



The home of harmony, prosperity and growth

TOP LAYER SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

JUNE 2021

Our Vision

“To provide excellent and sustainable municipal services”

Our Mission

“To provide quality and sustainable services in an efficient, effective & economic manner to all communities through the promotion of community participation, good governance & improved intergovernmental values”

Official Sign-Off:

It is hereby certified that this Service Delivery & Budget Implementation Plan (SDBIP):

- Was reviewed in accordance with section 34 of Municipal Systems Act 32 of 2000. Takes into account all the relevant policies, legislation and other mandates for which the Ngwathe Local Municipality is responsible
- Accurately reflects the strategic outcome oriented goals and objectives which Ngwathe Local Municipality will endeavour to achieve over the period of this plan.

[Surname & Initials]:

Municipal Manager


Signature: 

BW KANNEMEYER

30/06/2021

[Surname & Initials]: **MOCHELA M-J**

Executive Mayor

Signature: 

MJ MOCHELA

30/06/2021

APPROVED BY COUNCIL ON:

Date: _____

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Executive Summary

The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections.

Every quarter the Mayor must report to Council on the progress of the budget.

The following key factors and planning strategies have informed the compilation of the 2021/22 MTREF:

- The need for tariff increases versus the ability of the community to pay for services;
- Tariffs should be cost reflective to ensure sustainability of the municipality
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

Municipal growth

- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e. inflation, Eskom increases, household debt)
- Performance trends
- The 2020/21 adjustments budget and performance against the SDBIP
- Debtor payment levels
- Loan and investment possibilities
- Improved and sustainable service delivery

The proposed revenue budget for the 2021/22 financial year is R 882 million, with the operational expenditure budget of R 902 million and a capital budget of R157 million. This is an increase of R42 million or 4.9% on the adjustments budget of R840 million in the 2020/2021 financial year.

The marginal increase in the budget is a result of:

- i) Trimming down of the expenditure budget to match the anticipated collection rate for the financial year.
- ii) The current collection rate is between 55% and 65%.
- iii) The municipality anticipate an increase of 10% on the current collection towards the draft budget

Revenue Projections 2021/22

Following is the Municipality's expected operating revenue to be accrued over the financial year.

Revenue and Expenditure Framework:

FS203 Ngwathe - Table A1 Budget Summary										
Functional Classification Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Financial Performance										
Property rates	76 080	83 414	87 260	98 826	98 826	98 826	86 784	102 878	107 405	112 238
Service charges	265 747	315 155	366 456	431 515	431 515	431 515	370 224	507 246	544 254	584 386
Investment revenue	1 588	1 655	1 978	1 765	1 765	1 765	1 937	1 897	1 980	2 070
Transfers recognised- operational	209 792	197 424	226 662	219 653	255 795	255 795	253 495	222 889	234 123	232 149
Other own revenue	48 564	56 720	63 472	52 696	52 696	52 696	43 873	47 530	49 621	51 854
Total Revenue (excluding capital transfers and contributions)	601 770	654 368	745 829	804 456	840 598	840 598	756 313	882 440	937 383	982 697

The following summary of tariffs applied for increase on 2021/22 budget,

- 1.1 Water Supply 4.95%
- 1.2 Electricity 20% (pending actual NERSA Approval)
- 1.3 Sewerage 4.1%
- 1.4 Refuse 4.1%
- 1.5.

Rates and Taxes 4.1% (With rebates / discount on Residential and 5% discount on business)

- 1.6. Cemeteries 4.1%
- 1.7. Halls 4.1%
- 1.8. All Other Sundries 4.1%

In the 2020/21 budget adjustment on revenue from rates and services charges totalled R357 million. In 2021/22 it increased to R429 million. The collection rate is based on the projected (75%) total of the account receivables.

The municipality's ability to fund its operations is largely based on generating its own revenue, 75% per cent is envisaged of the total municipality income in the 2021/22 financial year (70% in 2020/21). R223 million will be from government grants. The collection of revenue is therefore crucial to the financial well-being of the municipality. The budgeted contribution to the provision for doubtful debts is R111 million. The largest revenue items are electricity revenue at R312 million, water revenue at R78 million, assessment rates at R103 million, of the total operational revenue (i.e. excluding capital grants of R157 million). Revenue from electricity and water sales, government grants and property rates remain the main income

Operating Expenditure

Following is the municipality is operating budget expected to be spent over the financial year.

FS203 Ngwathe - Table A1 Budget Summary Expenditure										
Functional Classification Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Employee costs	235 483	216 081	236 874	231 587	231 587	231 587	227 963	257 342	268 665	280 754
Remuneration of councilors	14 089	14 874	15 524	17 148	17 148	17 148	14 180	17 148	17 902	18 708
Depreciation & asset impairment	155 990	75 817	65 245	19 186	19 186	19 186	-	19 973	20 852	21 790
Finance charges	35 676	37 860	55 837	28 770	28 770	28 770	260	18 410	19 220	20 085
inventory consumed and bulk purchases	177 060	205 759	223 402	225 664	225 664	225 664	142 361	400 992	418 635	437 474
Transfers and grants		18 414	7 680	180	1 180	1 180	150	180	188	196
Other expenditure	167 985	276 404	235 906	206 011	197 015	197 015	93 824	188 369	196 684	205 534
Total Expenditure	786 282	845 209	840 468	728 547	720 551	720 551	478 739	902 413	942 146	984 542

The following Items are being excluded from operating expenditure, as they have no cash outflow impact in the budget:

- Depreciation R 20 million
- Provision for bad debts R111 million

When compared to the 2020/21 Adjustments Budget, the major operational expenditure has decreased in the 2021/22 budget; the decrease is proposed to accommodate the following:

- Salaries 5.1% (In the absence of the agreement 2021/22, management has projected the increase based on CPIX Forecast (CPIX Forecast 4.1%) plus 1% with effect from 1 July 2021)
- Bulk purchase on electricity – increase of 15.63%
- Bulk purchases on water – increase of 5.8% .

Service Delivery Targets and Performance Indicators

Each Directorate must provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes.

Introduction

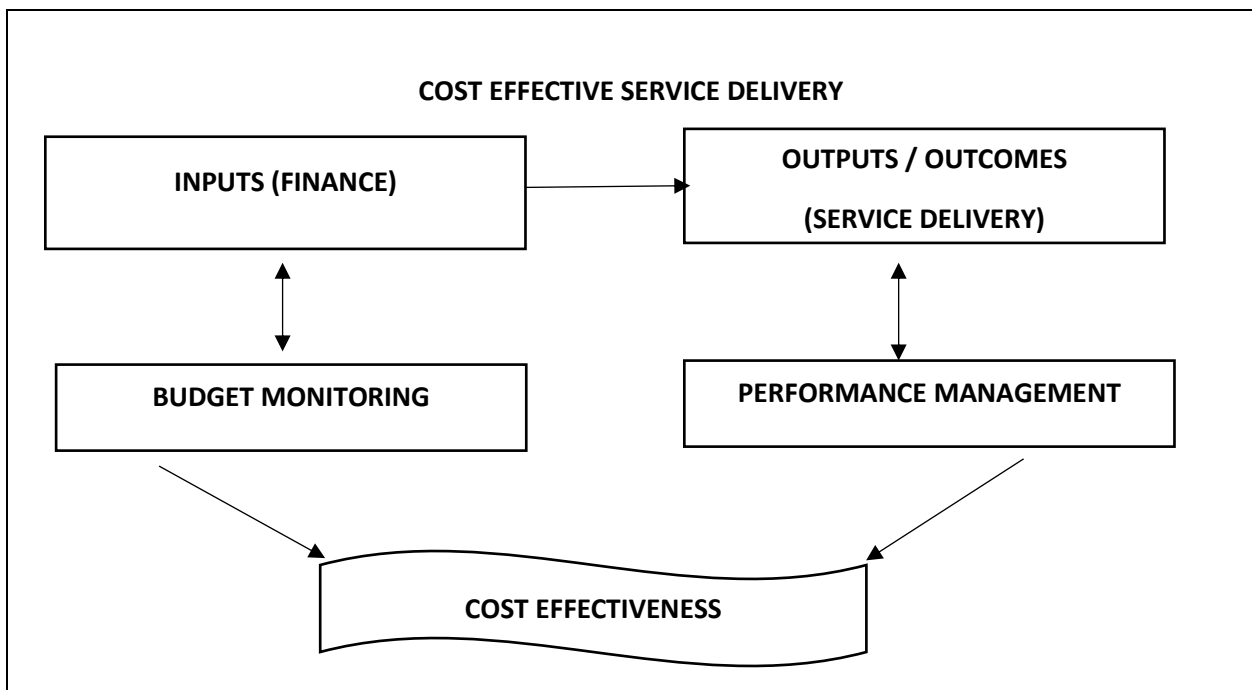
A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget. Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

The Components of a SDBIP

The five necessary components of a SDBIP are:

1. *Monthly projections of revenue to be collected for each source*
2. *Monthly projections of expenditure (operating and capital) and revenue for each vote*
3. *Quarterly projections of service delivery targets and performance indicators for each vote*
4. *Ward information for expenditure and service delivery*
5. *Capital works plans.*

The SDBIP is the formal link between organisational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes. Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery.



The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager, Senior Managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.

MFMA requirement - Approval of the SDBIP

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials.

Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Executive Mayor to "take all reasonable steps" to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

MFMA requirement – Implementation & monitoring

Section 54 sets out the responsibilities of the Executive Mayor regarding budgetary control and the early identification of financial problems.

When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive Mayor must check whether the budget is being implemented in accordance with the SDBIP. If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

The revised SDBIP must be promptly made available to the public.

Operating Expenditure -

The annual operating budget has been broken down into monthly projections by applying the trends of previous years' spending to each line item in the budget. The projections in the estimates annexure are shown by Service Delivery Unit and by expenditure type.

The following should be considered in the Final SDBIP;

There may have been extraordinary events in past years that have skewed the trends and these trends will be avoided from being repeated although they are included in the SDBIP.

The estimates are based on percentage spending per month and do not consider any over or under spending on particular items.

The projections for the draft SDBIP indicates expenditure will be spent and revenue will be received evenly throughout the twelve months.

The operating expenditure budget, excluding finance charges, for 2021/22 is **R 902 Million**.

Operating Income -

Again, previous year trends have been used to provide the estimates for 2021/22 and the previous comments on the shortcomings in this methodology apply to revenue as well. The information is shown by department and by the national standard for showing revenue source. The estimates are based on budgeted income rather than cash collected.

The operating income budget for 2021/22 is **R 882 Million**.

Capital Expenditure

The Capital budget for 2021/22 is **R 157 Million**.

Service Delivery Targets and Performance Indicators

The performance indicators and targets are developed; these targets have been included in the 2021/22 SDBIP.

The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis.

It is likely that new performance indicators will be developed as the Municipality is currently putting in place a new performance management system. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

Definition of a Vote

The MFMA requires that operational and capital expenditure by vote is shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget. A circular from National Treasury clarifies this further by providing details of the Government Finance Statistics classifications which aims to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by Ngwathe Service Delivery Units as these are the most relevant for monitoring purposes and is in line with the municipality's new virement policy. However, the SDBIP estimates annexure also includes a table for each directorate showing where each Service Delivery Unit sits in relation to the GFS service classification.

Monitoring and the adjustments budget process

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections. As detailed earlier, the Executive Mayor must consider these reports under s54 of the MFMA and then decide as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

Appendix 1–Protocol for revision of SDBIP

The Executive Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received. This protocol sets out the various steps that should be followed to allow the Executive Mayor's obligations under section 54 of the MFMA to be fulfilled.

Protocol

Financial Services (Budget Office) will provide the Municipal Manager with information as required under section 71 and 72 of the MFMA and this information will be submitted to the Executive Mayor by the 10th working day of each month.

The information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.

For Capital projects, each variance of $\pm 10\%$ will be highlighted. The Executive Mayor will then ask the Director responsible for that project for a written report covering;

- The reason for the variance
- If necessary, what corrective measures have been put in place.
- Whether the start and finish dates of the capital project need amending.
- Whether the project specification will need to be amended.
- Revised monthly estimates of expenditure for the project.

The Director must supply this information within one week of the request from the Municipal Manager. Following the receipt of these reports the Municipal Manager will make one of the following decisions;

- Note the report of the Director.
- Note the report of the Director and keep the project under review.
- Request the Director to attend a Performance Review meeting with the Executive Mayor, Municipal Manager and Director Financial Services to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery.

Following this meeting, the Municipal Manager will then decide whether the SDBIP should be amended. If it is decided to amend the capital programme and SDBIP, to maintain overall service delivery, Directors will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital programme that can be implemented sooner. The financial implications of these suggestions will be assessed by the Chief Financial Officer / Director of Financial Services and a recommendation made to the Executive Mayor as to which ones would be possible to proceed with and an adjustments budget prepared.

For operating expenditure and revenue, the Municipal Manager will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from Directors an explanation of all variances $\pm 10\%$ of the monthly budget forecast. Directors will be asked to explain whether the service delivery targets included in the SDBIP can still be achieved.

The Executive Mayor will then decide whether the SDBIP should be amended in the light of these explanations. At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Executive Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Financial Services (Budget Office).

If the actual performance on any indicator varies from the planned performance the Municipal Manager can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future.

The Executive Mayor will then review these reports and decide whether the SDBIP should be amended

REQUIREMENTS OF THE MUNICIPAL FINANCE MANAGEMENT ACT

Chapter 1 – Definitions

SDBIP means a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

(a) projections for each month of-

Revenue to be collected, by source; and 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)

Chapter 8 – Responsibilities of Municipal Officials

Section 69 Budget Implementation

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the mayor

(a) A draft service delivery and budget implementation plan for the budget year; and

(b) Drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the municipal manager and all senior managers

Chapter 7 – Responsibilities of Mayors

Section 53 – Budget Processes and related matters

Section 53 (1) (c) The mayor of a municipality must take all reasonable steps to ensure-

(ii) That the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and (iii) That the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all senior managers-

(bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.

Section 53 (3)

(a) The mayor must ensure 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.

Section 54 Budgetary control and early identification of financial problems

On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72 the mayor must-

(1) (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;

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

(d) issue any appropriate instructions to the accounting officer to ensure-

(i) that the budget is implemented in accordance with the service delivery and budget implementation plan

(3) The mayor must ensure that any revisions of the service delivery and budget implementation plan are made public promptly.

REVENUE BY SOURCE / EXPENDITURE BY TYPE 2021/22

FS203 Ngwathe - Table A4 Budgeted Financial Performance (revenue)										
Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source										
Property rates	76 080	83 414	87 260	98 826	98 826	98 826	86 784	102 878	107 405	112 238
Service charges - electricity revenue	137 491	156 592	210 605	258 567	258 567	258 567	193 001	326 418	355 469	387 106
Service charges - water revenue	63 267	89 739	75 694	75 586	75 586	75 586	69 309	78 920	82 392	86 100
Service charges - sanitation revenue	34 508	36 351	40 850	54 036	54 036	54 036	61 724	56 205	58 678	61 318
Service charges - refuse revenue	30 480	32 473	39 307	43 326	43 326	43 326	46 190	45 704	47 715	49 862
Rental of facilities and equipment	896	636	339	724	724	724	297	362	378	395
Interest earned - external investments	1 588	1 655	1 978	1 765	1 765	1 765	1 937	1 897	1 980	2 070
Interest earned - outstanding debtors	43 556	52 889	52 788	46 765	46 765	46 765	41 960	43 491	45 405	47 448
Dividends received										
Fines, penalties and forfeits	682	605	352	2 145	2 145	2 145	268	2 145	2 239	2 340
Licences and permits										
Agency services										
Transfers and subsidies	209 792	197 424	226 662	219 653	255 795	255 795	253 495	222 889	234 123	232 149
Other revenue	3 080	1 548	1 498	3 062	3 062	3 062	1 349	1 531	1 598	1 670
Gains	351	1 041	8 494	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	601 770	654 368	745 829	804 456	840 598	840 598	756 313	882 440	937 383	982 697

In the 2020/21 budget adjustment on revenue from rates and services charges totalled R357 million. In 2021/22 it increased to R429 million. The collection rate is based on the projected (75%) total of the account receivables.

The municipality's ability to fund its operations is largely based on generating its own revenue, 75% per cent is envisaged of the total municipality income in the 2021/22 financial year (70% in 2020/21). R223 million will be from government grants. The collection of revenue is therefore crucial to the financial well-being of the municipality. The budgeted contribution to the provision for doubtful debts is R111 million. The largest revenue items are electricity revenue at R312 million, water revenue at R78 million, assessment rates at R103 million, of the total operational revenue (i.e. excluding capital grants of R157 million). Revenue from electricity and water sales, government grants and property rates remain the main income items for the MTREF period.

FS203 Ngwathe - Table A4 Budgeted Financial Performance (Expenditure)										
Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure By Type										
Employee related costs	235 483	216 081	236 874	231 587	231 587	231 587	227 963	257 342	268 665	280 754
Remuneration of councillors	14 089	14 874	15 524	17 148	17 148	17 148	14 180	17 148	17 902	18 708
Debt impairment	74 379	194 078	170 700	102 984	102 984	102 984	–	111 177	116 069	121 292
Depreciation & asset impairment	155 990	75 817	65 245	19 186	19 186	19 186	–	19 973	20 852	21 790
Finance charges	35 676	37 860	55 837	28 770	28 770	28 770	260	18 410	19 220	20 085
Bulk purchases - electricity	177 060	205 162	222 789	225 162	225 162	225 162	141 671	307 506	321 036	335 483
Inventory consumed	–	597	613	502	502	502	690	93 487	97 599	101 992
Contracted services	61 150	25 643	30 257	21 901	19 921	19 921	66 278	17 479	18 275	19 099
Transfers and subsidies	–	18 414	7 680	180	1 180	1 180	150	180	188	196
Other expenditure	32 455	56 466	34 834	81 126	74 111	74 111	27 546	59 713	62 340	65 143
Losses	–	218	115	–	–	–	–	–	–	–
Total Expenditure	786 282	845 209	840 468	728 547	720 551	720 551	478 739	902 413	942 146	984 542

The budgeted allocation for employee related costs for the 2021/22 financial year totals **R257 million**, which equals 30 per cent of the total operating expenditure. The budget for employee related costs are based on the proposed organogram. An annual increase of CPIX and in the next 2 years' outer years of the MTREF.

The cost associated with the remuneration of councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget. Remuneration of Councilors for 2020/21 is **R17 million**.

The provision of debt impairment for the 2021/22 financial year equates to **R111 million** and increased in 2021/22 to **R4.5 million**. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total **R20 million** for the 2021/22 financial year.

Finance charges consist primarily of the repayment of interest portion on overdue creditors. Finance charges has been budgeted **R18 million** for 2021/22 due Eskom arrangement with the municipality.

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses. The 2021/22 budget for bulk purchases is **R308 million** which is more by **R83 million** as compared with budget of 2020/21 for bulk purchases amounting to **R225 million**. The audited, current invoices and payment arrangement have been taken into consideration for the budget of 2020/21.

Other expenditure comprises of various line items relating to the daily operations of the municipality.

REVENUE BY VOTE / EXPENDITURE BY VOTE 2021/22

FS203 Ngwathe - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)									
Vote Description	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue by Vote									
Vote 01 - Corporate Services	-	184	1 226	-	61	61	-	-	-
Vote 02 - Municipal Manager	-	-	-	-	-	-	-	-	-
Vote 03 - Financial Services	282 302	275 623	326 372	324 588	360 213	360 213	335 898	352 078	355 412
Vote 04 - Technical Services	332 484	398 115	455 024	546 229	563 029	563 029	650 934	661 648	724 582
Vote 05 - Community Services	36 309	41 355	46 562	52 757	52 714	52 714	53 012	55 344	57 835
Vote 06 - Local Economic Development	-	-	-	-	-	-	-	-	-
Total Revenue by Vote	651 096	715 277	829 183	923 574	976 017	976 017	1 039 844	1 069 070	1 137 828
Expenditure by Vote to be appropriated									
Vote 01 - Corporate Services	130 162	93 486	33 119	46 771	80 528	80 528	45 643	48 807	52 763
Vote 02 - Municipal Manager	52 767	55 369	71 017	65 709	59 849	59 849	64 285	67 113	70 126
Vote 03 - Financial Services	116 334	284 417	289 254	227 429	225 634	225 634	213 398	221 010	229 065
Vote 04 - Technical Services	449 600	395 834	503 890	406 835	421 340	421 340	502 228	524 974	548 741
Vote 05 - Community Services	90 374	94 282	84 073	76 164	72 280	72 280	76 700	80 075	83 674
Vote 06 - Local Economic Development	-	676	288	734	154	154	159	166	174
Total Expenditure by Vote	839 236	924 064	981 641	823 642	859 784	859 784	902 413	942 146	984 542
Surplus/(Deficit) for the year	(188 141)	(208 787)	(152 458)	99 932	116 232	116 232	137 430	126 924	153 286

REVENUE BY GFS / EXPENDITURE BY GFS 2020/21

FS203 Ngwathe - Table A2 Budgeted Financial Performance (revenue by functional classification)

Functional Classification Description	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue - Functional									
Governance and administration	327 380	275 808	327 598	324 588	360 274	360 274	335 898	352 078	355 412
Executive and council	–	–	–	–	–	–	–	–	–
Finance and administration	327 380	275 808	327 598	324 588	360 274	360 274	335 898	352 078	355 412
Internal audit	–	–	–	–	–	–	–	–	–
Community and public safety	869	1 160	893	1 141	2 000	2 000	1 000	1 044	1 091
Community and social services	798	746	778	579	1 468	1 468	734	766	801
Sport and recreation	71	414	116	562	532	532	266	278	290
Economic and environmental services	836	41 377	35 788	43 916	48 313	48 313	44 894	48 346	50 419
Planning and development	836	213	106	2 212	1 309	1 309	654	683	714
Road transport	–	41 164	35 683	41 704	47 004	47 004	44 240	47 663	49 705
Environmental protection	–	–	–	–	–	–	–	–	–
Trading services	322 011	396 933	464 904	553 930	565 430	565 430	658 052	667 602	730 907
Energy sources	146 835	167 260	228 560	281 674	279 674	279 674	346 873	383 384	413 512
Water management	86 472	109 923	116 836	135 277	147 777	147 777	169 179	148 636	172 365
Waste water management	54 099	79 768	73 945	87 574	88 574	88 574	90 643	81 965	88 999
Waste management	34 605	39 983	45 563	49 405	49 405	49 405	51 358	53 617	56 030
Other	–	–	–	–	–	–	–	–	–
Total Revenue - Functional	651 096	715 277	829 183	923 574	976 017	976 017	1 039 844	1 069 070	1 137 828

FS203 Ngwathe - Table A2 Budgeted Financial Performance (expenditure by functional classification)

Functional Classification Description	2017/18	2018/19	2019/20	Current Year 2020/21			2021/22 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Expenditure - Functional									
Governance and administration	300 663	433 271	393 389	341 595	367 697	367 697	325 209	338 896	354 007
Executive and council	52 767	55 369	71 017	65 709	59 849	59 849	64 285	67 113	70 126
Finance and administration	247 896	377 903	322 373	275 886	307 848	307 848	260 924	271 783	283 881
Internal audit	–	–	–	–	–	–	–	–	–
Community and public safety	69 614	70 509	72 996	60 990	57 606	57 606	60 697	63 368	66 216
Community and social services	66 113	68 723	70 467	34 907	32 673	32 673	35 966	37 549	39 235
Sport and recreation	1 911	(342)	25	12 928	12 928	12 928	14 337	14 968	15 641
Public safety	1 307	2 128	2 212	10 657	9 657	9 657	7 778	8 120	8 485
Housing	283	–	291	2 498	2 348	2 348	2 616	2 731	2 854
Health	–	–	–	–	–	–	–	–	–
Economic and environmental services	147 552	109 268	162 681	71 033	77 678	77 678	71 946	75 733	79 312
Planning and development	3 822	549	288	1 540	960	960	1 074	1 122	1 172
Road transport	143 730	108 719	162 392	69 493	76 718	76 718	70 872	74 612	78 140
Environmental protection	–	–	–	–	–	–	–	–	–
Trading services	321 408	311 016	352 576	350 024	356 804	356 804	444 560	464 148	485 007
Energy sources	180 351	211 589	250 278	255 820	258 520	258 520	336 033	350 846	366 619
Water management	101 203	48 637	48 156	53 092	56 592	56 592	66 293	69 210	72 320
Waste water management	24 314	26 889	43 064	26 745	27 825	27 825	27 147	28 341	29 609
Waste management	15 539	23 901	11 078	14 368	13 868	13 868	15 088	15 752	16 460
Other	–	–	–	–	–	–	–	–	–
Total Expenditure - Functional	839 236	924 064	981 641	823 642	859 784	859 784	902 413	942 146	984 542
Surplus/(Deficit) for the year	(188 141)	(208 787)	(152 458)	99 932	116 232	116 232	137 430	126 924	153 286

CAPITAL BY VOTE (MULTI-YEAR AND SINGLE YEAR 2021/22)

Vote Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital expenditure - Vote										
Single-year expenditure to be appropriated										
Vote 01 - Corporate Services	291	193	-	-	-	-	-	-	-	-
Vote 02 - Municipal Manager	14	-	-	-	-	-	-	-	-	-
Vote 03 - Financial Services	225	107	-	2 085	2 085	2 085	-	2 257	4 468	-
Vote 04 - Technical Services	69 988	44 623	71 240	115 144	131 711	131 711	58 809	148 910	109 781	107 917
Vote 05 - Community Services	14 149	518 302	2 410	3 589	1 889	1 889	2 124	6 237	17 437	47 215
Vote 06 - Local Economic Development	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-	84 666	563 225	73 649	120 819	135 686	135 686	60 933	157 404	131 687	155 132
Total Capital Expenditure - Vote	84 666	563 225	73 649	120 819	135 686	135 686	60 933	157 404	131 687	155 132

CAPITAL EXPENDITURE – FUNCTIONAL 2020/21

Vote Description	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Capital Expenditure - Functional										
Governance and administration	870	300	-	2 085	2 085	2 085	-	2 257	4 468	-
Executive and council	14	-	-	-	-	-	-	-	-	-
Finance and administration	856	300	-	2 085	2 085	2 085	-	2 257	4 468	-
Internal audit										
Community and public safety	9 746	521 146	2 410	3 589	1 889	1 889	2 124	3 743	17 437	47 215
Community and social services	156	113	296	-	-	-	-	-	-	-
Sport and recreation	9 590	521 033	2 113	3 589	1 889	1 889	2 124	3 743	17 437	47 215
Public safety	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Health										
Economic and environmental services	14 098	15 512	1 441	676	676	676	153	8 107	20 051	-
Planning and development										
Road transport	14 098	15 512	1 441	676	676	676	153	8 107	20 051	-
Environmental protection										
Trading services	59 951	26 267	69 798	114 469	131 036	131 036	58 657	143 297	89 731	107 917
Energy sources	8 582	(3 197)	5 554	7 000	5 500	5 500	4 415	10 000	17 000	15 000
Water management	15 887	26 107	53 617	98 441	116 508	116 508	49 922	116 020	69 407	92 917
Waste water management	31 420	6 201	10 627	9 028	9 028	9 028	4 319	14 783	3 324	-
Waste management	4 062	(2 844)	-	-	-	-	-	2 494	-	-
Other										
Total Capital Expenditure - Functional	84 666	563 225	73 649	120 819	135 686	135 686	60 933	157 404	131 687	155 132

DETAILED CAPITAL WORKS PLAN BROKEN DOWN OVER THREE YEARS

DRAFT MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK BUDGET 2020/21FY						
Vote number	Funder	Description	Approved Budget 2020/21	Approved Budget 2021/22	Approved Budget 2023/24	Status
	MIG	Ngwathe PMU	2 085 200,00	2 257 250,00	2 383 100,00	
	MIG	Heilbron: Upgrading of Waste Water Treatment Works (MIS:268105)	9 027 638,56			ON-GOING
	MIG	Phiritona/Sandersville: Construction of low level bridge in ward 1 (MIS:279725)	675 793,66	9 734 521,06		ON-GOING
	MIG	Vredefort: Extension of the Water Treatment Plant (MIS:257557)	11 401 002,64	-		ON-GOING
	MIG	Mokwallo: Construction of 2km paved access road and storm water in Ward 15 (MIS:338361)	-	10 511 616,82	9 645 946,07	NEW
	MIG	Vredefort: Upgrading of Waste Water Treatment Works (MIS:338533)	-	10 915 070,67	-	NEW
	MIG	Tumahole: Installation of 1331 residential water meters and 20 bulk water meters (MIS:327751)	-	7 424 767,54	-	NEW
	MIG	Mokwallo: Upgrading of the sports complex phase 3 (MIS:338177)	1 325 407,02	-		NEW
	MIG	Tumahole: Paving of 1km road in Tumahole	-	-	5 587 124,56	NEW
	MIG	Refurbishment of Koppies Waste Water Treatment Works	-		7 205 510,36	NEW
	MIG	Kwkwatsi (Koppies): Construction of sports complex Phase 2	563 811,44	1 735 812,47	-	NEW
	MIG	Phiritona: Paving of 1km road in Phiritona	-	-	9 165 124,21	NEW
	MIG	Ngwathe (Edenville): Upgrading of sports ground Phase 2	-	308 711,44	1 541 288,56	NEW
	MIG	Edenville: Paving of 1km road in Edenville	-		9 165 124,24	NEW
	MIG	Provision of Specialised Vehicles in Parys	2 085 200,00		-	NEW

	MIG	Heilbron: Refurbishment of Heilbron Sports Complex	-		585 682,00	NEW
	MIG	Provision of Specialised Vehicles in Heilbron	-	2 257 250,00		NEW
	MIG	Provision of Specialised Vehicles in Koppies	-		2 383 100,00	NEW
	MIG	Stormwater drainage in Parys	-			NEW
	MIG	Tumahole: 3km Pipeline between Reservoir 4 and Pressure tower	6 004 475,71			ON-GOING
	MIG	Parys: Refurbishment of the Conventional water treatment works	8 535 470,97			ON-GOING
			41 704 000,00	45 145 000,00	47 662 000,00	
	DWS (WSIG)	Water Demand and Water Conservation in Heilbron	560 000,00			NEW
	DWS (WSIG)	Water Quality Management in Vredefort				NEW
	DWS (WSIG)	Refurbishment of Vredefort Waste Water Treatment Works	10 524 922,00			NEW
	DWS (WSIG)	Project Unknown at this stage		25 942 893,93		NEW
	DWS (WSIG)	Project Unknown at this stage			27 772 000,00	NEW
	DWS (WSIG)	Refurbishment of Koppies Waste Water Treatment Works	13 915 078,00	557 106,07		NEW
		TOTAL	25 000 000,00	26 500 000,00	27 772 000,00	
	DWS (RBIG)	Edenville Bulk Water Supply Phase 1: Refurbishment of Koppies WTW & Construction of Clear water pump station	1 453 620,00			ON-GOING
	DWS (RBIG)	Edenville Bulk Water Supply Phase 2: Construction of the pipeline from Koppies to Edenville	46 046 380,00	50 542 210,00		ON-GOING
	DWS (RBIG)	Project Unknown at this stage		37 293 790,00		NEW
	DWS (RBIG)	Project Unknown at this stage			56 790 000,00	NEW
		TOTAL	47 500 000,00	87 836 000,00	56 790 000,00	
	DOE	Koppies Electricity Bulk substation phase 2	7 000 000,00			NEW
	DOE	Koppies Electricity Bulk substation phase 3		17 000 000,00		NEW
	DOE	Parys, Koppies, Heilbron, Vredefort, Edenville Electrification			20 582 000,00	NEW
		TOTAL	7 000 000,00	17 000 000,00	20 582 000,00	
	Internal	Construction of Edenville stadium	1 700 000,00			ON-GOING
			121 204 000,00	176 481 000,00	152 806 000,00	

KEY PERFORMANCE INDICATORS

OFFICE OF THE MAYOR

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 202/22	ANNUAL PERFORMANCE TARGETS				Proof Of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2021 – 30 JUNE 2022										
1	Municipal Transformation	Celebrate national and local days of importance / commemoration; Human Right's Day, Worker's / May Day, Youth Day, Flower Festival, Mandela Day	Number of national and local days of commemoration celebrated	8	5	2	1	1	1	Programs/ Invitations & Attendance Registers
2	Radical Social and Economic Development	Create HIV and AIDS Awareness - Planning and launching of Ward/Local /District HIV and AIDS Councils / Launch Men's Dialogue program	Number of awareness programs launched	4	2	N/A	1	N/A	1	Programs/ Invitations & Attendance Registers
3	Good governance and Public Participation	Communicate municipal information with public by conducting radio and newspaper interviews	Number of Radio and Newspaper interviews conducted by Mayor	4	4	1	1	1	1	MAYCO Minutes
4	Radical Social and Economic Development	Initiate quarterly social support programs to poverty stricken communities; Bursary support, food parcels and rural sports programs	Number of social support programs launched to address poverty in identified communities	4	2	1	N/A	N/A	1	Copies of Newsletters issued
5	Municipal Transformation and Organisation Development	Initiate Women and Children's Rights programs	Number of Women and Children Rights programs launched	2	2	1	N/A	N/A	1	Programs/ Invitations & Attendance Registers

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 202/22	ANNUAL PERFORMANCE TARGETS				Proof Of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
6	Radical Economic Transformation	Initiate Youth development and Empowerment programs in Ngwathe	Number of Youth Empowerment programs launched	4	4	1	1	1	1	Programs/ Invitations & Attendance Registers
7	Municipal Transformation and Organisation Development	Initiate Disabled Indaba	Number of Disabled Indabas launched	1	1	N/A	N/A	1	N/A	MAYCO Minutes
8	Good Governance	Compile and submit Communication Strategy to MAYCO for approval by end September 2021	Communication Strategy submitted to MAYCO for approval by end September 2021	1	1	1	N/A	N/A	N/A	Copies of Newsletters issued
9	Good Governance	External and Internal Newsletters compiled and issued	Number of external and internal newsletters issued (12 external and 12 internal) by 30 June 2022	24	24	6	6	6	6	Programs/ Invitations & Attendance Registers

**N/A – Not Applicable – Meaning there is no target set for the quarter*

OFFICE OF THE SPEAKER

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				Proof Of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2021 – 30 JUNE 2022										
10	Good governance & Public Participation	Facilitate regular meetings for All stakeholders i.e. Civics, NGOs, CBOs	Number of stakeholder meetings held for all wards	216	216	54	54	54	54	Programs/ Invitations & Attendance Registers
11	Good governance & Public Participation	Facilitate workshop to assist with development of ward plans for all Ward Committees	Number of workshops held	2	2	N/A	N/A	1	1	Programs/ Invitations & Attendance Registers
12	Good governance & Public Participation	Launch and sign-off all Ward Based Plans	Number of ward based plans signed-off	2	2	N/A	N/A	1	1	Program readily available
13	Good governance & Public Participation	Schedule and facilitate monthly Ward meetings in all Wards	Number of ward meetings held	216	216	54	54	54	54	Programs/ Invitations & Attendance Registers
14	Good governance & Public Participation	Facilitate the Best Ward Committee Awards ceremony	Number of Best Ward Committee Awards ceremony	1	1	N/A	N/A	N/A	1	Programs/ Invitations & Photos report
15	Good governance & Public Participation	Develop and Launch a Citizen Charter after consultation with all Sectors of Community	Number of Citizen's Charter developed and Launched	1	1	N/A	N/A	N/A	1	Programs/ Invitations & Copy of Citizen Charter

**N/A – Not Applicable – Meaning there is no target set for the quarter*

OFFICE OF THE MUNICIPAL MANAGER

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
16	Good Governance	Audit Committee Meetings	No. of Audit Committee Meetings	3	3	N/A	1	1	1	Minutes of Audit Committee Meetings
17	Good Governance	Review and Approval of Internal Audit Strategic Documents by the Audit Committee; November 2021/22	# of Risk based audit plan approved by Sept 2021	100%	100%	N/A	N/A	100%	N/A	Audit Committee Agenda and/or Minutes
18	Good Governance	Audit Committee Reporting to Council	% of Audit Committee reporting to Council & Council taking into account its report	100%	100%	N/A	100%	100%	100%	Council Minutes
19	Good Governance	Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General by 31 January annually	Audit action plan submitted	1	1	N/A	N/A	1	N/A	Audit Action Plan
20	Good Governance	Monitor the implementation of all Council and MAYCO resolutions	Number of Council and MAYCO resolutions reported	100%	100%	25%	25%	25%	25%	Register of Council Resolutions

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
21	Good Governance	Review and Submit Risk Management Charter.	1 X Risk Management Charter	1	1	1	N/A	N/A	N/A	Approved Risk Management Charter.
22	Good Governance	Develop Risk Management Implementation Plan	1X Risk Management Implementation Plan by 31 August 2021	1	1	1	N/A	N/A	N/A	Approved Implementation Plan Minutes of the meeting.
23	Good Governance	Develop and submit the Section 46 Report and Oversight Report to Council in terms of the Local Government: Municipal Systems Act, No. 32 of 2000	# of Section 46 Report and Oversight Report submitted to Council	2	2	N/A	N/A	2	N/A	Council Agenda and/or Minutes of Meeting
24	Good Governance	Develop and submit Risk and Compliance Meeting Schedule	1X Meeting Schedule	1	1	1	N/A	N/A	N/A	Approved Meeting Schedule
25	Good Governance	Coordinate Risk and Compliance Meeting	4 X Risk and Compliance Management Committee Meetings by June 2022	4	4	1	1	1	1	Invitations; Minutes of the Meeting and Attendance Registers Quarterly Reports
26	Good Governance	Review Risk Management Strategy; Risk Management Policy and Fraud Prevention Policy	3 X Reviewed Risk Management Strategic Documents by September 2021	3	3	3	N/A	N/A	N/A	Minutes of the Meeting

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
27	Good Governance	Conduct Awareness workshop on Risk Management, Fraud ,theft and corruption cases	Bi- Annual Awareness Workshops for employees (all towns) by June 2022	2	1	N/A	N/A	1	N/A	Invitations, Attendance Registers; Presentation Slides and Report
28	Good Governance	Conduct Risk Assessment	1X Risk Assessment	1	1	N/A	N/A	N/A	1	Invitations, Attendance Registers; Presentation Slides and Risk Assessment Report
29	Good Governance	Develop and submit Risk Register	1 X Consolidated Risk Register	1	1	N/A	N/A	1	N/A	Minutes of the meeting; Attendance Registers
30	Good Governance	To develop and monitor compliance check lists	1 X Approved Compliance Checklist	10	10	3	2	2	3	Compliance Status Report; Attendance Registers.
31	Municipal Transformation & Institutional Development	Strategic Annual Stakeholder Consultation	No of Wards and Stakeholder engagements held annually (18 Wards & 4 Stakeholder meetings)	40	20	20	N/A	20	N/A	Attendance Registers

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
32	Institutional Development & Building Capacity	Submit the Mid-Year S72 report to the Mayor	Number of Mid-year reports submitted to the Mayor by 25 January 2022	1	1	N/A	N/A	1	N/A	Proof of Submission to the Executive Mayor
33	Sound Financial Management	Raise/Collect operating budget revenue as per approved budget	90% of total operating budget revenue raised / received by 30 June 2022	90%	90%	20%	20%	25%	25%	Section 71 Report
34	Institutional Development & Building Capacity	Performance Management Assessment held	Number of Performance assessment held by 30 June 2022	2	2	N/A	1	N/A	1	Performance Assessment Report
35	Good Governance	Submit the IDP/ Budget Schedule to Council by 31 August 2022	IDP/Budget Schedule submitted to Council for approval by 31 August 2021	1	1	1	N/A	N/A	N/A	Council Agenda and/or Minutes of Meeting
36	Good Governance	Develop and Submit the Draft and Final IDP to Council for approval by 31 March 2022 and 31 May 2022 respectively	Council approved Draft and Final IDP by end March and end May 2022	2	2	N/A	N/A	1	1	Council Agenda and/or Minutes of Meeting
37	Sound Financial Management	Operational conditional grant spending measured by the percentage (%) spent	Percentage (%) of the grant spent i.t.o Budget allocations	95%	95%	15%	30%	60%	5%	Section 52(d) Reports

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
38	Sound Financial Management	The percentage of the municipality capital budget actually spent on capital projects by 30 June 2021 {(Actual amount spent on projects/Total amount budgeted for capital projects)X100} as identified in the IDP as at 30 June 2022	% of municipality's capital budget spent on capital projects identified in the IDP for the 2021/2022 FY	95%	95%	N/A	N/A	N/A	95%	Section 52(d) Reports
39	Good Governance	Submit to the Mayor a draft SDBIP for the budget by no later than 14 days after the approval of the annual budget in terms of the Local Government: Municipal Finance Management Act, No. 56 of 2003	Top Layer SDBIP approved within 28 days after the Main Budget has been approved	1	1	1	N/A	N/A	N/A	Approved SDBIP
40	Good Governance	Implementation of the Performance Management Framework by timeous development and signing of Section 56 and 57 performance agreements in terms of the Local Government: Municipal Systems Act, No 32 of 2000	Number of signed performance agreements of Section 57 managers within 14 days of approval of the SDBIP	5	5	5	N/A	N/A	N/A	Signed Performance Agreements
41	Good Governance	Develop and Submit Quarterly Section 52(d) Report to Council for approval	Section 52(d) report submitted to Council	4	4	1	1	1	1	Council Agenda and/or Minutes of Meeting

**N/A – Not Applicable – Meaning there is no target set for the quarter*

DIRECTORATE: CORPORATE SERVICES

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2021 – 30 JUNE 2022										
42	Good Governance	Council effective functioning measured by the annual number of ordinary scheduled council meetings held.	Number of ordinary scheduled council meetings held per annum	4	10	2.5	2.5	2.5	2.5	Council Agenda and/or Minutes of Council
43	Institutional Development & Building Capacity	Initiate an Organisation Structure review for consideration by Council aligned with Objectives and IDP	Reviewed Organisational Structure	1	1	N/A	N/A	N/A	1	Report on Reviewed Organisational Structure
44	Institutional Development & Building Capacity	Review policies and by-laws	100% of policies and by-laws reviewed by 30 June 2022	100%	100%	25%	25%	25%	25%	Report on policies reviewed
45	Good Governance	Participation in formal District and Provincial meetings	100% of attendance of formal District and Provincial meetings by 30 June 2022	100%	100%	25%	25%	25%	25%	Attendance registers

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
46	Institutional Development & Building Capacity	Number of people from EE target groups employed in three highest levels of management in compliance with municipality's approved EE Plan	Report on number of people from employment equity groups employed in three highest levels of management submitted to Municipal Manager 30 June 2022	1	1	N/A	N/A	N/A	1	Report to Council on EE Plan
47	Municipal Transformation and Organisational Development	Spent Training budget to develop skills of staff	85% of training budget spent by 30 June 2022	90%	85%	20%	20%	20%	30%	Report on development & training of staff
48	Institutional Development & Building Capacity	Draft and submit to Council a Scarce Skills Policy	Scarce Skills policy submitted to council for approval by 30 June 2022	1	1	N/A	N/A	N/A	1	Report of Submission to Council

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
49	Institutional Development & Building Capacity	% of municipality budget actually spent on implementation of WSP The percentage of a municipality's personnel budget, 1% (R250M) actually spent on implementing its workplace skills plan by 30 June 2021.	1 % of personal budget municipality spent on implementation of WSP % of municipality's personnel budget actually spent on implementing its workplace skills plan as at 30 June 2022	1 %	1%	0.2%	0.2%	0.2%	0.2%	Report to Council on WSP
50	Institutional Development & Building Capacity	Develop a policy of time and attendance and a System and Procedures/Mechanisms to manage Time and Attendance of all Employees	A policy and a system developed of Time and Attendance	1	1	N/A	N/A	1	1	Report on time and Attendance policy and system
51	Institutional Development & Building Capacity	Directorates to Report monthly for a compilation of Council Report on the filling of Organisation-wide vacancies	Monthly report of Organisation-wide vacancies status	12	12	3	3	3	3	Council Report on the status Of vacancies in the institution
52	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management for approval by 30 November 2021	Develop and submit department Standard Operating Procedures to Municipal Manager for approval by 30 December 2021	5	5	2	1	1	1	Minutes of Management meetings

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
53	Institutional Development & Building Capacity	Develop by all Directorates and present Standard Operating Procedure Register to the MM approval 30 April 2022	Organisational Register of Standard Operating Procedures	1	1	1	1	1	1	Council Minutes on the register developed.

**N/A – Not Applicable – Meaning there is no target set for the quarter*

DIRECTORATE: FINANCIAL SERVICES

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2021 – 30 JUNE 2022										
54	Sound Financial Management	Submit Financial Plan for inclusion in IDP for approval by Council by 31 March (Draft) and final approval by 31 May 2022	Financial Plan approved by Council by 31 March and 31 May 2022	1	1	N/A	N/A	N/A	1	Council Agenda and/or Minutes of Meeting
55	Sound Financial Management	Submit MTREF aligned to IDP to Council for approval 31 March and final 31 May 2022	MTREF approved by Council by end March and end May 2022	2	2	N/A	N/A	1	1	Council Agenda and/or Minutes of Meeting
56	Sound Financial Management	Submit Adjustment Budget to Council for approval by 28 February	Adjustment Budget submitted to Council by 28 February 2022	1	1	N/A	N/A	1	N/A	Council Agenda and/or Minutes of Meeting
57	Sound Financial Management	Compile Capital Project Implementation Plan and submit to MM for approval by 30 June	Capital Project Implementation Plan developed and submitted to MM by end June 2022	1	1	N/A	N/A	N/A	1	Proof of Submission to MM (Acceptance letter / signature)
58	Sound Financial Management	GRAP Compliant Fixed Asset Register as at 30 June	Compilation of GRAP compliant Fixed Asset Register as at 30 June 2022	1	1	1	N/A	N/A	N/A	GRAP Compliant Fixed Asset Register
59	Sound Financial Management	Collect all Billed Revenue to ensure sufficient cash is generated to meet Ngwathe Debt and Operating commitments as per Section 71 report to Municipal Manager	Increase collection rate on municipal service charges up to 70% against the billing	12	12	3	3	3	3	Section 71 Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
60	Sound Financial Management	Disclose in Annual Financial Statements all monthly reported deviations condoned by Council	Disclose in Annual Financial Statements all monthly reported deviations condoned by Council	1	1	1	N/A	N/A	N/A	Annual Financial Statements
61	Sound Financial Management	Annual Financial Statements submitted by 31 August 2021	AFS submitted by 31 August 2021	1	1	1	N/A	N/A	N/A	Acknowledgement of receipt of AFS by AG
62	Sound Financial Management	Update Indigent Register	100% of all qualifying indigent applications processed by 30 June 2022	100%	100%	N/A	N/A	N/A	100%	Annual Financial Statements
63	Sound Financial Management	(Report quarterly to Council on the) Provide Free Basic Services to all Indigents	Report by 30 June on % of HH earning less than 2Xsocial grants plus 25% per month with access to free basic services	12	4	1	1	1	1	Council Agenda and/or Minutes of Meeting
64	Sound Financial Management	Number of formal residential properties that receive piped water, electricity (excluding Eskom areas), waste water sanitation/sewerage, (credit and pre-paid water) that is connected to municipal water, electricity infrastructure network, including refuse removal once per week and billed for service as at 30 June 2022	Number of formal residential properties which are billed for water or have pre-paid meters as at 30 June 2022	12	12	3	3	3	3	Billing Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
65	Sound Financial Management	Provide free basic services; water, electricity, sanitation and refuse removal to indigent households	Report on % of HH earning less than 2Xsocial grant plus 25% per month with access to FBS	12	12	3	3	3	3	Billing Report
66	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2021	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval by 30 September 2021	1	1	N/A	N/A	N/A	1	Agenda and/or Minutes of Management & Portfolio Committee meetings
67	Good Governance	Achieve Improved Audit Opinion for 2021/22 FY	Improved Audit Opinion achieved for 2021/2022 Financial Year	1	1	N/A	1	N/A	N/A	Audit Outcome Letter

**N/A – Not Applicable – Meaning there is no target set for the quarter*

DIRECTORATE: COMMUNITY SERVICES

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2021 – 30 JUNE 2022										
68	Institutional Development & Building Capacity	Review the Spatial Development Framework and submit to council by 31 March 2022	Reviewed Spatial Development Framework submitted to Council by 30 March 2022	1	1	N/A	N/A	1	N/A	Council Minutes
69	Institutional Development & Building Capacity	Develop and submit Integrated Human Settlement Plan to Council for approval by 30 June 2022	Developed and submitted Integrated Human Settlement Plan to Council for approval 30 June 2022	1	1	N/A	N/A	1	N/A	Council Minutes
70	Local Economic Development	Review the LED Strategy and submit to Council by 31 March 2022	Review LED Strategy submitted to Council for approval by 31 March 2022	1	1	N/A	N/A	1	N/A	Council Minutes
71	Local Economic Development	4 Tourism awareness campaigns conducted by 30 June 2022	Number of tourism awareness campaigns conducted	4	4	2	1	1	N/A	Time and Attendance reports submitted
72	Deliver Basic Services	Conduct scheduled refuse removal services to all formal and informal housing areas throughout Ngwathe at least once per week	Number of formal and informal Households whose refuse was removed at least once per week	37102	37102	37102	37102	37102	37102	Work Schedules of Weekly collection checklist signed-off
73	Delivery of Basic Services	Illegal dumping sites removed	Number of Quarterly reports submitted	4	5	1	2	1	1	Reports with photos

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
74	Delivery of Basic Services	Parks maintained	Number of quarterly reports submitted	4	5	1	2	1	1	Reports
75	Delivery of Basic Services	Development of the Landfill sites maintenance plan	Development of the Landfill site maintenance plan	1	1	N/A	1	N/A	N/A	Maintenance plan signed off
76	Access to basic services	Review the Disaster Management Plan by 30 June 2022	Review the Disaster Management Plan submitted to Council by 30 June 2022	1	1	N/A	1	N/A	N/A	Council Minutes
77	Access to basic services	4 quarterly Fire, Rescue & Disaster Management reports indicating services rendered in various towns across the Municipality by 30 June 2022	Number of quarterly Fire, Rescue & Disaster Management reports indicating services rendered in various towns	4	4	1	1	1	1	Reports
78	Local Economic Development	Coordinate 4 sports activities in collaboration with the relevant stakeholders – provincial/National Departments of Sports, Arts, Culture and Recreation by 30 June 2022	Coordinate 4 sports activities in collaboration with the relevant sector departments and stakeholders	4	4	1	1	1	1	Report with pictures

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
79	Local Economic Development	1 rural sports programme in collaboration with the relevant sector departments and stakeholders by 30 June 2022 in collaboration with the provincial Departments of Sports, Arts & Culture by 30 June 2022	1 rural sports programme in collaboration with the relevant sector departments and stakeholders	1	1	N/A	N/A	1	N/A	Report with pictures
80	Basic Services	4 Municipal Planning Tribunal (MPT) meetings/sitting by 30 June 2022	The number of MPTs meeting/sittings held	4	4	1	1	1	1	Minutes
81	Basic Services	Development of approved Building plan register	Quarterly reports on number of building plans approved	1	1	N/A	N/A	N/A	1	Quarterly reports on building plan register
82	Institutional Development & Building Capacity	Develop and submit department Standard Operating Procedures to the Accounting Officer approval by 30 September 2020	Develop and submit department Standard Operating Procedures to Accounting Officer approval by 30 September 2022	5	5	5	N/A	N/A	N/A	Minutes of Management & Portfolio Committee meetings
83	Basis Services	Community Safety meeting/sitting	Number of Community Safety meetings held	4	4	1	1	1	1	Attendance register and Agenda

**N/A – Not Applicable – Meaning there is no target set for the quarter*

DIRECTORATE: TECHNICAL SERVICES

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/ Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
FOR THE PERIOD 1 JULY 2021 – 30 JUNE 2022										
84	Basic Services and Infrastructure	Limit Electricity losses to less than 50% annually (preceding 11months+reporting month's units purchased)	% Average electricity losses by 30 June 2022	50%	50%	-	-	-	50%	Report
85	Basic Services and Infrastructure	Retro fitting of 280w Led high mast light fittings.	100% of approved Capital Budget spent by 30 June 2022	100%	100%	-	-	-	100%	Close out report and crushing certificate
86	Basic Services and Infrastructure	Retro Fitting of 700 X 70w LED streetlight fittings	100% of approved Capital Budget spent by 30 June 2022	100%	100%	-	-	-	100%	Close out report and crushing certificate
87	Basic Services and Infrastructure	Replacement of 4 mini sub-stations.	5% of approved capital budget spent by 30 June 2022	4	4	-	-	-	4	Report
88	Basic Services and Infrastructure	Installation of 6 protection Battery chargers with batteries.	5% of approved capital budget spent by 30 June 2022	6	6	-	-	-	6	Report
89	Basic Services and Infrastructure	Upgrading 4X 315 KVA mini-substations with 500 KVA mini-substations	5% of approved capital budget spent by 30 June 2022	4	4	-	-	-	4	Report
90	Basic Services and Infrastructure	Upgrading 4X 315 KVA mini-substations with 500 KVA mini-substations	5% of approved capital budget spent by 30 June 2022	4	4	-	-	-	4	Report
91	Basic Services and Infrastructure	Replacement of 10 Ring Main Units in all towns.	5% of approved capital budget spent by 30 June 2022	10	10	-	-	-	10	Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
92	Basic Services and Infrastructure	Replacement of 200 Brocken poles in all towns.	10% of the approved capital budget spent by end June 2022	200	200	-	-	-	200	Report
93	Basic Services and Infrastructure	Replacement of old Copper lines on the low voltage Areas with 4KM X70mm ABC aerial bundle	10% of approved Capital Budget spent by 30 June 2022	4 km	4 km	-	-	-	4 km	Report
94	Basic Services and Infrastructure	Replacement of 5 km stolen streetlight lines with 25mm aluminium bundle	10% of approved Capital Budget spent by 30 June 2022	5 km	5 km	-	-	-	5 km	Report
95	Basic Services and Infrastructure	Replacement of 100KVA/11KV pole transformers with 20 200KVA/11KV pole transformer	15% of Approved Capital Budget spent by 30 June 2022	20	20	-	-	-	20	Report
96	Basic Services and Infrastructure	Replacement of 10 substations high Voltage breakers	20% of Approved Capital Budget spent by 30 June 2022	10	10	-	-	-	10	Report
97	Basic Services and Infrastructure	Replacement of 100KVA/6.6KV pole transformers with 10 200KVA/6.6KV pole transformer	15% completion/budget spend	10	10	-	-	-	10	Report
98	Basic Services and Infrastructure	Replacement of collapsed 4km high Voltage underground Cables with 4km high Voltage overhead lines	% completion/ budget spend	4 km	4 km	-	-	-	4 km	Report
99	Basic Services and Infrastructure	Replacement of 20 faulty boundary boxes	100% completion/budget spend	20	20	-	-	-	20	Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
100	Basic Services and Infrastructure	Installations of 30 Pole transformer mounted boxes with circuit breakers.	100% of capital budget spent by 30 June 2022	30	30	-	-	-	30	Report
101	Basic Services and Infrastructure	Phiritona/Sandersville: Construction of low-level bridge in ward 1	90% of capital budget spent by 30 June 2022	15%	95%	31.6%	31.6%	31.6%	31.6%	Practical Completion
102	Basic Services and Infrastructure	Design for Construction of 2km Access paved road in Mokwallo	90% of capital budget spent by 30 June 2022	5%	-	-	-	-	5%	Advert/Evaluation report & Tender Document
103	Basic Services and Infrastructure	Phiritona: Installation of 1 bulk water meter	90% of capital budget spent by 30 June 2022	5%	1	-	-	1	-	Report
104	Basic Services and Infrastructure	Mokwallo abstraction point: Installation of 4 Flow Meters	90% of capital budget spent by 30 June 2022	90%	4	1	1	1	1	Report
105	Basic Services and Infrastructure	Vredefort: Extension of the Water Treatment Plant	90% of capital budget spent by 30 June 2022	75%	15%	3.75%	3.75%	3.75%	3.75%	Report
106	Basic Services and Infrastructure	Heilbron: Upgrading of Waste Water Treatment	90% of capital budget spent by 30 June 2022	75%	15%	3.75%	3.75%	3.75%	3.75%	Close out Report
107	Basic Services and Infrastructure	Construction of a solid waste disposal site in Parys	100% of capital budget spent by 30 June 2022	85%	15%	3.75%	3.75%	3.75%	3.75%	Close out Report
108	Basic Services and Infrastructure	Construction of pipeline from Koppies to Edenville	90% of capital budget spent by 30 June 2022	20%	80%	20%	20%	20%	20%	Close out report
109	Basic Services and Infrastructure	Refurbishment of waste water Treatment works in Koppies	90% of capital budget spent by 30 June 2022	75%	15%	3.75%	3.75%	3.75%	3.75%	Close out Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
110	Basic Services and Infrastructure	Heilbron: Provision of specialised Solid Waste Vehicle Compactor Truck	90% of capital budget spent by 30 June 2022	15%	75%	-	75%	-	-	Report
111	Basic Services and Infrastructure	Refurbishment of Existing Parys Water Treatment works	90% of capital budget spent by 30 June 2021	5%	95%	23.75%	23.75%	23.75%	23.75%	Report
112	Basic Services and Infrastructure	Refurbishment Of The Rising Mains To Reservoir 4 3 And 1	90% of capital budget spent by 30 June 2022	5%	75%	15%	25%	30%	5%	Report
113	Basic Services and Infrastructure	To draw adequate raw water from the main source to meet daily water demand for Parys	9148ml adequate raw water to be drawn by 30 June 2021	New KPI	9148ml	2 287ml	2 287ml	2 287ml	2 287ml	Report
114	Basic Services and Infrastructure	To draw adequate raw water from the main source to meet daily water demand for Vredefort	1352ml of raw water to be drawn by 30 June 2022	New KPI	1352ml	338ml	338ml	338ml	338ml	Report
115	Basic Services and Infrastructure	To draw adequate raw water from the main source to meet daily water demand for Koppies	1430.8ml of raw water to be drawn by 30 June 2022	New KPI	1430.8ml	357.7ml	357.7ml	357.7ml	357.7ml	Report
116	Basic Services and Infrastructure	To draw adequate raw water from the main source to meet daily water demand for Edenville	140.56 of raw water to be drawn by 30 June 2022	New KPI	140.56 ml	35.14ml	35.14ml	35.14ml	35.14ml	Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
117	Basic Services and Infrastructure	To draw adequate Purified water from Rand water to meet daily water demand for Heilbron water supply system	2 958ml raw water to be drawn by 30 June 2022	New KPI	2958ml	732ml	732ml	732ml	732ml	Report
118	Basic Services and Infrastructure	To produce 5300 MI per year of purified for the community of Parys and surroundings	5 200ml of purified water to be produced by 30 June 2022	New KPI	5 200ml	1 325ml	1 325ml	1 325ml	1 325ml	Report
119	Basic Services and Infrastructure	To distribute 20MI/per day purified water to Parys and surrounding areas	4 772ml of purified water to be distributed by 30 June 2022	New KPI	4 772ml	1 193ml	1 193ml	1 193ml	1 193ml	Report
120	Basic Services and Infrastructure	To produce 1244 MI per day of purified for the community of Vredefort and surroundings	1244ml of purified water to be produced by 30 June 2022	New KPI	1 244ml	311ml	311ml	311ml	311ml	Report
121	Basic Services and Infrastructure	To distribute 1120 MI/per day purified water to Vredefort and surroundings	1120 MI/per day purified water to be distributed by 30 June 2022	New KPI	1 120 MI/per	280ml	280ml	280ml	280ml	Report
122	Basic Services and Infrastructure	Provide 400 portable water and ensure microbiological compliance with SANS 241:2015	400 portable water to be provided by 30 June 2022	New KPI	400	100	100	100	100	Reports
123	Basic Services and Infrastructure	1 098 Internal sampling program for turbidity on Raw, clarifiers, filters and Final, and free chlorine on the final water	1098 turbidity Internal Sampling on Raw, Clarifiers, Filters and final by 30 June 2022	New KPI	12	3	3	3	3	Samples Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
124	Basic Services and Infrastructure	Ensuring that adequate Chemicals for water purification Polymer is adequately dosed for portable water	35568kg of chemicals of polymer Procured by 30 June 2022	New KPI	3 5568kg	8 892kg	8 892kg	8 892kg	8 892kg	Report
125	Basic Services and Infrastructure	Ensuring that adequate Chemicals for water purification Chlorine is adequately dosed for portable water	Procure 35568kg of chemicals of chlorine by 30 June 2022	New KPI	35568kg	8 892kg	8 892kg	8 892kg	8 892kg	Report
126	Basic Services and Infrastructure	Reduction of current water loss at the plant from 25%	25% of capital budget spent by 30 June 2022	75%	25%	2.5%	2.5%	2.5%	2.5%	Report
127	Basic Services and Infrastructure	Install water meters to measures the volume of water treated and supplied for proper demand management	80% of capital budget spent by 30 June 2022	20%	80%	10%	30%	25%	15%	Report
128	Basic Services and Infrastructure	Compliance process audit for Koppies; Vredefort; Parys	3 Audit report of compliance to be produced by 30 June 2022	New KPI	3	N/A	1	1	1	Audit Report
129	Basic Services and Infrastructure	Develop and submit department Standard Operating Procedures to Management & Portfolio Committee for approval	4 departmental Standard Operating Procedure by 30 June 2022	4	4	1	1	1	1	Standard Operating Procedure's
130	Basic Services and Infrastructure	Establish Blue drop implementation plan to ensure improvement of previous assessment blue drop score	Develop Blue Drop Implementation plan by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Draft Blue Drop Implementation Plan

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
131	Basic Services and Infrastructure	Revive the laboratory to ensure that the quality of water produced at Ngwathe is adequately monitored	90% of capital budget spent by 30 June 2022	80%	20%	5%	5%	5%	5%	Report
132	Basic Services and Infrastructure	Unblocking of Bulk Sewer network in the following towns Parys, Vredefort, Koppies and	8 Bulk Sewer Network to be Unblocked	New KPI	8	N/A	3	2	3	Report
133	Basic Services and Infrastructure	Replace 2km Asbestos sewer Pipeline with PVC in all towns	2km Asbestos sewer Pipeline to be replaced with PVC by 30 June 2022	New KPI	2km	N/A	N/A	400m	800m	Report
134	Basic Services and Infrastructure	Uplifting of four (4) Manholes on Bulk Sewer line in all towns	4 Manholes on Bulk Sewer line to be uplifted by 30 June 2022	New KPI	4	1	1	1	1	Reports
135	Basic Services and Infrastructure	Replace Five (5) the old Screens with 5 New Screens in all towns	5 old Screens with 5 New Screens to be replaced by 30 June 2022	New KPI	5	1,25	1,25	1,25	1,25	Reports
136	Basic Services and Infrastructure	Repair and the replacement of four 4 old Pumps and Motors	4 old Pumps and Motors to be repaired and replaced by 30 June 2022	New KPI	4	1	1	1	1	Reports
137	Basic Services and Infrastructure	Unblocking of blocked lines due to sand and maintenance of all sumps and pump station four times a year	4 blocked lines to be unblocked by June 2022	New KPI	4	1	1	1	1	Reports

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
138	Basic Services and Infrastructure	Repair and Maintenance of four (4) Mechanical hark automated screens	(4) Mechanical hark automated screens to be repaired and maintained by 30 June 2022	New KPI	4	1	1	1	1	Report
139	Basic Services and Infrastructure	Installation of 4 flow Meters and calibration of Existing ones	4 flow Meters and calibration of Existing ones to be installed by 30 June 2022	New KPI	4	N/A	N/A	2	2	Report
140	Basic Services and Infrastructure	Cleaning and repair of 2 bio-filters and aeration tanks	2 bio-filters and aeration tanks to be cleaned and repaired by 30 June 2022	New KPI	2	N/A	N/A	1	1	Report
141	Basic Services and Infrastructure	Cleaning and repair of 2 Digesters and sludge sumps	2 Digesters and sludge sumps to be cleaned and repaired by 30 June 2022	New KPI	2	N/A	N/A	1	1	Report
142	Basic Services and Infrastructure	Maintenance of Maturation Ponds	90% of capital budget spent by 30 June 2022	New KPI	90%	N/A	N/A	N/A	90%	Report
143	Basic Services and Infrastructure	Draft Wastewater Risk Abetment Plan	1 Wastewater Risk Abetment Plan by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Waste Water Risk Abetment Plan Draft
144	Basic Services and Infrastructure	Standard Operations Procedures (SOP's)	1 Standard Operations Procedures (SOP's) by 30 June 2022	1	1	N/A	1	N/A	N/A	Standard Operating Procedure

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
145	Basic Services and Infrastructure	Operation and Maintenance Plan of all Plants	2 Operation and Maintenance Plan of all Plants by 30 June 2022	New KPI	2	N/A	N/A	1	1	Operation and Maintenance Plan
146	Basic Services and Infrastructure	By-Laws that Regulates wastewater systems	By-Laws that Regulates wastewater systems by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	By-Laws for Waste Water Treatment Works
147	Basic Services and Infrastructure	Identification of Dedicated site for sludge disposal	1 Identified site for sludge disposal by 30 June 2022	New KPI	1	N/A	N/A	1	N/A	Proposal to the Council
148	Basic Services and Infrastructure	Sludge Test	1 Sludge Test by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Report
149	Basic Services and Infrastructure	Registration of Plant	1 Plant Registration of by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Proof of Registration
150	Basic Services and Infrastructure	Repair of 3200 Potholes	3200 Potholes to be repaired by 30 June 2022	New KPI	3200	750	950	1000	500	Report
151	Basic Services and Infrastructure	Assessment/Replacement of 2064 damaged main holes	2064 damaged main holes to be Assessed/Replaced by 30 June 2022	New KPI	2064	108	217	1196	543	Report
152	Basic Services and Infrastructure	Unblocking of 3500m storm water channels and 10000m pipes	3500m storm water channels and 10000m pipes to be Unblocked by 30 June 2022	New KPI	3500m	1000	3000m	3000m	3000m	Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
153	Basic Services and Infrastructure	Replacement damaged/missing of 1117 road signs	1117 of road signs to be replaced (damaged/missing) by 30 June 2022	New KPI	1117	223	167	527	200	Report
154	Basic Services and Infrastructure	Renewal of 58 262m of road markings	58 262m of road markings to be renewed by 30 June 2022	New KPI	58 262m	25675	3456	25675	3456	Report
155	Basic Services and Infrastructure	graveling of 212 665m of Gravel roads and grading	212 665m of Gravel roads and grading to be gravelled by 30 June 2022	New KPI	212 665m	24562	35728	79117	73258	Report
156	Basic Services and Infrastructure	Inspection/Maintenance of 79 bridges/Culvert	79 bridges/Culvert to be Inspected and maintained by 30 June 2022	New KPI	79	29	14	30	06	Report
157	Basic Services and Infrastructure	Cleaning of 64000m Irrigation channels	64000m Irrigation channels to be cleaned by 30 June 2022	New KPI	64000m	16000m	16000m	16000m	16000m	Report
158	Basic Services and Infrastructure	Covering 1000m of Irrigation Canals	1000m of Irrigation Canals to be covered by 30 June 2022	New KPI	1000m	250m	250m	250m	250m	Report
159	Basic Services and Infrastructure	Roads Master Plan	1 Roads Master Plan by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Draft Plan
160	Basic Services and Infrastructure	Storm Water Master plans	Storm Water Master plans by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Draft plan
161	Basic Services and Infrastructure	Roads and Storm Water By-laws	Roads and Storm Water By-laws by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Draft By-law

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
162	Basic Services and Infrastructure	Roads and Storm water Policies	Roads and Storm water Policies by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Draft Policy
163	Basic Services and Infrastructure	Develop 4 application forms for building control and all related services	Produce 4 application forms for building control and all related services by 30 June 2022	New KPI	4	N/A	2	1	1	Draft Application forms
164	Basic Services and Infrastructure	Draft building control by-law	Draft building control by-law by 30 June 2022	New KPI	1	N/A	N/A	N/A	1	Draft Building Control by-law
165	Basic Services and Infrastructure	number of days taken to process building plans application, ≤500 sqm	number of days taken to process building plans application, ≤500 sqm by 30 June 2022	New KPI	≤500 sqm	25	25	25	20	Report
166	Basic Services and Infrastructure	Number of occupancy certificate issued	95 of occupancy certificate issued by 30 June 2022	New KPI	95%	25%	25%	25%	20%	Report
167	Basic Services and Infrastructure	Assess the conditions of 2 Municipal office buildings	Assess the conditions of 2 Municipal office buildings by 30 June 2022	New KPI	2	1	N/A	1	N/A	Report
168	Basic Services and Infrastructure	Assess the conditions of 2 Municipal Community halls	Assess the conditions of 2 Municipal Community halls by 30 June 2022	New KPI	2	N/A	1	N/A	N/A	Report

IDP / Ref No	KPA Key Focus Area	Indicator (Activity/Project/Key actions)	Unit of Measure	Baseline / Actual 2020/21	Annual Target 2021/22	ANNUAL PERFORMANCE TARGETS				POE
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
169	Basic Services and Infrastructure	Records all faults/Complaints of Electricity, Water, Sewer, Roads and Storm Water interruptions within 8 hours	1 Logbook – to Record all faults/Complaints of Electricity, Water, Sewer, Roads and Storm Water interruptions within 8 hours by 30 June 2022	New KPI	1	0.25	0.25	0.25	0.25	Report

**N/A – Not Applicable – Meaning there is no target set for the quarter*

