045 189</b>	<b>3 045 189</b>	<b>2 395 081</b>	<b>3 527 317</b>	<b>3 380 180</b>

## 6.5 Total operating expenditure

Table A1: Budget Summary-Expenditure									
Description	2017/2018	2018/2019	2019/2020	Current Year 2020/2021				2021/2022 Medium-Term Revenue and Expenditure Framework	
R' thousand	Audited Outcome	Audited Outcome	Pre-Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-Audited Outcome	Budget Year 2021/2022	Budget Year + 1 2022/2023
Financial Performance									
Employee Costs	663 434	707 492	699 827	836 063	836 063	836 063	647 431	886 220	939 393
Remuneration of Councillors	29 891	31 771	30 274	35 948	35 948	35 948	23 939	38 105	40 391
Debt impairment	525 615	554 662	684 012	200 000	200 000	200 000	3 407	170 673	138 513
Depreciation and Asset Impairment	227 539	528 737	253 023	123 276	123 276	123 276	0	742 282	739 119
Finance Charges	158 651	281 765	202 275	101 275	101 275	101 275	1 033	204 412	216 677
Material and Bulk Purchases-electricity	421 073	450 359	528 575	438 328	396 045	396 045	161 892	516 350	537 110
Inventory consumed	0	0	0	0	0	0	0	742 282	739 119
Contracted services	267 285	425 564	415 821	190 571	544 542	544 542	423 721	129 171	131 621
Transfers and grants	0	0	1 478	750	1 929	1 929	1 865	781	828
Other Expenditure	163 266	197 993	283 532	155 964	421 410	421 410	337 957	282 758	299 723
Losses	33	0	0	0	0	0	0	0	0
<b>Total Expenditure</b>	<b>2 455 785</b>	<b>3 178 343</b>	<b>3 178 474</b>	<b>2 183 176</b>	<b>2 660 488</b>	<b>2 660 488</b>	<b>1 601 244</b>	<b>3 499 848</b>	<b>3 288 084</b>
<b>Surplus/(Deficit)</b>	<b>(422 714)</b>	<b>(925 953)</b>	<b>(680 460)</b>	<b>775 286</b>	<b>384 701</b>	<b>384 701</b>	<b>793 838</b>	<b>27 469</b>	<b>112 086</b>

## 6.6 Table SA4 and SA5: Reconciliation of Integrated Development Plan Strategic Objectives and Operational Revenue and Expenditure



## Part 2-Non-Financial Performance Planning

## **7.1. Link with the Integrated Development Plan**

The organisational structure of the municipality is linked to the Integrated Development Plan through the Institutional Plan attached to the Integrated Development Plan on the high-level macrostructure consisting of the following structures:

- (i) Council
- (ii) Office of the Speaker
- (iii) Office of the Executive Mayor
- (iv) Office of the Municipal Manager
- (v) Department of Financial Management Services
- (vi) Department of Corporate Services
- (vii) Department of Community Services
- (viii) Department of Engineering Services
- (ix) Local Economic Development
- (x) Human Settlement

## **7.2 Description of the core functions of the municipality based on its legislative mandate**

The municipality's core functions are derived from the constitution and its primary objective is to provide basic services, namely;

- (a) Water
- (b) Electricity
- (c) Refuse Removal
- (d) Wastewater

## **7.3 Summary of core functions**

Based on the key priority areas as identified in the Integrated Development Plan, the municipality will focus on the following five core functions:

- Basic Service
- Local Economic Development
- Institutional Capacity
- Financial Management and Accounting
- Good Governance, Transparency and Accountability
- Public Participation

## **7.4 Mandate and outcomes**

- Section 166 of the Municipal Financial Management Act, 56 of 2003
- Municipal Planning and Performance Management Regulation of 2001
- Section 45 of the Municipal System Act, 32 of 2000
- Section 18 and 21 of the Municipal System Act, 32 of 2000
- Section 75 and 95 of the Municipal Financial Management Act, 56 of 2003
- Constitution of the republic of South Africa, Act 108 of 1996
- Municipal Systems Act, Act 32 of 2000;
- Municipal Finance Management Act, 56 of 2003
- National Youth Development Agency Act, 54 of 2008
- National Youth Policy 2009-2014
- National Policy Framework on Women's Empowerment and gender Equality
- National Policy Framework for Public Participation

- Framework for Integrated Local Government Response to HIV/AIDS
- Disability Framework for Local Government 2009-2014
- Section 62(1) c(i) of the Municipal Finance Management Act, 56 of 2003
- The Constitution of Republic of South Africa, Act 108 of 1996
- Chapters 4, 5 and 6 of the Local Government: Municipal Systems Act, 32 of 2000
- Municipal Planning and Performance Management regulation of 2001
- Municipal Systems Amendment Act, 7 of 2011
- Regulations on the Appointment of Section 56 Managers
- Municipal Structures Act
- Municipal Systems Amendment Act
- Employment Equity Act
- Employment Equity Amendment Act
- Skills Development Act
- Skills Development Levies Act
- SAQA Act
- Medical Scheme Act,
- Pension Act, Occupational Health and Safety Act
- Labour Relations Act
- National Archives Act
- South African Local Bargaining Council Collective Agreements
- Municipal Code of Municipal Bylaws
- All Municipal Policies
- Standing Rules and Orders
- System of Delegation.
- National Road Traffic Act, Act 93 of 1996
- Occupational Health and Safety Act
- National Environment Management Act 107 of 1998
- Environmental Conservation Act 73 of 1989
- Disaster Management Act, Act 57 of 2002
- Fire Brigade Services, Act 99 of 1987
- Veld and Forest Fire Act 101 of 1998
- SANS 10900, SANS 0400



## 7.5 Customer and services

Services	Customers
Compliance and operational audit on human resource management, Human Resource Development, and payroll administration	Corporate Department - Human Resource Division, Human Resource Development and Payroll Administration
Environmental audit	Corporate Department and Social Department - Human Resource Division & Protection Division
Operational audit on fleet management	All departments including Municipal Manager's department
Compliance and operational audit on housing related	Housing Division
Compliance audit on the Supply Chain Management	Treasury - Expenditure and Procurement Division
Compliance and financial audit	Treasury - Income & Budget Division
Auditing performance information	IDP Division & All departments
Information technology	Information technology Unit
Review & Update of Policies	Corporate Services
Hardware & Software Support	All Departments
LAN & WAN Maintenance and Support	All Departments
Website Uploads	All Departments
Youth Development	NYDA, Youth organizations, Schools, Sector Departments, HIV/ AIDS Organisations, Non- Governmental Organisations and DETEA & SMME's
Gender, Children & support to the vulnerable (Special programmes)	Disability Centres, Women, HIV/ AIDS Organisations & Councils, Non-Governmental Organisation, Faith Based Organisations Sector Departments; Children; Traditional Healers Association
Commemoration of National, Provincial & Global events	Community and State Departments
Public Participation	Ward Committee; CDWs; NARYSERC and Community
Effective Risk Management	National treasury, Provincial Treasury, Auditor General, Risk Management Committee, Audit and Performance Audit Committee and all Departments
Management support	All Departments
Administration support	All Departments
Coordination of the crafting of the IDP	All Departments, Communities, Relevant Stakeholders and Sector Departments
Management support	All Departments
Administration support	All Departments
Public Participation	Internal and External community
Implementation and monitoring of the IDP and the	All Internal and External Stakeholders

<b>Services</b>	<b>Customers</b>
Committee Services	Councillors & Management
Records Management	Councillors, Management, Officials and Community, Provincial & National Archives
Administration and Support	Councillors, Management, Officials and Community
Personnel Administration	Officials and Management
Occupational Health and Safety	Officials, Management, Department of Labour, Compensation Commission
Employee Wellness	Officials, External Institutions
Employee Benefits	Officials, all approved Pension Funds and Medical Aids
Training & Development	Councillors, Management, Officials & Community
Employment Equity (Affirmative Action)	Management, Officials and Community.
Discipline and Sound Labour Relations.	Management and Officials
Contract Management	Management, Officials and Community.
Legal advice and opinions	Councillors, Management and Officials
Payroll Administration	Councillors, Management, Officials, SARS and various Third Parties for Deductions
Fleet Management	Councillors, Officials & Community
Traffic	Council, Communities, SAPS, RTMC, Provincial Traffic, CBRTA, Road Users, Department of Justice, EMS, SANDF, SARS and Home Affairs
Fire Services	Council, Communities, SAPS, SANDF, Provincial Traffic, Department of Agriculture, EMS, District Municipality, NGO's, Fire Protection Associations, Working on Fire, Department of Justice, Ad hoc Committees and Department of Environmental Affairs
Disaster Management	Council, Communities, SAPS, SANDF, Provincial Traffic, EMS, District Disaster Management, National and Provincial Disaster Management Centre's, NGO's, Ad hoc Committees, Business Sector, Faith Based Sector and Relevant Government Departments
Parks and Cemeteries	Council, Communities, Department of Environmental Affairs, IERM, and Funeral Undertakers
Solid Waste Management	Council, Communities, Business and Industrial, DEA
Security	Council, Communities, SAPS, Provincial Traffic, Department of Justice, CoGTA, EMS, SANDF, SARS, Cross Border Crime Prevention, State Security Agency, and Home Affairs
LED, and Tourism Development	Council, Communities, SAPS, District Municipality, SMME's, DETEA, Departments of Agriculture, Mineral and Energy, Trade and Industry, COGTA, SEDA, FABCOS, FDC, NAFCOC, Department of Rural Development, Department of Tourism, Tourism Formation,
Sports, Arts Culture, Recreational Development	Council, Communities, District Municipality, Department of Sports, Arts, Culture and Recreations, Sports Council, Sports Federations, Department of Education
Fixed asset registers of all types of assets	Municipal Manager, all departments, Auditor-General and other stakeholders
Monitor and maintain asset register	Municipal Manager, and all departments
Acquisition, upgrading and disposing of assets cost-effectively	Municipal Manager, and all departments
Safeguarding municipal assets against loss and theft	Municipal Manager, and all departments
All money owing by the municipality be paid	Suppliers of goods and services
Payments to be effected within 30 days	Suppliers of goods and services
Service Delivery	Community

## 7.6 Outcome indicators

Outcome 9	Back to Basic Principles	Sona 2021 Priority	Service	Objective	Strategy
Implement a differentiated approach to municipal financing and support	Good Governance, Transparency and Accountability	A massive rollout of infrastructure throughout the country	Information Technology Management	Good Governance, Transparency and Accountability	Integrated, consistent, reliable, well maintained policies & computer systems (Software, Hardware, Network)
Implement a differentiated approach to municipal financing and support	Good Governance and Public Participation	A massive rollout of infrastructure throughout the country	Office and Unit Administration	Good Governance, Transparency and Accountability	Strategic direction on all strategic operational activities of the municipality
Implement a differentiated approach to municipal financing and support	Good Governance, Transparency and Accountability	A massive rollout of infrastructure throughout the country	Committee Services	Good Governance, Transparency and Accountability	By providing for effective and functional committee systems.
Implement a differentiated approach to municipal financing and support	Good Governance and Public Participation	A massive rollout of infrastructure throughout the country	Records Management	Good Governance, Transparency and Accountability	By ensuring development and linking of operational modules to the National and Provincial Archive Regulations.
Implement a differentiated approach to municipal financing and support	Basic Service	A massive rollout of infrastructure throughout the country	Administration and Support	Supporting the delivery of municipal services to the right quality and standard	By ensuring the smooth and effective operation and usage of the telephone systems
Implement a differentiated approach to municipal financing and support	Public Participation	A massive rollout of infrastructure throughout the country	Administration and Support	Putting people first	By facilitating Policy and Bylaws Development
Implement a differentiated approach to municipal financing and support	Basic Services	A massive rollout of infrastructure throughout the country	Administration and Support	Supporting the delivery of municipal services to the right quality and standard	By ensuring effective monitoring of cleaning services of office buildings
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Personnel Administration	Effective administration and support services systems	To provide efficient and effective Human Resources Administration to the entire institution.
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Personnel Administration	Building institutional resilience and administrative capability	Effective an efficient administration of employee benefits
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Occupational Health and Safety	Building institutional resilience and administrative capability	Promote the total well-being in the workplace.
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Occupational Health and Safety	Building institutional resilience and administrative capability	To protect employees against hazards to health and safety arising in connection with activities at work.

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2021 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Employee Wellness	Building institutional resilience and administrative capability	To identify potential risk through screening and testing
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Employee Wellness	Building institutional resilience and administrative capability	Implementation of employee assistance programmes.
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Training and Development	Building institutional resilience and administrative capability	Promotion of training and development of the Officials, through the implementation of the Workplace Skills Plan
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Employment Equity	Building institutional resilience and administrative capability	The effective implementation of the Affirmative Action Measures as per stipulations of the Employment Equity Plan
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive increase in local production	Discipline & Sound Labour Relations	Building institutional resilience and administrative capability	Effective implementation of the South African Local Government Bargaining Council
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Contract Management	Good Governance, Transparency and Accountability	By creating various types of contracts and ensuring that they comply with applicable laws.
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Contract Management	Good Governance, Transparency and Accountability	By monitoring the implementation of contracts and the terms of the contract.
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Contingent Liability Register	Good Governance, Transparency and Accountability	Creating a contingency liability register
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Contingent Liability Register	Good Governance, Transparency and Accountability	By processing the claims expeditiously and in a cost-effective manner
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Legal advice and opinions	Good Governance, Transparency and Accountability	By speedily negotiating settlements when settlement is warranted
Implement a differentiated approach to municipal financing and support	Promoting good governance, transparency, and accountability	A massive increase in local production	Legal advice and opinions	Good Governance, Transparency and Accountability	By being costs effective in handling all the matters.

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2021 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implement a differentiated approach to Municipal financing and support.	Institutional Capacity	An employment stimulus to create jobs and support livelihoods	Payroll Administration	Building institutional resilience and administrative capability	To effectively use the VIP Payroll system to manage and control the payroll administration.
Implement a differentiated approach to municipal financing and support	Institutional Capacity	A massive rollout of infrastructure throughout the country	Payroll Administration	Building institutional resilience and administrative capability	To integrate the VIP Payroll with the VIP HR system.
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Fleet Management	Supporting the delivery of municipal services to the right quality and standard	By developing allocation plans and maintenance programme for vehicles
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Fleet Management	Supporting the delivery of municipal services to the right quality and standard	To monitor fuel consumption of vehicles
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Fleet Management	Supporting the delivery of municipal services to the right quality and standard	By ensuring vehicles are timeously licensed and insured accordingly.
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Parks	Supporting the delivery of municipal services to the right quality and standard	To develop parks in each unit and plant trees
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Parks	Supporting the delivery of municipal services to the right quality and standard	To upgrade and maintain existing parks
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Parks	Supporting the delivery of municipal services to the right quality and standard	To eradicate open spaces and improve landscaping
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	To provide licenced waste disposal sites that will neither negatively affect the environment nor any residential areas
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	Continue to provide a regular, healthy and effective refuse removal service in all urban and residential areas;
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	To efficiently operate licensed Landfill site
Improve access to basic services	Basic Services	A massive increase in local production	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	To appoint skilled personnel for operation and maintenance of a landfill site

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2021 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Improve access to basic services	Basic Services	A massive rollout of infrastructure throughout the country	Waste Disposal	Supporting the delivery of municipal services to the right quality and standard	Collection and reporting on accurate waste data.
Implementation of the Community Works Programmes	Local Economic Development	Economic transformation and job creation	Tourism Development	Creating a conducive environment for economic development	Implementation of the principles of waste management (reduce, re-use, recycle, create energy and disposal)
Implementation of the Community Works Programmes	Basic Services	An employment stimulus to create jobs and support livelihoods	Waste Management	Supporting the delivery of municipal services to the right quality and standard	To investigate and introduce effective waste recycling methods.
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To develop credible Tourism Sector Plan
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To establish and sustain Tourism forums
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To encourage and support the development of cultural tourism;
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To mobilize local talented people to become involved in tourism activities and art festivals
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	To facilitate the establishment of local information tourism centres throughout the municipality;

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2021 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Environmental Management	Creating a conducive environment for economic development	To ensure cleaner natural environment.
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Tourism Development	Creating a conducive environment for economic development	Conduct eco-educational programmes to sensitize residents in terms of environmental Conservation
Implementation of the Community Works Programmes	Local Economic Development	A massive rollout of infrastructure throughout the country	Local Industrial and Business	Creating a conducive environment for economic development	To facilitate the availability of municipal land and services that are affordable to the residents with a low tax base to inspire farming activities;
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To identify and encourage potential entrepreneurs to become involved in SMME development and other business initiatives within the framework of available resources;
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	Develop and implement training and Mentorship programmes amongst previously disadvantaged people with the Assistance of voluntary organizations.
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To identify available skills within the community;
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To encourage local spending and prevent the outflow of money
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To further develop skills within the community
Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To encourage self-sustainable households

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2021 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	Contribute toward a clean and healthy environment
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	To implement Local Economic Development Strategy in the municipality
Implementation of the Community Works Programmes	Local Economic Development	An employment stimulus to create jobs and support livelihoods	Local Industrial and Business	Creating a conducive environment for economic development	Support anchor businesses with functional infrastructure and effective municipal administration
Implement a differentiated approach to municipal financing and support	Basic Service	An employment stimulus to create jobs and support livelihoods	Sports and Recreation Tournaments	Supporting the delivery of municipal services to the right quality and standard	Development of a Policy for Sports, Arts, Culture and Recreation.
Implement a differentiated approach to municipal financing and support	Basic Service	A massive increase in local production	Sports and Recreation Tournaments	Supporting the delivery of municipal services to the right quality and standard	Establishment of Sports, arts and culture Council in the Municipality
Implement a differentiated approach to municipal financing and support	Basic Service	A massive increase in local production	Sports and Recreation Tournaments	Supporting the delivery of municipal services to the right quality and standard	To promote and host indigenous games
Implement a differentiated approach to municipal financing and support	Basic Service	A massive increase in local production	Sports and Recreation Tournaments	Supporting the delivery of municipal services to the right quality and standard	Hosting of the Mayoral Cup, Indigenous Games; OR Tambo Games, Rural Football Tournaments, Boxing Tournaments, Choral Music competitions; Stage drama competitions.
Implement a differentiated approach to municipal financing and support	Financial Management	A massive increase in local production	Asset Management	Ensuring sound financial management and accounting	Effective asset management
Implement a differentiated approach to municipal financing and support	Financial Management	A massive increase in local production	Asset Management	Ensuring sound financial management and accounting	Regularly updates the asset register with respect to acquisition, additions and disposal
Implement a differentiated approach to municipal financing and support	Financial Management	A massive increase in local production	Asset Management	Ensuring sound financial management and accounting	Regular reports on the asset's status quo.

<b>Outcome 9</b>	<b>Back to Basic Principles</b>	<b>Sona 2021 Priority</b>	<b>Service</b>	<b>Objective</b>	<b>Strategy</b>
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	Invite all suppliers to provide all outstanding supporting documentation by the 25 <sup>th</sup> of each of month.
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	Keep a complete register of all requisitions and invoices received.
Implement a differentiated approach to municipal financing and support	Good governance	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	Filing documents in a systematic manner
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	Document and train staff on internal control system
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Expenditure Management	Ensuring sound financial management and accounting	To request all service providers legible for reconciliations to submit statements
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Supply Chain Management	Ensuring sound financial management and accounting	Establish a reliable database of preferred suppliers.
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Supply Chain Management	Ensuring sound financial management and accounting	Develop sourcing strategy
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Supply Chain Management	Ensuring sound financial management and accounting	Establish a cross-functional team to address the demand analysis of the municipality
Implement a differentiated approach to municipal financing and support	Financial Management	An employment stimulus to create jobs and support livelihoods	Budget Management and Financial Reporting	Ensuring sound financial management and accounting	Integrated, consistent, reliable, well maintained policies & budget control systems

## 7.7 Outcome indicators

- Effective and professional internal audit function
- Internal auditors registered with the IIA as members
- Purpose, authority, and responsibility of internal audit functions properly defined
- Submission of report to Management and Audit and Performance Audit Committee regarding performance against operational plan
- Timeous end users support
- Effective network support
- Timeous response to customer enquiries
- Submission of report to IT Steering Committee
- Effective administration in the Municipal Manager's Office, Political Offices and Administrative Units
- Credible IDP
- Implementable PMS Policy Framework
- Approve Public Participation Strategy
- Payments be done within 30 days
- Monthly reconciliations
- Payment vouchers to be filed in a systematic manner

## 7.8 Top-layer Service Delivery and Budget Implementation Plan

- Provide high quality and professional internal audit services
- Provide professional advisory and consulting services
- Ensure effective risk management within the municipality
- Build a strong client relationship
- Provide high quality and professional end-user support
- Provide effective network support
- Effective administrative leadership on all operations
- An effective system of expenditure control
- Maintains an accounting and information system that recognize expenditure when it is incurred; Accounts for creditors of the municipality and accounts for payments

The methodology of developing the Service Delivery and Budget Implementation Plan is based on a set of indicators for secondary cities. The Top-Layer Service Delivery is organised in terms of the Back to Basic Principles Pillars and is applicable to the Municipal Manager for the outcomes and all Senior Managers for the outputs. The pillars referred to are:

- Basic Service;
- Local Economic Development;
- Institutional Capacity;
- Financial Management and Accounting;
- Good Governance, Transparency and Accountability; and
- Public Participation.

The Top-Layer Service Delivery and Budget Implementation Plan will be reported on quarterly basis by the Municipal Manager and Managers directly accountable to the Municipal Managers through the Performance Agreements and Plans. In aligning the pillars to the State Of The Nation Address 2020 Priorities, the focus will be on the following seven priorities:

- Economic transformation and job creation;
- Education, skills, and health;
- Consolidating the social wage through reliable and quality basic services;
- Spatial integration, human settlements, and local government;
- Social cohesion and safe communities;
- A capable, ethical, and developmental state; and
- A better Africa and World.

All our programmes and polices across all departments and divisions will be directed in pursuit of these overarching tasks.

## 8. Council

### 8.1 Office of the Speaker

Key Performance Area			Public Participation											
Programme			Office of Speaker											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
PP1	Putting people and their concern first	Convene council meetings at least four times as per the approved schedule four times per year	Number of approved Council meetings convened	All wards	None	4	4	1	1	1	1	918 572	Office of the Speaker	Advert for ordinary sitting
PP2		Produce credible ward committee plans that are aligned to the IDP by September 2021	Number of ward plans produced	All wards	Council	1	1	1	0	0	0	1 480 812	Office of the Speaker	Ward plans
<b>TOTAL</b>						<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2 399 384</b>		

### 8.2 Office of the Executive Mayor

Key Performance Area			Public Participation											
Programme			Office of the Executive Mayor											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
PP3		Youth: Awarding bursaries to the deserving learners from underprivileged background	Number of bursaries awarded per year	All wards	Council	10	10	0	0	10	0	1 480 812	Office of the Executive Mayor	Notices, Fixture line-up programme
PP4		Annually convene a candlelight switching on in December	Number of candlelight switch commemorated	All wards	Council	1	1	0	1	0	0	1 480 812	Office of the Executive Mayor	Notice Candlelight Commemoration programme
PP5	Putting people and their concern first	Hold 4 Mayoral Imbizos in the 6 Units of MLM by June (End of Financial Year)	Number of Executive Mayors Imbizos held per year	All wards	Council	4	4	1	1	1	1	1 480 812	Office of the Executive Mayor	Notice, Attendance registers, Executive Mayors Imbizos reports
<b>Total</b>						<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>4 442 436</b>		

## 9. Office of the Municipal Manager

### 9.1 Integrated Development Plan

Key Performance Area			Public Participation											
Programme			Integrated Development Plan											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
PP6	Putting people and their concerns first	To encourage involvement of communities in municipal budgeting and planning processes	Number of Draft integrated Development Plans developed, reviewed, and adopted	All wards	Council	1	1	0	0	0	1	1 072 832	Executive Director: Strategic Support Services	Draft Integrated Development Plan and Council Resolution
PP7			Number of integrated development plan review process plan developed and adopted	All wards	Council	1	1	1	0	0	0	1 072 832	Executive Director: Strategic Support Services	Adopted Process Plan and Council Resolution
<b>Total</b>						<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2 145 664</b>		

### 9.2 Communication

Key Performance Area			Good Governance, Transparency and Accountability											
Programme			Communications											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
GGTA1	Promoting good governance, transparency, and accountability	Review of communication policy for approval by September of each financial year	Number of communication policy approved by council	All wards	Council	1	1	1	0	0	0	1 369 352	Executive Director: Strategic Support Services	Approved Policy
GGTA2		Press Publications	Percentage of press publication published per quarter	All wards	Council	100%	100%	100%	100%	100%	100%	1 369 352	Executive Director: Strategic Support Services	Newspaper articles
<b>Total</b>						<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2 738 704</b>		

## 9.2 Performance Management Systems

Key Performance Area			Good Governance, Transparency and Accountability												
Programme			Performance Management Systems												
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence	
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget			
GGTA3	Promoting good governance, transparency, and accountability	Facilitate approval of annual service delivery and budget implementation plan	Number of SDBIP developed and approved by the Executive Mayor	All wards	Council	1	1	0	0	0	1	1 369 352	Executive Director: Strategic Support Services	Approved SDBIP	
GGTA4		Facilitate approval of annual service delivery and budget implementation plan	Number of adjusted SDBIP developed and approved by council	All wards	Council	1	1	0	0	1	0	1 369 352	Executive Director: Strategic Support Services	Council minutes and resolution	
GGTA5		Facilitate signing of performance agreements of 6 S56/7 managers and for the municipal manager by the 30 July 2021	Number of performance agreements coordinated and signed	All wards	Council	7	7	0	0	0	7	369 352	Executive Director: Strategic Support Services	Performance Agreements	
GGTA6		Facilitate assessment reviews of 6 S56/7 managers each quarter of the current financial year	Number of performance assessment for Section 57 managers held per quarter	All wards	Council	4	4	1	1	1	1	1 369 352	Executive Director: Strategic Services	Report on performance appraisal	
GGTA7			Number of annual reports developed, submitted to AGSA, and tabled to council for approval	All wards	Council	1	1	0	0	0	1	1 369 352	Executive Director: Strategic Support Services	AGSA Acknowledgement and Council resolution	
GGTA8		To ensure that the budget is spend in accordance with the service delivery and budget implementation plan	Number of quarterly reports developed and submitted to council	All wards	Council	4	4	1	1	1	1	1 369 352	Executive Director: Strategic Support Services	Quarterly reports and Council resolution	
GGTA9			Number of Mid-year Budget and performance reports developed and submitted to council	All wards	Council	1	1	0	1	0	0	1 369 352	Executive Director: Strategic Support Services	Mid-year report and Council resolution	
GGTA10			Number of Annual Performance Report developed and submitted to AG	All wards	Council	1	1	1	0	0	0	1 369 352	Executive Director: Strategic Support Services	Annual performance report	
<b>Total</b>						<b>8</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>9 954 816</b>			

## 9.3 Internal Audit

Key Performance Area			Good Governance, Transparency and Accountability												
Programme			Internal Audit												
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence	
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget			
GGTA11	Promoting good governance, transparency, and accountability	Approve a risk based internal audit plan by audit committee by September 2021	Number of risks based internal audit plans approved	All wards	Council	1	1	0	0	0	1	338 400	Executive Director: Strategic Support Services	Approved Risk Based Internal Audit Plan	
GGTA12		Compile four internal audit reports on operations, internal controls, risk and performance management per year	Number of internal audit reports compiled	All wards	Council	3	3	1	1	1	0	1 015 200	Executive Director: Strategic Support Services	Internal Audit Report	
GGTA13		Develop an internal audit methodology	Number of approved audit committee charter	All wards	Council	1	1	0	0	0	1	338 400	Executive Director: Strategic Support Services	Council Minutes and Resolution	
GGTA14		Coordinate and host four audit committee meetings per year	Number of audit committee meetings held	All wards	Council	4	4	1	0	1	0	338 400	Executive Director: Strategic Support Services	Audit committee minutes	
GGTA15		Facilitate annual review of internal audit charter	Number of internal audit unit charter approved	All wards	Council	1	1	0	0	0	1	338 400	Executive Director: Strategic Support Services	Approved internal Audit Charter	
GGTA16			Number of internal audit strategic plan	All wards	Council	1	1	0	0	0	1	338 400	Executive Director: Strategic Support Services	Approved internal Audit strategic plan	
GGTA17			Number of coverage/audit action plans approved	All wards	Council	1	1	0	0	0	1	338 400	Executive Director: Strategic Support Services	Approved internal Audit Action Plan	
GGTA18			Number of progress reports on implementation of the coverage plan	All wards	Council	1	1	1	1	1	1	338 400	Executive Director: Strategic Support Services	Audit Progress Reports	
GGTA19			Number of internal audit procedural manual approved	All wards	Council	1	1	0	0	0	1	338 400	Executive Director: Strategic Support Services	Procedure manual	
GGTA20			Percentage of quality assurance reports compiled and submitted to audit committee	All wards	Council	100%	100%	100%	100%	100%	100%	338 400	Executive Director: Strategic Support Services	Quality assurance report	
GGTA21			Percentage of quality assurance reports submitted on action plan	All wards	Council	100%	100%	100%	100%	100%	100%	338 400	Executive Director: Strategic Support Services	Action Plan	
GGTA22			Percentage of resolution registers compiled and submitted to audit committee	All wards	Council	100%	100%	100%	100%	100%	100%	338 400	Executive Director: Strategic Support Services	Resolution register	
GGTA23			Facilitate annual review of internal audit charter	Number of audit committee reports submitted to council	All wards	Council	4	4	1	1	1	1	338 400	Executive Director: Strategic Support Services	Council Minutes relating to Audit Committee Reports
GGTA24				Percentage of operational risk registers updated	All wards	Council	100%	100%	100%	100%	100%	100%	338 400	Executive Director: Strategic Support Services	Risk Register
GGTA25		Percentage of internal audit findings control registers compiled		All wards	Council	100%	100%	100%	100%	100%	100%	338 400	Executive Director: Strategic Support Services	Internal Audit Finding register	
<b>Total</b>							<b>15</b>	<b>15</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>14</b>	<b>5 752 800</b>		

## 9.4 Risk Management

Key Performance Area			Good Governance, Transparency and Accountability											
Programme			Risk Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
GGTA26	Promoting good governance, transparency, and accountability	Conduct four Risk assessment for all identified risk in the risk register	Number of Risk Assessments conducted per year	All wards	None	4	4	1	1	1	1	1 369 352	Executive Director: Strategic Support Services	Risk Assessment Report
GGTA27			Number of Risk Management Policies approved	All wards	None	7	7	0	0	0	7	1 369 352	Executive Director: Strategic Support Services	Approved Policies Council Resolution
GGTA28			Number of Risk Management Charter approved	All wards	None	1	1	0	0	0	1	1 369 352	Executive Director: Strategic Support Services	Approved Risk Management Charter
GGTA29			Number of Risk Registers updated	All wards	None	4	4	1	1	1	1	1 369 352	Executive Director: Strategic Support Services	Updated Risk Register
<b>Total</b>						4	4	2	2	2	4	5 477 408		

## 10. Directorate Corporate Services

### 10.1 Human Resources Management

Key Performance Area			Institutional Capacity											
Programme			Human Resource Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Budget Quarterly Targets	Responsibility	Evidence
								Quarterly Targets						
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
IC1	Building institutional resilience and administrative capability	Recruit, select and place applicants in line with the approved organisational structure and budget	Number of critical positions filled in accordance with the organizational structure per annum	All wards	Council	7	20	5	5	5	5	2 672 252	Executive Director: Corporate Support Services	Advertisement /long list/short list/appointment
IC2		Induct newly recruited employees	Number of new employees inducted per year	All wards	Council	0	30	0	0	15	15	2 672 252	Executive Director: Corporate Support Services	Invite/attendance register
IC3		Review Human Resource Plan	Number of human resource plan reviewed and approved.	All wards	Council	1	1	0	0	1	0	1 336 126	Executive Director: Corporate Support Services	Approved HR Plan
IC4		Design and implementation of employment equity plan	Number of employment equity plan approved	All wards	Council	1	1	0	0	1	0	1 336 126	Executive Director: Corporate Support Services	Approved EE Plan
<b>Total</b>						<b>3</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>8 016 756</b>		

### 10.2 Training and Development

Key Performance Area			Institutional Capacity											
Programme			Training and Development											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Budget Quarterly Targets	Responsibility	Evidence
								Quarterly Targets						
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
IC5	Building institutional resilience and administrative capability	Implementation of Training and Skills Development interventions in line with the Workplace Skills Plan (WSP)	Number of employed and unemployed candidates trained per quarter	All wards	LGSETA and Council	94	134	30	40	35	29	3 988 960	Executive Director: Corporate Support Services	Approved Training Submissions; Training Feedback Reports; Certificates of Completion; Annual Training Report
<b>Total</b>						<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3 988 960</b>		

## 10.3 Employee Wellness

Key Performance Area			Institutional Capacity											
Programme			Employee Wellness											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
IC6	Building institutional resilience and administrative capability	Development of Revised Wellness Plan	Number of approved health and wellness plan developed and approved	All wards	Council	1	1	0	0	0	1	606 252	Executive Director: Corporate Support Services	Approved Wellness plan
IC7		Provide pauper burials services to destitute people and unknown corpse	Percentage of beneficiaries assisted per quarter	All wards	Council	100%	100%	100%	100%	100%	100%	606 252	Executive Director: Corporate Support Services	List of beneficiaries
<b>Total</b>						<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1 212 504</b>		

## 10.4 Legal Services Management

Key Performance Area			Institutional Capacity											
Programme			Legal Services Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
IC8	Building institutional resilience and administrative capability	Dispose litigation cases in the Litigation Register	Number of cases disposed and finalised per quarter	All Ward	Council	6	12	3	3	3	3	4 298 617	Executive Director: Corporate Support Services	Appointment Letter Report on disposed cases
<b>Total</b>						<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>4 298 617</b>		

## 10.5 Labour Relations Management

Key Performance Area			Institutional Capacity											
Programme			Labour Relations Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
IC9	Building institutional resilience and administrative capability	Utilization the Local Labour Forum as a consultative/negotiate forum to facilitate and sustain effective relations, ultimately enhancing service delivery	A number of local labour forums meetings held per financial year	All Wards	Council	6	12	3	3	3	3	420 750	Executive Director: Corporate Support Services	Invite/Attendance register/minutes
<b>Total</b>						<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>420 750</b>		

## 10.6 Occupational Health and Safety

Key Performance Area			Institutional Capacity											
Programme			Occupational Health and Safety											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets Annual Budget	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
IC10		Conduct safety inspections	Number of health and safety inspections conducted on employees per year	All Wards	Council	0	1872	468	468	468	468	909 668	Executive Director: Corporate Support Services	Inspection list/ Report
IC11		Conduct safety medical tests	Percentage of health and safety medical tests conducted on employees per year	All Wards	Council	100%	100%	100%	100%	0	0	909 668	Executive Director: Corporate Support Services	Test results
<b>Total</b>						<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1 819 336</b>		

## 10.7 Council Administration

Key Performance Area			Institutional Capacity											
Programme			Council Administration & Document Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets Annual Budget	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
IC12	Building institutional resilience and administrative capability	Scheduling of Council and related Committee Meetings	Number of council and related meetings held per year	All wards	Council	70	70	21	7	21	21	Customer Care Management does not have a cost centre as vote code, so it is not allocated a cost centre code and it is not reflected in Table A3-Budgeted Financial Performance by Vote	Executive Director: Corporate Support Services	Invites/Agenda/Minutes/ Resolutions
IC13		Develop Document Management Policy	Number of document management policy developed and approved	All ward	Council	0	1	0	0	0	1		Executive Director: Corporate Support Services	Approved Policy
<b>Total</b>						<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>			

## 10.8 Organisational Planning

Key Performance Area			Institutional Capacity											
Programme			Organisational Planning											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
IC14	Building institutional resilience and administrative capability	Review organisational structure and identify critical positions to capacitate the municipality	Number of approved organisational structure	All wards	Council	1	1	0	0	0	1	Organisational Planning does not have a cost centre as vote code, so it is not allocated a cost centre code and it is not reflected in Table A3-Budgeted Financial Performance by Vote	Executive Director: Corporate Support Services	Approved Organisational Structure
<b>Total</b>						<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>			

## 11. Directorate Engineering Services

### 11.1 Sewer Networks and Wastewater Treatment Works Developmental and Maintenance

Key Performance Area			Basic Services												
Programme			Sewer Networks and Wastewater Treatment Works Developmental and Maintenance												
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence	
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget			
BS1	Supporting the delivery of municipal services to the right quality and standard	Refurbish and upgrade all identified WWTW and pump-stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA:	Percentage progress on the upgrade on Septic Tanks system in Whites	3	MIG	0	100%	0	30%	65%	100%	10 006 824	Executive Director Infrastructure	Progress Report	Completion Certification
BS2			Percentage progress on the refurbishment of Kutloanong Wastewater Treatment Works	Various	MIG	100%	80%	60%	70%	75%	80%	10 006 824	Executive Director Infrastructure	Progress Report	
BS3			Percentage progress on the Upgrading of the Phomolong Wastewater Treatment Plant	2	MIG	100%	100%	75%	100%	-	-	10 006 824	Executive Director Infrastructure	Progress Report	Completion Certification
BS4		Refurbish and upgrade all identified WWTW and pump-stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA:	Percentage completed refurbishment of Theronia Wastewater Treatment Works	35	WSIG	100%	100%	75%	100%	-	-	10 006 824	Executive Director Infrastructure	Completion certificate	
BS5			Percentage completed refurbishment of Theronia Wastewater Treatment Works - Final Effluent Pipeline	35	WSIG	100%	100%	50%	75%	100%	-	12 508 530	Executive Director Infrastructure	Completion certificate	

Key Performance Area			Basic Services											
Programme			Sewer Networks and Wastewater Treatment Works Developmental and Maintenance											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS6	Supporting the delivery of municipal services to the right quality and standard		Percentage completed upgrade and refurbishment of Thabong T8 pump station to address new developments	14	MIG	100%	100%	100%	-	-	-	10 006 834	Executive Director Infrastructure	Completion certificate
BS7		Refurbish and upgrade all identified WWTW and pump-stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA:	Percentage completion of the refurbishing at Thabong wastewater treatment plant	30	MIG	50%	50%	10%	15%	25%	50%	10 006 834	Executive Director Infrastructure	Progress Report
BS8		Sumps cleaned at pump stations to reduce risk of flooding and extend life of mechanical equipment	Number of sumps cleaned around all six towns.	Various	O&M	60	8	2	2	2	2	10 006 834	Executive Director Infrastructure	Job cards Invoices
BS9		Opening blockages	Number of sewer blockages opened around all six towns	Various	O&M	60	12	3	3	3	3	10 006 834	Executive Director Infrastructure	Job cards Invoices
BS10		Replacement of manhole covers	Number of manholes covers replaced around all six towns by the 31 <sup>st</sup> June 2021	Various	O&M	0	6000	1500	1500	1500	1500	10 006 834	Executive Director Infrastructure	Job cards Invoices
BS11		Replacement of collapsed sewer lines	Km of collapsed sewer lines replaced around all six towns by the 31 <sup>st</sup> June 2021	Various	O&M	100km	50km	12km	13km	13km	12km	10 006 834	Executive Director Infrastructure	Job cards Invoices
<b>Total</b>						<b>11</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>7</b>	<b>112 376 770</b>		

## 11.2 Water Networks and Maintenance

Key Performance Area			Basic Services											
Programme			Water Networks and Maintenance											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS12	Supporting the delivery of municipal services to the right quality and standard	Kutloanong: Replacement of old asbestos water pipes with pvc pipes	Percentage of Old asbestos pipe replaced in Kutloanong	10, 18, 20, 21, 22, 35	MIG	50%	100%	25%	50%	75%	100%	10 006 824	Executive Director Infrastructure	Progress Report Completion Certification
BS13		Replace stuck and leaking water meters	Number of stuck and leaking water meters replaced around all six towns	Various	O&M	5000	1000	0	330	330	340	10 006 824	Executive Director Infrastructure	Official Purchase Order and Job cards
BS14		Repair of water leakages	Number of water leakages repaired around all six towns	Various	O&M	3000	2828	707	707	707	707	10 006 824	Executive Director Infrastructure	Appointment letter and progress reports
BS15		Replacement of fire hydrants and valves	Number of fire hydrants and valves replaced around all six towns	Various	O&M	10	5	2	0	2	1	10 006 824	Executive Director Infrastructure	Official Purchase Order and Job cards
BS16		Install water meters on water connections without water meters	Number of new water meters installed around all six towns	Various	O&M	5000	1000	0	330	330	370	10 006 824	Executive Director Infrastructure	Official Purchase Order and Job cards
BS17		Investigate and register 4000 existing water meters not on the Finance System	Number of water meters investigated around all six towns	Various	O&M	4000	2000	0	700	700	700	10 006 824	Executive Director Infrastructure	Official Purchase Order and Job cards
BS18		Develop an approve a Water Distribution and Metering Policy	Development and approval of water distribution and metering policy	Various	O&M	1	1	0	0	0	1	10 006 824	Executive Director Infrastructure	Official Purchase Order and Job cards
<b>TOTAL</b>						<b>7</b>	<b>7</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>70 047 768</b>		

### 11.3 Roads, Ancillaries and Developmental Maintenance

Key Performance Area			Basic Services											
Programme			Roads, Ancillaries and Developmental Maintenance											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS19	Supporting the delivery of municipal services to the right quality and standard	Patch 15 800 m2 of potholes in formal roads to reduce deterioration and ensure safe usage thereof (m2).	Square meters of streets patched around all six towns	Various	O&M	79 000m2	15 800m2	3950m2	3950m2	3950m2	3950m2	57 448 000	Executive Director Infrastructure	Job cards
BS20		Thabong Ext 22 Tandanani: Roads and Storm water (2.3km)	Percentage of construction of road upgraded in Thabong Ext 22 Tandanani	25	MIG	0%	100%	50%	75%	100%	-	31 596 400	Executive Director Infrastructure	Progress Report Completion Certification
<b>Total</b>				<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>89 044 400</b>		

### 11.4 Electrical Distribution

Key Performance Area			Basic Services											
Programme			Electrical Distribution											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS21	Supporting the delivery of municipal services to the right quality and standard	Provision and installation in Mothi Road Thabong	Percentage of Streetlighting Infrastructure provided in six wards	12;25;26.28;29;31	MIG Funding R5,268,698		100%	25%	50%	75%	100%	27 221 900	Executive Director Infrastructure	Business Plans; PMU monthly Progress reports
BS22		Repair and Maintenance of streetlights to full functionality	Number of streetlights maintained and repaired around all six towns	All wards	Own Income an allocation R500,000 was made in the 2021-22 Maintenance Budget for maintenance of streetlight and High Mast Lights	13 564	4069	1069	1000	1000	1000	27 221 900	Executive Director Infrastructure	Progress reports Service Provider Job Cards Planning report
BS23		Repair and Maintenance of High mast lights to full functionality	Number of high mast lights maintained and repaired around all six towns	All wards	Own Income an allocation R500,000 was made in the 2021-22 Maintenance Budget for maintenance of streetlight and High Mast Lights	367 High	110	30	30	30	20	27 221 900	Executive Director Infrastructure	Progress reports Service Provider Job Cards Planning report
<b>Total</b>				<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>81 665 700</b>		

## 11.5 Waste and Parks

Key Performance Area			Basic Services											
Programme			Waste and parks											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Budget Quarterly Targets	Responsibility	Evidence
								Quarterly Targets				Annual Budget		
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS24	Supporting the delivery of municipal services to the right quality and standard	Upgrade, maintain existing and build new municipal sports and recreational facilities	% construction completion of phase 2 of the Meloding Sports Centre	6	MIG	%	100%	-	-	50%	100%	56 876 000	Executive Director Infrastructure	Progress Report Completion Certification
BS25		Construction and upgrading of Landfill site	% construction completion of upgrading of the Welkom land fill site	11	MIG	%	100%	-	-	100%	-	56 876 000	Executive Director Infrastructure	Completion certificate
<b>Total</b>						<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>113 752 000</b>		

## 12. Directorate Community Services

### 12.1 Cemeteries, Parks, Sport and Recreation

Key Performance Area			Basic Services											
Programme			Cemeteries, Parks, Sport and Recreation											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS26	Supporting the delivery of municipal services to the right quality and standard	Upgrade, maintain existing and build new municipal sports and recreational facilities	Number of sports facilities upgraded in Virginia	4	MIG Funding	8	1	0	0	0	1	5 245 816	Executive Director: Community Services	Technical Report
BS27			Number of swimming pools upgraded (Mimosa/Riebeekstad	35,25	MIG Funding	5	2	0	0	0	2	5 245 816	Executive Director: Community Services	Technical Report
BS28		Timeously develop new and current cemeteries	Number of cemeteries developed and fenced in the three identified wards	17,35,34	MIG Funding	13	3	0	0	0	3	5 245 816	Executive Director: Community Services	Technical Report
BS29			Number of ablution blocks and guardhouses built and upgraded in eight identified wards	17,35,26,2,11,34,8,5	Internal Funding	13	8	0	0	0	8	5 245 816	Executive Director: Community Services	Technical Report
<b>Total</b>						<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>20 983 264</b>		

### 12.2 Waste Management

Key Performance Area			Basic Services											
Programme			Waste Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS30	Supporting the delivery of municipal services to the right quality and standard	Continue with Phase 2 of the roll out of National project on the upgrading of Odendaalsrus Landfill site	Number of landfill sites established in Odendaalsrus	36	DEFF/EPIP/MIG	0	1	0	0	1	0	39 688 600	Executive Director: Community Services	Project Progress/Technical Reports
BS31			Number of Upgraded landfill site (Phase 2) in Virginia	9	MIG Funding	0	1	0	0	1	0	39 688 600	Executive Director: Community Services	Submission and Project Progress Reports
<b>Total</b>						<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>79 377 200</b>		

## 12.3 Traffic Management and Security

Key Performance Area			Basic Services											
Programme			Traffic Management and Security											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS32	Supporting the delivery of municipal services to the right quality and standard	Install, manage, maintain and activate fully Electronic Security Solution (Electronic and Physical) in Municipal Buildings and Premises	Percentage of premises installed with Electronic Security System in all municipality building in all six towns	All wards	MIF Funding	100%	100%	100%	100%	100%	100%	14 270 428	Executive Director: Community Services	Technical Reports
BS33		Appointment and training of Security Officers	Number of Security Officers appointed in the municipality	All wards	Internal Funding	57	70	0	70	0	0	14 270 428	Executive Director: Community Services	Advertisement/shortlist/ appointment
<b>Total</b>						<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>28 540 856</b>		

## 12.4 Fire Services and Disaster Management

Key Performance Area			Basic Services											
Programme			Fire Services and Disaster Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS34	Supporting the delivery of municipal services to the right quality and standard	Appoint Fire Officers in Mmamahabane satellite fire station	Number of Fire Officers in Mmamahabane satellite station hired		Internal Funding	0	24	0	8	0	16	34 835 332	Executive Director: Community Services	Appointment Letter/Invoices
BS35		Procurement of Fire Engines and Hazmat vehicles	Number of fire engines and hazmat vehicles purchased	All wards	Internal Funding	2	1	0	0	0	1	34 835 332	Executive Director: Community Services	Delivery Notes
<b>Total</b>						<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>69 670 664</b>		

## 12.5 Fleet Management

Key Performance Area			Basic Services											
Programme			Fleet Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS36	Supporting the delivery of municipal services to the right quality and standard	Re-opening of Mechanical stores	Number of fully stocked Mechanical Store opened in all towns in matjhabeng	All wards	Internal Funding	0	1	0	0	0	1		Executive Director: Community Services	Reports
<b>Total</b>						<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>			

## 13. Directorate: Human Settlement

### 13.1 Human Settlement

Key Performance Area			Basic Services											
Programme			Human Settlement											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS37	Supporting the delivery of municipal services to the right quality and standard	Implementation of PHDA programmes. 1. Re-allocation of abandoned & De-registration of abandoned sites	Number of abandoned sites reallocated in all wards in matjhabeng	All wards	Council	N/A	500	100	0	200	200	Human Settlement does not have a cost centre as vote code, so it is not allocated a cost centre code and it is not reflected in Table A3-Budgeted Financial Performance by Vote	Executive Director: Human Settlement	Allocation List
BS38		Implementation of PHDA programmes. 1. title deeds projects	Percentage of Conversion (Act 81) applications submitted to Provincial HS	All wards	Council	0%	100%	100%	100%	100%	100%		Executive Director: Human Settlement	Acknowledgement of receipt signed by Province
<b>Total</b>						<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>			

### 13.2 Development Control

Key Performance Area			Basic Services											
Programme			Development Control											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
BS39	Supporting the delivery of municipal services to the right quality and standard	To develop and implement a uniform Land Use Management Plan for Matjhabeng	Number of Land Use Management Schemes developed and approved	All Wards	Council	6	1	0	0	0	1	Development Control does not have a cost centre as vote code, so it is not allocated a cost centre code and it is not reflected in Table A3-Budgeted Financial Performance by Vote	Executive Director: Human Settlement	1 LUMS
BS40		Implementation of Spatial Planning and Land Use Management Act and the functioning of the Municipal Planning Tribunal	Number of Municipal Planning Tribunal meetings held and quorate	All Wards	Council	N/A	4	1	1	1	1		Executive Director: Human Settlement	Invite/Minutes/Attendance register
BS41		Issuing of notices	Number of notices issued for non-compliance	All Wards	Council	N/A	20	5	5	5	5		Executive Director: Human Settlement	Notices issued out
<b>Total</b>						<b>3</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>3</b>			

### 13.3 Building Control

Key Performance Area			Basic Services											
Programme			Building Control											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
BS42	Supporting the delivery of municipal services to the right quality and standard	Compliance with the National Building Regulation Act including any other related Acts	Percentage of building plans approved in all wards in the municipality	All wards	Council	N/A	100%	100%	100%	100%	100%	Building Control does not have a cost centre as vote code, so it is not allocated a cost centre code and it is not reflected in Table A3-Budgeted Financial Performance by Vote	Executive Director: Human Settlement	Applications received /Approval letters
BS43		Conducting of building plans inspections	Percentage of building inspections conducted in all wards of the municipality	All wards	Council	N/A	100%	100%	100%	100%	100%		Executive Director: Human Settlement	Requests received / Weekly interim inspection reports
BS44		Issuing of notices	Number of notices issued for non-compliance in all wards of the municipality	All wards	Council	N/A	20	5	5	5	5		Executive Director: Human Settlement	Notices issued out
<b>Total</b>						<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>			

### 13.4 Development Planning

Key Performance Area			Basic Services											
Programme			Development Planning											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
BS45	Supporting the delivery of municipal services to the right quality and standard	To develop policies as recommended by the SDF (2021) review	Number of policies developed	All wards	Council	2	2	0	0	2	0	Building Control does not have a cost centre as vote code, so it is not allocated a cost centre code and it is not reflected in Table A3-Budgeted Financial Performance by Vote	Executive Director: Human Settlement	Approved policy
BS46		Marketing/redesign of commercial and industrial land in Matjhabeng	Number of marketing advertisements	All wards	Council	2	2	0	1	0	1		Executive Director: Human Settlement	Advertisement
BS47		To ensure the optimal provision and utilization of open spaces in Matjhabeng	Number of Open Space Master Plans approved	All wards	Council	1	1	0	0	0	1		Executive Director: Human Settlement	Approved mater plan
<b>Total</b>						<b>3</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>			

## 14. Local Economic Development

### 14.1 Small Medium Micro Enterprise and Investment

Key Performance Area			Local Economic Development											
Programme			Small Medium Micro Enterprise and Investment											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
LED1	Creating a conducive environment for economic development	Facilitate the development of investment incentive scheme	Number of Investment schemes and Policies developed and approved	All	Council	1	1	0	0	0	1	1 150 000	Executive Director: Local Economic Development	Approved Investment attracting incentive scheme
LED2		Facilitation of exhibition/networking sessions for SMMEs	Number of exhibitions/networking sessions conducted	All	Council & External	1	1	0	1	0	0	300 000	Executive Director: Local Economic Development	Report
LED3		Facilitation of Youth Business corners	Number of youth business corners facilitated and completed	4,5,6,7,18,19,36,20,22 &10	Council	1	3	0	1	1	1	2 100 000	Executive Director: Local Economic Development	Report
<b>Total</b>						<b>3</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3 550 000</b>		

### 14.2 Agriculture, Welkom Airport

Key Performance Area			Local Economic Development											
Programme			Agriculture, Welkom Airport											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
LED4	Creating a conducive environment for economic development	Facilitate and ensure basic agricultural infrastructural services in all municipal farms	Number of farms maintained/Improved	ALL	Council	4	4	1	1	1	1	4 185 600	Executive Director: Local Economic Development	Reports
LED5		Upgrading of Welkom Airport	Number of Feasibility Studies and Business Plans developed and approved	33	Council	1	1	0	0	0	1	4 185 600	Executive Director: Local Economic Development	Copy of feasibility study
LED6		Ensure that Welkom Airport comply with South African Civil Aviation Authority rules and regulations	Number of Aerodrome licenses renewed and approved by South African Civil Aviation Authority	33	Council	1	1	0	0	1	0	4 185 600	Executive Director: Local Economic Development	License Certificate
<b>Total</b>						<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>12 556 800</b>		

## 14.3 Tourism Management

Key Performance Area			Local Economic Development											
Programme			Tourism Management											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
LED7	Creating a conducive environment for economic development	Promote Tourism awareness and education	Number of tourism awareness and education programmes that have materialised	All	Council	1	4	4	0	0	0	4 185 600	Executive Director: Local Economic Development	Attendance Register
LED8		To ensure that tourism marketing plan is developed	Number of Tourism Marketing Plan developed and approved	All	Council	1	1	0	0	0	1	4 185 600	Executive Director: Local Economic Development	Approved Plan
<b>Total</b>						<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>8 371 200</b>		

## 15. Directorate Financial Management

### 15.1 Asset Management

Key Performance Area			Financial Management											
Programme			Asset Management											
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan				Budget Quarterly Targets	Responsibility	Evidence
								Quarterly Targets						
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
FM1	Ensuring sound financial management and accounting	To ensure that the Asset register is Generally Recognised Accounting Practices compliant and reconcile with the General Ledger	Number of Complaint Asset register as per GRAP and mSCOA requirements	All wards	None	1	1	0	0	0	1	Assets Management does not have a cost centre as vote code, so it is not allocated a cost centre code and it is not reflected in Table A3-Budgeted Financial Performance by Vote	Chief Financial Officer	Approved asset register
FM2			Number of verifications conducted on the asset register	All wards	None	0	1	0	0	0	1		Chief Financial Officer	Updated asset register
FM3			Number of reconciliations completed between the fixed asset register and general ledger	All wards	None	0	12	3	3	3	3		Chief Financial Officer	Quarterly asset verification report
FM4			Number of asset management policy reviewed and approved	All wards	None	0	1	0	0	0	1		Chief Financial Officer	Quarterly fixed asset register and general ledger reconciliation report
<b>Total</b>						<b>1</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>			

## 15.2 Budget and Reporting

Key Performance Area			Financial Management											
Programme			Budget and Reporting											
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
FM5	Ensuring sound financial management and accounting	To ensure promotion of good governance, transparency and sound financial management and accounting	Percentage of legislative compliance	All wards	Council	100%	100%	100%	100%	100%	100%	515 932	Chief Financial Officer	
FM6			Number of mSCOA compliant draft budget submitted	All wards	Council	2	2	0	0	1	1	515 932	Chief Financial Officer	mSCOA draft budget
FM7			Number of mSCOA compliant final budget submitted	All wards	Council	1	1	1	0	0	0	1 547 796	Chief Financial Officer	mSCOA final budget
FM8			Number of mSCOA compliant adjustment budget submitted	All wards	Council	1	1	0	0	1	0	515 932	Chief Financial Officer	mSCOA adjustment budget
FM9			Percentage reporting in relation to spending within the approved budget	All wards	Council	100%	100%	100%	100%	100%	100%	515 932	Chief Financial Officer	Spending report
FM10			Number of section 71 reports submitted	All wards	Council	12	12	3	3	3	3	515 932	Chief Financial Officer	Section 71 report
FM11			Number of Mid-year Budget and Performance Assessment reports submitted	All wards	Council	1	1	0	1	0	0	515 932	Chief Financial Officer	Mid-year performance assessment report
FM12			Number of sections 52 (d) submitted.	All wards	Council	4	4	1	1	1	1	515 932	Chief Financial Officer	Section 52 report
FM13			Number of GRAP compliant Annual Financial Statements compiled and submitted	All wards	Council	1	1	1	0	0	0	515 932	Chief Financial Officer	GRAP compliant annual financial statements
FM14			Number of Budget related policies reviewed and approved	All wards	Council	12	12	12	0	0	0	515 932	Chief Financial Officer	Approved Policies
FM15			Percentage debt coverage ratio	All wards	Council	45%	45%	0	0	0	45%	515 932	Chief Financial Officer	Debt coverage repro
FM16			Days outstanding service debtor's ratio	All wards	Council	30 Days	30 Days	0	0	0	30 Days	515 932	Chief Financial Officer	Debtors' ratio report
FM17			Months on cost coverage ratio	All wards	Council	1 Month to 3 Months	1 Month to 3 Months	0	0	0	1 Month to 3 Months	515 932	Chief Financial Officer	Cost coverage report
FM18			Percentage of audit opinion received on clean audit	All wards	Council	100%	100%	100%	0	0	0	515 932	Chief Financial Officer	Audit report
FM19			The % of a municipality's capital budget actually spent on capital projects identified for 2021/2022 in terms of the approved IDP	All wards	MIG/External	100%	100%	100%	100%	100%	100%	515 932	Chief Financial Officer	Budget implementation report
<b>Total</b>						<b>15</b>	<b>8</b>	<b>9</b>	<b>5</b>	<b>7</b>	<b>10</b>	<b>7 738 980</b>		

## 15.3 Supply Chain Management

Key Performance Area			Financial Management											
Programme			Supply Chain Management											
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
FM20	Ensuring sound financial management and accounting	Implementation of internal controls and key control matrix	Number of review Supply Chain Management policy submitted and approved	All wards	None	1	1	0	0	0	1	2 493 832	Chief Financial Officer	Approved Supply Chain Management Policy Council resolution
FM21			Number of updates of progress on audit action plan	All wards	None	0	1	1	0	0	0	2 493 832	Chief Financial Officer	Audit action plan Audit findings submitted Audit findings responded to addressed
FM22			Number of supply chain management deviation reports submitted	All wards	None	0	4	1	1	1	1	2 493 832	Chief Financial Officer	Deviation report
FM23			Number of quarterly supply chain management contracts register updated	All wards	None	0	12	3	3	3	3	2 493 832	Chief Financial Officer	Update contract register
FM24			Develop procurement plan for approval and submission to Treasury	All wards	None	0	1	0	0	0	1	2 493 832	Chief Financial Officer	Approved procurement plan
FM25			Number of reports on performance on contractors	All wards	None	0	4	1	1	1	1	2 493 832	Chief Financial Officer	Quarterly procurement implementation plan
<b>Total</b>						<b>1</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>14 962 992</b>		

## 15.4 Revenue Management

Key Performance Area			Financial Management											
Programme			Revenue Management											
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
FM26	Ensuring sound financial management and accounting	To ensure that all revenue due to the municipalities is collected, well managed and accounted for	Number of monthly billing conducted	All wards	Council	0	12	3	3	3	3	54 217 748	Chief Financial Officer	Billing Summary
FM27			Percentage Implementation of valuation roll	All wards	Council	0%	100%	100%	0	0	0	54 217 748	Chief Financial Officer	Valuation Roll Reconciliation
FM28			Number of revenue management related policies approved	All wards	Council	3	3	0	0	0	3	54 217 748	Chief Financial Officer	Approved Policies
FM29			Number of supplementary valuation roll implemented	All wards	Council	4	4	1	1	1	1	54 217 748	Chief Financial Officer	Supplementary Valuation Roll
<b>Total</b>						<b>4</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>216 870 992</b>		

## 15.5 Credit Control Management

Key Performance Area			Financial Management											
Programme			Credit Control Management											
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
FM30	Ensuring sound financial management and accounting	To ensure that all revenue due to the municipalities is collected, well managed and accounted for	Percentage collection rate	All wards	Council	50%	65%	65%	65%	65%	65%	2 208 000	Chief Financial Officer	Section 71 reports
FM31			Number of indigent households registered	All wards	Council	0	20000	0	0	0	20000	2 208 000	Chief Financial Officer	Indigent register
FM32			Number of revenue management related policies approved	All wards	Council	2	2	0	0	0	2	2 208 000	Chief Financial Officer	Approved policies
FM33			Number of Revenue Enhancement Committee Meetings	All wards	Council	4	4	1	1	1	1	2 208 000	Chief Financial Officer	Invites/minutes
<b>Total</b>						<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>8 832 000</b>		

## 15.6 Expenditure Management

Key Performance Area			Financial Management											
Programme			Expenditure Management											
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
FM34	Ensuring sound financial management and accounting	Encourage suppliers to submit relevant documentation on time	Percentage of creditors paid within 31 days	All wards	Council	100%	100%	100%	100%	100%	100%	41 687 400	Chief Financial Officer	Creditors Age Analysis Reports
FM35			Number of reports on the actual amount of cash on hand in terms of cash flow forecast	All wards	Council	12	12	3	3	3	3	41 687 400	Chief Financial Officer	Financial Performance Reports Bank Statements
FM36			Percentage of reconciled creditors	All wards	Council	100%	100%	100%	100%	100%	100%	41 687 400	Chief Financial Officer	Creditors Reconciliation Reports
FM37			Number of Insurance reports generated and reported to council	All wards	Council	12	12	3	3	3	3	41 687 400	Chief Financial Officer	Insurance Claim Reports
FM38			Number of section 32 report submitted	All wards	Council	12	12	3	3	3	3	41 687 400	Chief Financial Officer	Section 32 Reports
<b>Total</b>						<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>208 457 000</b>		

## 15.7 Information Communications Technology

Key Performance Indicator			Financial Management											
Programme			Information Communications Technology											
Item no	Objective	Strategy	Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Budget Quarterly Targets	Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Budget		
FM39	Ensuring sound financial management and accounting	number of sites with trunking installed	Number of Assessed Reports on network performance	All wards	Council	4	4	1	1	1	1	8 517 068	Chief Financial Officer	Report
FM40		Percentage work done on the installations and configuration of the devices	Percentage work done on the installations and configuration of the Bandwidth manager devices	Virginia	Council	100%	100%	100%	100%	100%	100%	8 517 068	Chief Financial Officer	Report
FM41		Number of Municipal sites lines installed	Number of emergency lines installation	All wards	Council	36	5	0	0	3	2	8 517 068	Chief Financial Officer	Report
FM42		Number of switched replaced	Percentage work done on the main router and replacement of switches	All wards	Council	100%	100%	100%	100%	100%	100%	8 517 068	Chief Financial Officer	Report
<b>Total</b>						<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>34 068 272</b>		

## 16. Resourcing of the strategic activities of the municipality

Vote	July 2021			August 2021			September 2021			Total First Quarter 2021		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Properties	35 271			35 271			35 271			105 813		
Service Charges	165 841			165 841			165 841			497 523		
Investment	361			361			361			1083		
Grants	47 305			47 305			47 305			141 915		
Other	78 796			78 796			78 796			236 385		
<b>Sub-Total</b>	<b>199 590</b>			<b>199 590</b>			<b>199 590</b>			<b>598 770</b>		
Employee Costs		73 852										
Councillor remuneration		3 175										
Debt impairment		44 092			44 092			44 092			132 276	
Depreciation and impairment		14 223			14 223			14 223			42 669	
Finance Charges		17 034			17 034			17 034			51 102	
Materials and Bulk Purchases		43 029			43 029			43 029			129 087	
Inventory consumed		61 857			61 857			61 857			185 571	
Contracted services		10 764			10 764			10 764			32 292	
Transfers and grants		65			65			65			195	
Other		23 563			23 563			23 563			70 689	
Losses		0			0			0			0	
<b>Sub-Total</b>		<b>291 654</b>			<b>291 654</b>			<b>291 654</b>			<b>874 962</b>	
Capital Expenditure			13 172			13 172			13 172			39 517
<b>Sub-Total</b>			<b>13 172</b>			<b>13 172</b>			<b>13 172</b>			<b>39 517</b>
<b>Grand-Total</b>												

Vote	October 2021			November 2021			December 2021			Total Second Quarter 2021		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Properties	35 271			35 271			35 271			105 813		
Service Charges	165 841			165 841			165 841			497 523		
Investment	361			361			361			1083		
Grants	47 305			47 305			47 305			141 915		
Other	78 796			78 796			78 796			236 385		
<b>Sub-Total</b>	<b>199 590</b>			<b>199 590</b>			<b>199 590</b>			<b>598 770</b>		
Employee Costs		73 852										
Councillor remuneration		3 175										
Debt impairment		44 092			44 092			44 092			132 276	
Depreciation and impairment		14 223			14 223			14 223			42 669	
Finance Charges		17 034			17 034			17 034			51 102	
Materials and Bulk Purchases		43 029			43 029			43 029			129 087	
Inventory consumed		61 857			61 857			61 857			185 571	
Contracted services		10 764			10 764			10 764			32 292	
Transfers and grants		65			65			65			195	
Other		23 563			23 563			23 563			70 689	
Losses		0			0			0			0	
<b>Sub-Total</b>		<b>291 654</b>			<b>291 654</b>			<b>291 654</b>			<b>874 962</b>	
Capital Expenditure			13 172			13 172			13 172			39 517
<b>Sub-Total</b>			<b>13 172</b>			<b>13 172</b>			<b>13 172</b>			<b>39 517</b>
<b>Grand-Total</b>												

Vote	January 2022			February 2022			March 2022			Total Third Quarter 2022		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Properties	35 271			35 271			35 271			105 813		
Service Charges	165 841			165 841			165 841			497 523		
Investment	361			361			361			1083		
Grants	47 305			47 305			47 305			141 915		
Other	78 796			78 796			78 796			236 385		
<b>Sub-Total</b>	<b>199 590</b>			<b>199 590</b>			<b>199 590</b>			<b>598 770</b>		
Employee Costs		73 852										
Councillor remuneration		3 175										
Debt impairment		44 092		44 092			44 092			132 276		
Depreciation and impairment		14 223		14 223			14 223			42 669		
Finance Charges		17 034		17 034			17 034			51 102		
Materials and Bulk Purchases		43 029		43 029			43 029			129 087		
Inventory consumed		61 857		61 857			61 857			185 571		
Contracted services		10 764		10 764			10 764			32 292		
Transfers and grants		65		65			65			195		
Other		23 563		23 563			23 563			70 689		
Losses		0		0			0			0		
<b>Sub-Total</b>		<b>291 654</b>		<b>291 654</b>			<b>291 654</b>			<b>874 962</b>		
Capital Expenditure			13 172			13 172			13 172			39 517
<b>Sub-Total</b>			<b>13 172</b>			<b>13 172</b>			<b>13 172</b>			<b>39 517</b>
<b>Grand-Total</b>												

Vote	April 2022			May 2022			June 2022			Total Fourth Quarter 2022		
	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex	Revenue	Opex	Capex
Properties	35 271			35 271			35 271			105 813		
Service Charges	165 841			165 841			165 841			497 523		
Investment	361			361			361			1083		
Grants	47 305			47 305			47 305			141 915		
Other	78 796			78 796			78 796			236 385		
<b>Sub-Total</b>	<b>199 590</b>			<b>199 590</b>			<b>199 590</b>			<b>598 770</b>		
Employee Costs		73 852										
Councillor remuneration		3 175										
Debt impairment		44 092		44 092			44 092			132 276		
Depreciation and impairment		14 223		14 223			14 223			42 669		
Finance Charges		17 034		17 034			17 034			51 102		
Materials and Bulk Purchases		43 029		43 029			43 029			129 087		
Inventory consumed		61 857		61 857			61 857			185 571		
Contracted services		10 764		10 764			10 764			32 292		
Transfers and grants		65		65			65			195		
Other		23 563		23 563			23 563			70 689		
Losses		0		0			0			0		
<b>Sub-Total</b>		<b>291 654</b>		<b>291 654</b>			<b>291 654</b>			<b>874 962</b>		
Capital Expenditure			13 172			13 172			13 172			39 517
<b>Sub-Total</b>			<b>13 172</b>			<b>13 172</b>			<b>13 172</b>			<b>39 517</b>
<b>Grand-Total</b>												

## 17. Expenditure Classification

<b>Expenditure Classification</b>	<b>Anticipated Expenditure</b>
Personnel Expenditure	908 491 330
General Expenses	1 505 276 000
Repairs and Maintenance	8 051 000
Other	941 026 000
Contracted Services	129 171 000
Member Contribution	15 832 670
<b>Total</b>	<b>3 499 848 000</b>

## 18. Municipal Staffing

<b>Staffing and Budget</b>	<b>Number of Posts</b>	<b>Rand Value</b>
Management	24	12 124 000
Professionals	493	
Technicians and Trade Workers	491	
Community and Personal Services Workers	222	
Clerical and Administrative Workers	52	
Machine Operators and Drivers	144	
General Workers	1 034	874 096 000
<b>Total</b>	<b>2 261</b>	<b>924 324 000</b>



## **19. Recommendation and Approval**

Recommended and submitted by the Municipal Manager to the Executive Mayor for consideration and approval on 14<sup>th</sup> June 2021

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**Ms. TINDLENI Z  
MUNICIPAL MANAGER**

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**COUNCILLOR SPEELMAN N  
EXECUTIVE MAYOR: MATJHABENG LOCAL MUNICIPALITY  
28 JUNE 2021**