



# *Msukaligwa Local Municipality*



**2022/2023 AMENDED SDBIP**

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## 1. BACKGROUND

The Service Delivery and Budget Implementation Plan (SDBIP) has been prepared in terms of Section 53 of the Municipal Finance Management Act, Act 56 of 2003. The Municipal Finance Management Act, Circular 13 which provides guidance and assistance to municipalities in the preparation of the Service Delivery and Budget Implementation Plan (SDBIP). Circular 13 further provides that the SDBIP provides the vital link between the Mayor, Council (executive) and the Administration, and facilitates the process for holding management accountable for its Performance. This is therefore a management, implementation and monitoring tool to assist the Mayor, Councillors, Municipal Manager, senior managers and Community on ensuring accountability.

The MFMA requires that the Mayor of a municipality must within 28 days of the approval of the municipal budget, approve the municipality's Service Delivery and Budget Implementation Plan and the annual performance agreements as required in terms of section 57(1)(6) of the Municipal Systems Act for the municipal manager and all senior managers. The performance contracts of the municipal manager and all senior managers must be linked to the measurable performance objectives approved with the Service Delivery and Budget Implementation Plan.

## 2. LEGISLATIVE FRAMEWORK

The development of the Service Delivery and Budget Implementation Plan is guided by legislative prescripts which are explained below.

**Section 38** of the Municipal Systems Act, Act 32 of 2000, provides that, a municipality must establish a performance management system that is in line with the priorities, objectives, indicators and targets contained in its integrated development plan (IDP). The IDP provides the basis on which the SDBIP is developed as the strategic objectives, key performance indicators and performance target are set in the IDP. Therefore the SDBIP as well as the Performance Agreements of the Municipal Manager, senior managers and other categories of officials as may be prescribed must be in line with the IDP.

**Section 53 (1)** of the Municipal Finance Management Act deals with the budget processes and during these processes, the Act provides that:

The mayor of a municipality must-

Take all reasonable steps to ensure:-

- (i) that the municipality approves its annual budget before the start of the budget year;
- (ii) that the municipality's service delivery and budget implementation 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)(6) of the Municipal Systems Act for the municipal manager and all senior managers-
  - (a) comply with this Act in order to promote sound financial management;
  - (b) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan; and
  - (c) are concluded in accordance with section 57(2) of the Municipal Systems Act.

**Section 53 (3)** of the Municipal Finance Management Act provides that:

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.

### 3. REVISION OF THE SDBIP

The municipality has as result of the communication that was received from the Department of Co-operative Governance and Traditional affairs (CoGTA) on a revision of the MIG implementation plan and appraisal of high impact projects, revised some of its planned projects that led to the amendment of the 2022/2023 IDP as well as the SDBIP to accommodate the changes. This followed a request from the municipality to divert from the MIG distribution formula in order to fund the rehabilitation of the highly impacted roads. Access to main collector roads which were not part of the planned projects in the 2022/23 – 2026/27 IDP were badly damaged and needed immediate attention.

The amendment on the IDP and subsequent revision of the SDBIP was therefore motivated by natural disasters typically, tropical Cyclone Eloise and torrential rainfalls which occurred in January 2021. The severe weather conditions caused destructive and significant damages to key infrastructure including roads infrastructure. Consideration of the historical events has led to CoGTA granting the municipality approval to depart from the MIG policy for the provision of 72% commitment to water and sanitation services. In turn, the municipality was allowed to allocate 47% of its MIG allocation to water and sanitation project for the 2022/23 financial year

It is therefore against this background that the SDBIP for 2022/2023 financial year has been revised to cater for the adjustments made in the IDP and budget. The following is a summary of the changes or amendments made on the revised 2022/2023 SDBIP:

| INDICATOR/<br>PROJECT<br>NO. | INDICATOR OR PROJECTS<br>DESCRIPTION                                      | SOURCE OF<br>FUNDING | AMENDMENTS TO THE SDBIP   |
|------------------------------|---|----------------------|---|
| CHL 08                       | Establishment of Library at Sheepmoor                                     | MIG                  | <a href="#">Project removed</a> - The project was differed to future financial years to accommodate the high priority projects. |
| ESN 22                       | The Upgrading of KwaZanele Waste Water Treatment Works.                   | MIG                  | <a href="#">Project removed</a> - The project was a duplicate of <b>ESN 72</b> .  |
| CHW 151                      | Procurement of yellow fleet for waste Management                          | MIG                  | Budget allocation revised from R 6 573 750 to R 1 773 750   |
| ESN 32 & 33                  | Installation Of Sewer Reticulation In Wesselton Extension 11 Phase 1& 2   | MIG                  | Budget allocation revised from R 5 363 336 to R 7 575 149.22  |
| EWNN 03                      | Construction of a 8 MI Reservoir at Ermelo Ext 44 & associated pipe works | MIG                  | <a href="#">Projects Added</a> to the SDBIP. Budget allocated is R 2 219 776.37   |
| EWNN 72                      | The Upgrade of Kwazanele Waste Water Treatment works                      | MIG                  | Budget allocation revised from R 9 412 559.16 to R 970 627.65   |
| ER 170                       | Upgrading of the Wesselton Extension 3 Boxer intersection                 | MIG                  | Budget allocation revised from R 3 382 299.28 to R 2 580 972.76   |
| ER 171                       | Rehabilitation of Emadamini Ext 6 Taxi collector                          | MIG                  | Budget allocation revised from R 7 901 383.42 to R 3 790 365.42   |

|        |  |     |  |
|--------|--|-----|--|
| ER 172 | Construction of the storm water channel at Ext 6 eMadamini               | MIG | <b>Projects Added</b> to the SDBIP. Budget allocated is R 6 000 000.00 |
| ER 136 | Upgrading of KwaZanele Masizakhe road                                    | MIG | Budget allocation revised from R 3 000 000 to R 1 899 899.97           |
| ER 177 | Construction of Paved Road in Wesselton O R Tambo Taxi Collector Phase 1 | MIG | <b>Projects Added</b> to the SDBIP. Budget allocated is R 5 685 666.97 |
| ER 178 | Construction of the road at Wesselton Msheveni Street                    | MIG | <b>Projects Added</b> to the SDBIP. Budget allocated is R 896 000.00   |
| ER 179 | Construction of paved roads in Wesselton Mthambama Street                | MIG | <b>Projects Added</b> to the SDBIP. Budget allocated is R 6 433 806.00 |
| EE 141 | Installation of High mast lights   | MIG | Budget allocation revised from R 1 825 756 to R 2 141 688.33           |

#### 4. STRATEGIC INTENTION

##### Vision

The strategic vision of the organization sets the long term goal the Municipality wants to achieve. Msukaligwa Municipality's vision is short descriptive and a powerful statement of strategic intent.

|                                       |
|---------------------------------------|
| <b>A Beacon of Service Excellence</b> |
|---------------------------------------|

##### Mission

The mission of the Municipality speaks about the existence or reason for being of Msukaligwa Municipality and how the vision will be achieved.

- Enhancing community participation to steer development initiatives towards community needs;
- Advocating and stimulating local economy to promote economic growth and development;
- Improving good governance and measurable service delivery techniques;
- Enhancing effectiveness and efficiency in the utilization of available resources;
- Empowering our communities and the vulnerable groups in particular;
- Working in partnership with all its stakeholders; and
- Continuously mobilizing resources to achieve high standards in service delivery.

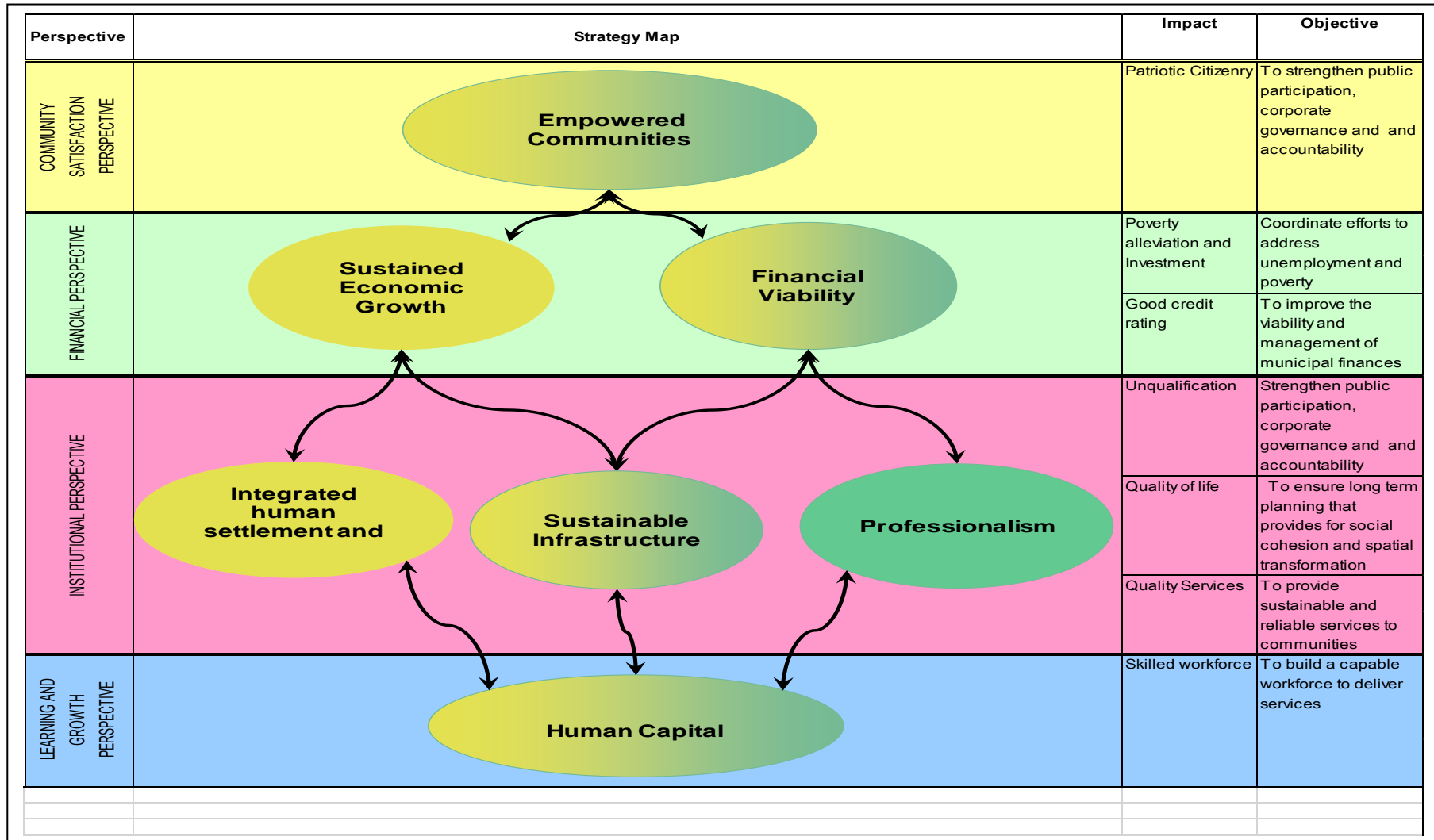
##### Corporate Values

The Municipality of Msukaligwa subscribes to the following public ethical values which guides the municipality to operate in a socially acceptable way and adhere to principle of corporate governance:

- ✚ Integrity;
- ✚ Professionalism;
- ✚ Excellence;
- ✚ Accountability;
- ✚ Responsive; and
- ✚ Innovation.

The Municipality has developed a comprehensive strategy on how it would be able to measure progress towards the attainment thereof. The strategy consists out of strategic objectives identified and then arranged on the different balanced scorecard perspectives for a strategic Map.

## 5. STRATEGY MAP



## 6. OPERATIONAL OBJECTIVES

In conjunction with the strategic objectives as depicted above, the Municipality also has the following Operational Objectives per vote in line with the provisions of the Municipal Standards Chart of Accounts (mSCOA).

| STANDARD CLASSIFICATION             | VOTE | FUNCTION                                     | SUB-FUNCTION   |
|-------------------------------------|------|--|--|
| Governance and Administration       | 01   | Executive and Council                        | To provide for executive, strategic leadership, decision making, corporate services and general administration of the political offices of the municipality.<br>Sub- functions include the <b>Office of the Executive Mayor, Executive Councillors, Council general, Grants, Aids &amp; Donations, Council General – Councillors, Municipal Manager and Director Corporate Services.</b> |
| Governance and Administration       | 02   | Budget and Treasury Office (Finance & Admin) | To ensure sound and sustainable management of the financial affairs of the Municipality by managing the budget and treasury office, advising and assisting the accounting officer and other directors in their duties and delegation contained in the MFMA.<br>Sub- functions include the <b>Revenue, Expenditure, Budget, Stores and all Financial related matters.</b>                 |
| Governance and Administration       | 03   | Corporate Services (Finance & Admin)         | To ensure efficient and effective operation of the entire municipal administration.<br>Sub- functions include <b>Administration, Human Resources, Property Services - Civic Centre &amp; Staff flats and Fleet Management.</b>   |
| Economic and Environmental Services | 04   | Planning and Economic Development            | To ensure long term planning, sound social and economic development that provides for investment opportunities within the municipality.<br>Sub- functions include <b>Marketing &amp; Communication, Town Planning, Integrated MIS, LED, Internal Audit, IDP and Building Control.</b>  |
| Community and Public Safety         | 05   | Health                                       | To provide for Occupational Health Services in the municipality.   |
| Community and Public Safety         | 06   | Community and Social Services                | To co-ordinate efficient community service within the municipality.<br>Sub- functions include <b>Director Community Services, Cemeteries, Libraries, Welfare, Health, Clinics and TB Hospitals.</b>  |
| Community and Public Safety         | 07   | Housing                                      | To co-ordinate housing development within the municipality.<br>Sub- functions include <b>Housing and Sub-economic housing</b>  |
| Community and Public Safety         | 08   | Public Safety                                | To ensure an effective public safety services through enforcement of laws and regulations.<br>Sub- functions include <b>Fire Brigade, Safety and Security, Traffic, Parking Meters, Disaster Management and Licensing.</b>   |



|                                     |    |  |   |
|-------------------------------------|----|--|---|
| Community and Public Safety         | 09 | Sports and Recreation                      | To co-ordinate sporting activities, wellness and management of sports & recreation facilities and parks.<br>Sub- functions include <b>Caravan Parks, Parks &amp; Grounds, Swimming pools, Sports &amp; recreation, Sports fields general and Golf Course.</b> |
| Economic and Environmental Services | 10 | Road Transport, Roads & Technical Services | To provide for the upgrading and maintenance of roads infrastructure and storm water management.<br>Sub- functions include <b>Director Technical Services, Public works, Workshops and Project Management Unit</b>  |
| Trading Services                    | 11 | Waste Management                           | To ensure a clean and environment.<br>Sub- function includes <b>Refuse or solid waste removal</b>   |
| Trading Services                    | 12 | Waste Water Management                     | To provide for sustainable sanitation services.<br>Sub- functions include <b>Sewerage Income, Sewerage Network and Sewerage Purification</b>  |
| Trading Services                    | 13 | Water                                      | To provide for sustainable water services.<br>Sub- functions include <b>Water Income, Water Network and Water Purification</b>  |
| Trading Services                    | 14 | Electricity                                | To provide for sustainable electricity supply.<br>Sub- functions include <b>Electricity Income, Street lights and Private Works</b>   |
| Other                               | 15 | Other                                      | Sub- functions include <b>Airports and Tourism</b>  |

## 7. MUNICIPAL REVENUE AND EXPENDITURE

The Tables below depicts the municipal revenue and expenditure as provided in terms of the Municipal Finance Management Act, Act 56 of 2003.

MP302 Msukaligwa - Table A4 Budgeted Financial Performance (revenue and expenditure)

| Description  | Ref  | 2018/19          | 2019/20         | 2020/21         | Current Year 2021/22 |                 |                    |                   | 2022/23 Medium Term Revenue & Expenditure Framework |                        |                        |
|--|------|------------------|-----------------|-----------------|----------------------|-----------------|--------------------|-------------------|---|------------------------|------------------------|
|  |      | Audited Outcome  | Audited Outcome | Audited Outcome | Original Budget      | Adjusted Budget | Full Year Forecast | Pre-audit outcome | Budget Year 2022/23                                 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| <b>Revenue By Source</b>   |      |                  |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Property rates   | 2    | 107 806          | 115 906         | 126 006         | 191 337              | 183 123         | 183 123            | 151 383           | 207 037   | 205 707                | 214 963                |
| Service charges - electricity revenue  | 2    | 208 568          | 224 517         | 217 317         | 276 349              | 242 727         | 242 727            | 199 676           | 246 323   | 257 161                | 268 733                |
| Service charges - water revenue  | 2    | 57 341           | 71 020          | 73 615          | 70 556               | 64 319          | 64 319             | 54 601            | 67 192  | 70 148                 | 73 305                 |
| Service charges - sanitation revenue   | 2    | 32 540           | 39 906          | 46 957          | 43 432               | 48 326          | 48 326             | 47 514            | 52 787  | 55 110                 | 57 590                 |
| Service charges - refuse revenue   | 2    | 26 901           | 32 383          | 38 971          | 50 859               | 40 183          | 40 183             | 41 080            | 45 048  | 47 030                 | 49 146                 |
| Rental of facilities and equipment   |      | 2 067            | 2 891           | 2 500           | 2 688                | 2 657           | 2 657              | 2 262             | 2 700   | 2 819                  | 2 946                  |
| Interest earned - external investments   |      | 3 136            | 1 853           | 949             | 300                  | 300             | 300                | 740               | 932   | 927                    | 968                    |
| Interest earned - outstanding debtors  |      | 29 923           | 35 810          | 41 446          | 41 985               | 27 580          | 27 580             | 24 251            | 31 001  | 32 365                 | 33 822                 |
| Dividends received   |      |                  |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Fines, penalties and forfeits  |      | 5 992            | 5 751           | 5 971           | 5 239                | 5 239           | 5 239              | 147               | 5 177   | 5 405                  | 5 647                  |
| Licences and permits   |      | 2 814            | 5 524           | 3 432           | 1 553                | 2 560           | 2 560              | 3 038             | 3 636   | 3 796                  | 3 967                  |
| Agency services  |      | -                | -               | 9 276           | 9 000                | 8 600           | 8 600              | 7 075             | 8 490   | 8 864                  | 9 263                  |
| Transfers and subsidies  |      | 157 248          | 180 256         | 226 918         | 207 727              | 208 157         | 208 157            | 203 422           | 231 689   | 241 883                | 252 768                |
| Other revenue  | 2    | 16 726           | 13 482          | 5 571           | 5 142                | 7 649           | 7 649              | 5 434             | 8 633   | 9 013                  | 9 418                  |
| Gains  |      | (3 006)          | 7 908           | 2 283           | -                    | 953             | 953                | 1 016             | -   | -                      | -                      |
| <b>Total Revenue (excluding capital transfers and contributions)</b>   |      | <b>648 058</b>   | <b>737 210</b>  | <b>801 211</b>  | <b>906 168</b>       | <b>842 373</b>  | <b>842 373</b>     | <b>741 638</b>    | <b>910 645</b>                                      | <b>940 227</b>         | <b>982 537</b>         |
| <b>Expenditure By Type</b>   |      |                  |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Employee related costs   | 2    | 207 127          | 230 898         | 244 257         | 271 209              | 282 891         | 282 891            | 208 798           | 276 107   | 307 015                | 320 659                |
| Remuneration of councillors  |      | 15 145           | 15 651          | 16 058          | 17 648               | 17 648          | 17 648             | 11 749            | 18 513  | 19 328                 | 20 197                 |
| Debt impairment  | 3    | 115 700          | 66 522          | 49 764          | 152 853              | 80 202          | 80 202             | 62 426            | 156 536   | 231 025                | 241 421                |
| Depreciation & asset impairment  | 2    | 122 638          | 129 549         | 137 048         | 139 146              | 140 616         | 140 616            | 41 953            | 140 616   | 146 803                | 153 409                |
| Finance charges  |      | 34 764           | 28 834          | 103 372         | -                    | 29 200          | 29 200             | -                 | -   | 20 880                 | 21 820                 |
| Bulk purchases - electricity   | 2    | 216 463          | 249 020         | 264 680         | 340 294              | 208 789         | 208 789            | 196 444           | 319 126   | 333 167                | 348 160                |
| Inventory consumed   | 8    | 6 525            | 12 653          | 18 473          | 79 215               | 119 156         | 119 156            | 5 604             | 81 522  | 140 055                | 146 357                |
| Contracted services  |      | 59 468           | 80 400          | 63 101          | 84 523               | 66 485          | 66 485             | 38 966            | 75 718  | 81 002                 | 84 037                 |
| Transfers and subsidies  |      | -                | 21              | -               | -                    | -               | -                  | -                 | -   | -                      | -                      |
| Other expenditure  | 4, 5 | 46 935           | 44 757          | 50 372          | 58 624               | 54 177          | 54 177             | 35 485            | 57 226  | 86 424                 | 80 997                 |
| Losses   |      | 111              | 15 826          | 9 759           | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Total Expenditure</b>   |      | <b>824 874</b>   | <b>874 132</b>  | <b>956 883</b>  | <b>1 143 511</b>     | <b>999 163</b>  | <b>999 163</b>     | <b>601 425</b>    | <b>1 125 364</b>                                    | <b>1 365 697</b>       | <b>1 417 057</b>       |
| <b>Surplus/(Deficit)</b>   |      |                  |                 |                 |                      |                 |                    |                   |   |                        |                        |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)  |      | (176 816)        | (136 922)       | (155 671)       | (237 342)            | (156 790)       | (156 790)          | 140 213           | (214 719)   | (425 470)              | (434 521)              |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | 6    | 10 367           | 117 171         | 169 259         | 199 069              | 199 069         | 199 069            | 118 239           | 292 052   | 304 903                | 318 623                |
| Transfers and subsidies - capital (in-kind - all)  |      | -                | 1 650           | 1 480           | -                    | -               | -                  | -                 | -   | -                      | -                      |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>   |      | <b>(166 449)</b> | <b>(18 101)</b> | <b>15 068</b>   | <b>(38 274)</b>      | <b>42 279</b>   | <b>42 279</b>      | <b>258 452</b>    | <b>77 333</b>                                       | <b>(120 568)</b>       | <b>(115 897)</b>       |
| Taxation   |      |                  |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Surplus/(Deficit) after taxation</b>  |      | <b>(166 449)</b> | <b>(18 101)</b> | <b>15 068</b>   | <b>(38 274)</b>      | <b>42 279</b>   | <b>42 279</b>      | <b>258 452</b>    | <b>77 333</b>                                       | <b>(120 568)</b>       | <b>(115 897)</b>       |
| Attributable to minorities   |      |                  |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Surplus/(Deficit) attributable to municipality</b>  |      | <b>(166 449)</b> | <b>(18 101)</b> | <b>15 068</b>   | <b>(38 274)</b>      | <b>42 279</b>   | <b>42 279</b>      | <b>258 452</b>    | <b>77 333</b>                                       | <b>(120 568)</b>       | <b>(115 897)</b>       |
| Share of surplus/ (deficit) of associate   | 7    |                  |                 |                 |                      |                 |                    |                   |   |                        |                        |
| <b>Surplus/(Deficit) for the year</b>  |      | <b>(166 449)</b> | <b>(18 101)</b> | <b>15 068</b>   | <b>(38 274)</b>      | <b>42 279</b>   | <b>42 279</b>      | <b>258 452</b>    | <b>77 333</b>                                       | <b>(120 568)</b>       | <b>(115 897)</b>       |

MP302 Msukaligwa - Supporting Table SA25 Budgeted monthly revenue and expenditure

| Description  | Ref      | Budget Year 2022/23 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                  | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|----------|---------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---|------------------------|------------------------|
|  |          | July                | August          | Sept.           | October         | November        | December        | January         | February        | March           | April           | May             | June             | Budget Year 2022/23                           | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| <b>Revenue By Source</b>   |          |                     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Property rates   |          | 17 253              | 17 253          | 17 253          | 17 253          | 17 253          | 17 253          | 17 253          | 17 253          | 17 253          | 17 253          | 17 253          | 17 253           | 207 037                                       | 205 707                | 214 963                |
| Service charges - electricity revenue  |          | 20 527              | 20 527          | 20 527          | 20 527          | 20 527          | 20 527          | 20 527          | 20 527          | 20 527          | 20 527          | 20 527          | 20 527           | 246 323                                       | 257 161                | 268 733                |
| Service charges - water revenue  |          | 5 599               | 5 599           | 5 599           | 5 599           | 5 599           | 5 599           | 5 599           | 5 599           | 5 599           | 5 599           | 5 599           | 5 599            | 67 192  | 70 148                 | 73 305                 |
| Service charges - sanitation revenue   |          | 4 399               | 4 399           | 4 399           | 4 399           | 4 399           | 4 399           | 4 399           | 4 399           | 4 399           | 4 399           | 4 399           | 4 399            | 52 787  | 55 110                 | 57 590                 |
| Service charges - refuse revenue   |          | 3 754               | 3 754           | 3 754           | 3 754           | 3 754           | 3 754           | 3 754           | 3 754           | 3 754           | 3 754           | 3 754           | 3 754            | 45 048  | 47 030                 | 49 146                 |
| Rental of facilities and equipment   |          | 225                 | 225             | 225             | 225             | 225             | 225             | 225             | 225             | 225             | 225             | 225             | 225              | 2 700   | 2 819                  | 2 946                  |
| Interest earned - external investments   |          | 78                  | 78              | 78              | 78              | 78              | 78              | 78              | 78              | 78              | 78              | 78              | 78               | 932   | 927                    | 968                    |
| Interest earned - outstanding debtors  |          | 2 583               | 2 583           | 2 583           | 2 583           | 2 583           | 2 583           | 2 583           | 2 583           | 2 583           | 2 583           | 2 583           | 2 583            | 31 001  | 32 365                 | 33 822                 |
| Dividends received   |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| Fines, penalties and forfeits  |          | 431                 | 431             | 431             | 431             | 431             | 431             | 431             | 431             | 431             | 431             | 431             | 431              | 5 177   | 5 405                  | 5 647                  |
| Licences and permits   |          | 303                 | 303             | 303             | 303             | 303             | 303             | 303             | 303             | 303             | 303             | 303             | 303              | 3 636   | 3 796                  | 3 967                  |
| Agency services  |          | 708                 | 708             | 708             | 708             | 708             | 708             | 708             | 708             | 708             | 708             | 708             | 708              | 8 490   | 8 864                  | 9 263                  |
| Transfers and subsidies  |          | 19 307              | 19 307          | 19 307          | 19 307          | 19 307          | 19 307          | 19 307          | 19 307          | 19 307          | 19 307          | 19 307          | 19 307           | 231 689                                       | 241 883                | 252 768                |
| Other revenue  |          | 719                 | 719             | 719             | 719             | 719             | 719             | 719             | 719             | 719             | 719             | 719             | 719              | 8 633   | 9 013                  | 9 418                  |
| Gains  |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| <b>Total Revenue (excluding capital transfers and contributions)</b>   |          | <b>75 887</b>       | <b>75 887</b>   | <b>75 887</b>   | <b>75 887</b>   | <b>75 887</b>   | <b>75 887</b>   | <b>75 887</b>   | <b>75 887</b>   | <b>75 887</b>   | <b>75 887</b>   | <b>75 887</b>   | <b>75 888</b>    | <b>910 645</b>                                | <b>940 227</b>         | <b>982 537</b>         |
| <b>Expenditure By Type</b>   |          |                     |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |                  |   |                        |                        |
| Employee related costs   |          | 23 009              | 23 009          | 23 009          | 23 009          | 23 009          | 23 009          | 23 009          | 23 009          | 23 009          | 23 009          | 23 009          | 23 007           | 276 107                                       | 307 015                | 320 659                |
| Remuneration of councillors  |          | 1 543               | 1 543           | 1 543           | 1 543           | 1 543           | 1 543           | 1 543           | 1 543           | 1 543           | 1 543           | 1 543           | 1 543            | 18 513  | 19 328                 | 20 197                 |
| Debt impairment  |          | 13 045              | 13 045          | 13 045          | 13 045          | 13 045          | 13 045          | 13 045          | 13 045          | 13 045          | 13 045          | 13 045          | 13 045           | 156 536                                       | 231 025                | 241 421                |
| Depreciation & asset impairment  |          | 11 718              | 11 718          | 11 718          | 11 718          | 11 718          | 11 718          | 11 718          | 11 718          | 11 718          | 11 718          | 11 718          | 11 718           | 140 616                                       | 146 803                | 153 409                |
| Finance charges  |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | 20 880                 | 21 820                 |
| Bulk purchases - electricity   |          | 26 594              | 26 594          | 26 594          | 26 594          | 26 594          | 26 594          | 26 594          | 26 594          | 26 594          | 26 594          | 26 594          | 26 594           | 319 126                                       | 333 167                | 348 160                |
| Inventory consumed   |          | 6 794               | 6 794           | 6 794           | 6 794           | 6 794           | 6 794           | 6 794           | 6 794           | 6 794           | 6 794           | 6 794           | 6 793            | 81 522  | 140 055                | 146 357                |
| Contracted services  |          | 6 310               | 6 310           | 6 310           | 6 310           | 6 310           | 6 310           | 6 310           | 6 310           | 6 310           | 6 310           | 6 310           | 6 310            | 75 718  | 81 002                 | 84 037                 |
| Transfers and subsidies  |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| Other expenditure  |          | 4 769               | 4 769           | 4 769           | 4 769           | 4 769           | 4 769           | 4 769           | 4 769           | 4 769           | 4 769           | 4 768           | 4 768            | 57 226  | 86 424                 | 80 997                 |
| Losses   |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| <b>Total Expenditure</b>   |          | <b>93 781</b>       | <b>93 781</b>   | <b>93 781</b>   | <b>93 781</b>   | <b>93 781</b>   | <b>93 781</b>   | <b>93 781</b>   | <b>93 781</b>   | <b>93 781</b>   | <b>93 781</b>   | <b>93 777</b>   | <b>1 125 364</b> | <b>1 365 697</b>                              | <b>1 417 057</b>       |                        |
| <b>Surplus/(Deficit)</b>   |          | <b>(17 894)</b>     | <b>(17 894)</b> | <b>(17 894)</b> | <b>(17 894)</b> | <b>(17 894)</b> | <b>(17 894)</b> | <b>(17 894)</b> | <b>(17 894)</b> | <b>(17 894)</b> | <b>(17 894)</b> | <b>(17 889)</b> | <b>(214 719)</b> | <b>(425 470)</b>                              | <b>(434 521)</b>       |                        |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)  |          | 24 338              | 24 338          | 24 338          | 24 338          | 24 338          | 24 338          | 24 338          | 24 338          | 24 338          | 24 338          | 24 338          | 24 338           | 292 052                                       | 304 903                | 318 623                |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| Transfers and subsidies - capital (in-kind - all)  |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>   |          | <b>6 444</b>        | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 449</b>    | <b>77 333</b>    | <b>(120 568)</b>                              | <b>(115 897)</b>       |                        |
| Taxation   |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| Attributable to minorities   |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| Share of surplus/ (deficit) of associate   |          | -                   | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               | -                | -   | -                      | -                      |
| <b>Surplus/(Deficit)</b>   | <b>1</b> | <b>6 444</b>        | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 444</b>    | <b>6 449</b>    | <b>77 333</b>    | <b>(120 568)</b>                              | <b>(115 897)</b>       |                        |

MP302 Msukaligwa - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

| Description                                   | Ref      | Budget Year 2022/23 |                |                |                |                |                |                |                |                |                |                |                | Medium Term Revenue and Expenditure Framework |                        |                        |
|---|----------|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---|------------------------|------------------------|
|   |          | July                | August         | Sept.          | October        | November       | December       | January        | February       | March          | April          | May            | June           | Budget Year 2022/23                           | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| <b>Revenue by Vote</b>                        |          |                     |                |                |                |                |                |                |                |                |                |                |                |   |                        |                        |
| Vote 01 - Executive & Council                 |          | 21 585              | 21 585         | 21 585         | 21 585         | 21 585         | 21 585         | 21 585         | 21 585         | 21 585         | 21 585         | 21 585         | 21 585         | 259 023                                       | 270 420                | 282 588                |
| Vote 02 - Finance & Administration            |          | 18 410              | 18 410         | 18 410         | 18 410         | 18 410         | 18 410         | 18 410         | 18 410         | 18 410         | 18 410         | 18 410         | 18 410         | 220 922                                       | 220 156                | 230 063                |
| Vote 03 -                                     |          | -                   | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -   | -                      | -                      |
| Vote 04 - Sport And Recreation                |          | 10                  | 10             | 10             | 10             | 10             | 10             | 10             | 10             | 10             | 10             | 10             | 10             | 117   | 122                    | 128                    |
| Vote 05 - Public Safety                       |          | 586                 | 586            | 586            | 586            | 586            | 586            | 586            | 586            | 586            | 586            | 586            | 586            | 7 032   | 7 342                  | 7 672                  |
| Vote 06 - Housing                             |          | -                   | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -   | -                      | -                      |
| Vote 07 - Health                              |          | -                   | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -   | -                      | -                      |
| Vote 08 - Planning And Development            |          | 421                 | 421            | 421            | 421            | 421            | 421            | 421            | 421            | 421            | 421            | 421            | 421            | 5 047   | 5 269                  | 5 506                  |
| Vote 09 - Community & Social Services         |          | 114                 | 114            | 114            | 114            | 114            | 114            | 114            | 114            | 114            | 114            | 114            | 114            | 1 362   | 1 422                  | 1 486                  |
| Vote 10 - Electricity                         |          | 21 668              | 21 668         | 21 668         | 21 668         | 21 668         | 21 668         | 21 668         | 21 668         | 21 668         | 21 668         | 21 668         | 21 668         | 260 019                                       | 271 460                | 283 675                |
| Vote 11 - Water Management                    |          | 25 807              | 25 807         | 25 807         | 25 807         | 25 807         | 25 807         | 25 807         | 25 807         | 25 807         | 25 807         | 25 807         | 25 807         | 309 687                                       | 323 314                | 337 863                |
| Vote 12 - Waste Water Management              |          | 5 484               | 5 484          | 5 484          | 5 484          | 5 484          | 5 484          | 5 484          | 5 484          | 5 484          | 5 484          | 5 484          | 5 484          | 65 813  | 68 709                 | 71 801                 |
| Vote 13 - Waste Management                    |          | 4 871               | 4 871          | 4 871          | 4 871          | 4 871          | 4 871          | 4 871          | 4 871          | 4 871          | 4 871          | 4 871          | 4 871          | 58 454  | 61 026                 | 63 772                 |
| Vote 14 - Road Transport                      |          | 251                 | 251            | 251            | 251            | 251            | 251            | 251            | 251            | 251            | 251            | 251            | 251            | 3 018   | 3 151                  | 3 292                  |
| Vote 15 - Other                               |          | 1 017               | 1 017          | 1 017          | 1 017          | 1 017          | 1 017          | 1 017          | 1 017          | 1 017          | 1 017          | 1 017          | 1 017          | 12 202  | 12 739                 | 13 313                 |
| <b>Total Revenue by Vote</b>                  |          | <b>100 225</b>      | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>100 225</b> | <b>1 202 697</b>                              | <b>1 245 130</b>       | <b>1 301 160</b>       |
| <b>Expenditure by Vote to be appropriated</b> |          |                     |                |                |                |                |                |                |                |                |                |                |                |   |                        |                        |
| Vote 01 - Executive & Council                 |          | 5 047               | 5 047          | 5 047          | 5 047          | 5 047          | 5 047          | 5 047          | 5 047          | 5 047          | 5 047          | 5 047          | 5 046          | 60 565  | 63 920                 | 66 626                 |
| Vote 02 - Finance & Administration            |          | 14 241              | 14 241         | 14 241         | 14 241         | 14 241         | 14 241         | 14 241         | 14 241         | 14 241         | 14 241         | 14 241         | 14 240         | 170 889                                       | 233 478                | 234 497                |
| Vote 03 -                                     |          | -                   | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -   | -                      | -                      |
| Vote 04 - Sport And Recreation                |          | 957                 | 957            | 957            | 957            | 957            | 957            | 957            | 957            | 957            | 957            | 957            | 957            | 11 487  | 12 084                 | 12 628                 |
| Vote 05 - Public Safety                       |          | 2 713               | 2 713          | 2 713          | 2 713          | 2 713          | 2 713          | 2 713          | 2 713          | 2 713          | 2 713          | 2 713          | 2 713          | 32 561  | 35 663                 | 37 268                 |
| Vote 06 - Housing                             |          | -                   | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -   | -                      | -                      |
| Vote 07 - Health                              |          | -                   | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -   | -                      | -                      |
| Vote 08 - Planning And Development            |          | 1 311               | 1 311          | 1 311          | 1 311          | 1 311          | 1 311          | 1 311          | 1 311          | 1 311          | 1 311          | 1 311          | 1 311          | 15 734  | 18 513                 | 18 816                 |
| Vote 09 - Community & Social Services         |          | 5 708               | 5 708          | 5 708          | 5 708          | 5 708          | 5 708          | 5 708          | 5 708          | 5 708          | 5 708          | 5 708          | 5 708          | 68 500  | 72 198                 | 75 437                 |
| Vote 10 - Electricity                         |          | 35 397              | 35 397         | 35 397         | 35 397         | 35 397         | 35 397         | 35 397         | 35 397         | 35 397         | 35 397         | 35 397         | 35 397         | 424 769                                       | 471 837                | 493 070                |
| Vote 11 - Water Management                    |          | 11 591              | 11 591         | 11 591         | 11 591         | 11 591         | 11 591         | 11 591         | 11 591         | 11 591         | 11 591         | 11 591         | 11 591         | 139 092                                       | 158 897                | 166 047                |
| Vote 12 - Waste Water Management              |          | 4 791               | 4 791          | 4 791          | 4 791          | 4 791          | 4 791          | 4 791          | 4 791          | 4 791          | 4 791          | 4 791          | 4 791          | 57 493  | 75 720                 | 79 128                 |
| Vote 13 - Waste Management                    |          | 3 883               | 3 883          | 3 883          | 3 883          | 3 883          | 3 883          | 3 883          | 3 883          | 3 883          | 3 883          | 3 883          | 3 883          | 46 601  | 67 440                 | 70 474                 |
| Vote 14 - Road Transport                      |          | 7 184               | 7 184          | 7 184          | 7 184          | 7 184          | 7 184          | 7 184          | 7 184          | 7 184          | 7 184          | 7 184          | 7 183          | 86 203  | 91 510                 | 95 627                 |
| Vote 15 - Other                               |          | 956                 | 956            | 956            | 956            | 956            | 956            | 956            | 956            | 956            | 956            | 956            | 956            | 11 471  | 11 981                 | 12 520                 |
| <b>Total Expenditure by Vote</b>              |          | <b>93 781</b>       | <b>93 781</b>  | <b>93 781</b>  | <b>93 781</b>  | <b>93 781</b>  | <b>93 781</b>  | <b>93 781</b>  | <b>93 781</b>  | <b>93 781</b>  | <b>93 781</b>  | <b>93 777</b>  | <b>93 777</b>  | <b>1 125 364</b>                              | <b>1 313 241</b>       | <b>1 362 138</b>       |
| <b>Surplus/(Deficit) before assoc.</b>        |          | <b>6 444</b>        | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 449</b>   | <b>77 333</b>                                 | <b>(68 111)</b>        | <b>(60 978)</b>        |
| Taxation                                      |          |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                      | -                      |
| Attributable to minorities                    |          |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                      | -                      |
| Share of surplus/ (deficit) of associate      |          |                     |                |                |                |                |                |                |                |                |                |                |                | -   | -                      | -                      |
| <b>Surplus/(Deficit)</b>                      | <b>1</b> | <b>6 444</b>        | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 444</b>   | <b>6 449</b>   | <b>6 449</b>   | <b>77 333</b>                                 | <b>(68 111)</b>        | <b>(60 978)</b>        |

MP302 Msukaligwa - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

| Description                                | Ref | Budget Year 2022/23 |         |         |         |          |          |         |          |         |         |         |         | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|-----|---------------------|---------|---------|---------|----------|----------|---------|----------|---------|---------|---------|---------|---|------------------------|------------------------|
|  |     | July                | August  | Sept.   | October | November | December | January | February | March   | April   | May     | June    | Budget Year 2022/23                           | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| <b>Revenue - Functional</b>                |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Governance and administration</b>       |     | 39 995              | 39 995  | 39 995  | 39 995  | 39 995   | 39 995   | 39 995  | 39 995   | 39 995  | 39 995  | 39 995  | 39 996  | 479 945                                       | 490 576                | 512 652                |
| Executive and council                      |     | 21 585              | 21 585  | 21 585  | 21 585  | 21 585   | 21 585   | 21 585  | 21 585   | 21 585  | 21 585  | 21 585  | 21 585  | 259 023                                       | 270 420                | 282 588                |
| Finance and administration                 |     | 18 410              | 18 410  | 18 410  | 18 410  | 18 410   | 18 410   | 18 410  | 18 410   | 18 410  | 18 410  | 18 410  | 18 410  | 220 922                                       | 220 156                | 230 063                |
| Internal audit                             |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Community and public safety</b>         |     | 928                 | 928     | 928     | 928     | 928      | 928      | 928     | 928      | 928     | 928     | 928     | 928     | 11 139  | 11 629                 | 12 152                 |
| Community and social services              |     | 85                  | 85      | 85      | 85      | 85       | 85       | 85      | 85       | 85      | 85      | 85      | 85      | 1 017   | 1 061                  | 1 109                  |
| Sport and recreation                       |     | 14                  | 14      | 14      | 14      | 14       | 14       | 14      | 14       | 14      | 14      | 14      | 14      | 164   | 172                    | 179                    |
| Public safety                              |     | 586                 | 586     | 586     | 586     | 586      | 586      | 586     | 586      | 586     | 586     | 586     | 586     | 7 032   | 7 342                  | 7 672                  |
| Housing                                    |     | 219                 | 219     | 219     | 219     | 219      | 219      | 219     | 219      | 219     | 219     | 219     | 219     | 2 627   | 2 743                  | 2 866                  |
| Health                                     |     | 25                  | 25      | 25      | 25      | 25       | 25       | 25      | 25       | 25      | 25      | 25      | 25      | 299   | 312                    | 326                    |
| <b>Economic and environmental services</b> |     | 1 460               | 1 460   | 1 460   | 1 460   | 1 460    | 1 460    | 1 460   | 1 460    | 1 460   | 1 460   | 1 460   | 1 460   | 17 518  | 18 289                 | 19 112                 |
| Planning and development                   |     | 452                 | 452     | 452     | 452     | 452      | 452      | 452     | 452      | 452     | 452     | 452     | 452     | 5 422   | 5 661                  | 5 916                  |
| Road transport                             |     | 1 008               | 1 008   | 1 008   | 1 008   | 1 008    | 1 008    | 1 008   | 1 008    | 1 008   | 1 008   | 1 008   | 1 008   | 12 096  | 12 628                 | 13 197                 |
| Environmental protection                   |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Trading services</b>                    |     | 57 831              | 57 831  | 57 831  | 57 831  | 57 831   | 57 831   | 57 831  | 57 831   | 57 831  | 57 831  | 57 831  | 57 831  | 693 974                                       | 724 508                | 757 111                |
| Energy sources                             |     | 21 668              | 21 668  | 21 668  | 21 668  | 21 668   | 21 668   | 21 668  | 21 668   | 21 668  | 21 668  | 21 668  | 21 668  | 260 019                                       | 271 460                | 283 675                |
| Water management                           |     | 25 807              | 25 807  | 25 807  | 25 807  | 25 807   | 25 807   | 25 807  | 25 807   | 25 807  | 25 807  | 25 807  | 25 807  | 309 687                                       | 323 314                | 337 863                |
| Waste water management                     |     | 5 484               | 5 484   | 5 484   | 5 484   | 5 484    | 5 484    | 5 484   | 5 484    | 5 484   | 5 484   | 5 484   | 5 484   | 65 813  | 68 709                 | 71 801                 |
| Waste management                           |     | 4 871               | 4 871   | 4 871   | 4 871   | 4 871    | 4 871    | 4 871   | 4 871    | 4 871   | 4 871   | 4 871   | 4 871   | 58 454  | 61 026                 | 63 772                 |
| <b>Other</b>                               |     | 10                  | 10      | 10      | 10      | 10       | 10       | 10      | 10       | 10      | 10      | 10      | 10      | 121   | 127                    | 132                    |
| <b>Total Revenue - Functional</b>          |     | 100 225             | 100 225 | 100 225 | 100 225 | 100 225  | 100 225  | 100 225 | 100 225  | 100 225 | 100 225 | 100 225 | 100 225 | 1 202 697                                     | 1 245 130              | 1 301 160              |
| <b>Expenditure - Functional</b>            |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Governance and administration</b>       |     | 19 848              | 19 848  | 19 848  | 19 848  | 19 848   | 19 848   | 19 848  | 19 848   | 19 848  | 19 848  | 19 848  | 19 846  | 238 173                                       | 304 673                | 308 724                |
| Executive and council                      |     | 5 282               | 5 282   | 5 282   | 5 282   | 5 282    | 5 282    | 5 282   | 5 282    | 5 282   | 5 282   | 5 282   | 5 281   | 63 381  | 75 098                 | 69 172                 |
| Finance and administration                 |     | 14 566              | 14 566  | 14 566  | 14 566  | 14 566   | 14 566   | 14 566  | 14 566   | 14 566  | 14 566  | 14 566  | 14 565  | 174 792                                       | 229 575                | 239 553                |
| Internal audit                             |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Community and public safety</b>         |     | 9 612               | 9 612   | 9 612   | 9 612   | 9 612    | 9 612    | 9 612   | 9 612    | 9 612   | 9 612   | 9 612   | 9 611   | 115 342                                       | 124 951                | 130 564                |
| Community and social services              |     | 4 936               | 4 936   | 4 936   | 4 936   | 4 936    | 4 936    | 4 936   | 4 936    | 4 936   | 4 936   | 4 936   | 4 935   | 59 228  | 62 171                 | 64 960                 |
| Sport and recreation                       |     | 1 580               | 1 580   | 1 580   | 1 580   | 1 580    | 1 580    | 1 580   | 1 580    | 1 580   | 1 580   | 1 580   | 1 580   | 18 966  | 20 239                 | 21 150                 |
| Public safety                              |     | 2 713               | 2 713   | 2 713   | 2 713   | 2 713    | 2 713    | 2 713   | 2 713    | 2 713   | 2 713   | 2 713   | 2 713   | 32 561  | 35 663                 | 37 268                 |
| Housing                                    |     | 357                 | 357     | 357     | 357     | 357      | 357      | 357     | 357      | 357     | 357     | 357     | 357     | 4 289   | 6 565                  | 6 861                  |
| Health                                     |     | 25                  | 25      | 25      | 25      | 25       | 25       | 25      | 25       | 25      | 25      | 25      | 25      | 299   | 312                    | 326                    |
| <b>Economic and environmental services</b> |     | 8 658               | 8 658   | 8 658   | 8 658   | 8 658    | 8 658    | 8 658   | 8 658    | 8 658   | 8 658   | 8 657   | 8 657   | 103 893                                       | 109 718                | 114 125                |
| Planning and development                   |     | 1 552               | 1 552   | 1 552   | 1 552   | 1 552    | 1 552    | 1 552   | 1 552    | 1 552   | 1 552   | 1 551   | 1 551   | 18 621  | 19 962                 | 20 329                 |
| Road transport                             |     | 7 106               | 7 106   | 7 106   | 7 106   | 7 106    | 7 106    | 7 106   | 7 106    | 7 106   | 7 106   | 7 106   | 7 106   | 85 272  | 89 757                 | 93 796                 |
| Environmental protection                   |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Trading services</b>                    |     | 55 663              | 55 663  | 55 663  | 55 663  | 55 663   | 55 663   | 55 663  | 55 663   | 55 663  | 55 663  | 55 662  | 55 662  | 667 956                                       | 773 894                | 808 719                |
| Energy sources                             |     | 35 397              | 35 397  | 35 397  | 35 397  | 35 397   | 35 397   | 35 397  | 35 397   | 35 397  | 35 397  | 35 397  | 35 397  | 424 769                                       | 471 837                | 493 070                |
| Water management                           |     | 11 591              | 11 591  | 11 591  | 11 591  | 11 591   | 11 591   | 11 591  | 11 591   | 11 591  | 11 591  | 11 591  | 11 591  | 139 092                                       | 158 897                | 166 047                |
| Waste water management                     |     | 4 791               | 4 791   | 4 791   | 4 791   | 4 791    | 4 791    | 4 791   | 4 791    | 4 791   | 4 791   | 4 791   | 4 791   | 57 493  | 75 720                 | 79 128                 |
| Waste management                           |     | 3 883               | 3 883   | 3 883   | 3 883   | 3 883    | 3 883    | 3 883   | 3 883    | 3 883   | 3 883   | 3 883   | 3 883   | 46 601  | 67 440                 | 70 474                 |
| <b>Other</b>                               |     |                     |         |         |         |          |          |         |          |         |         |         |         |   | 5                      | 5                      |
| <b>Total Expenditure - Functional</b>      |     | 93 781              | 93 781  | 93 781  | 93 781  | 93 781   | 93 781   | 93 781  | 93 781   | 93 781  | 93 781  | 93 777  | 93 777  | 1 125 364                                     | 1 313 241              | 1 362 138              |
| <b>Surplus/(Deficit) before assoc.</b>     |     | 6 444               | 6 444   | 6 444   | 6 444   | 6 444    | 6 444    | 6 444   | 6 444    | 6 444   | 6 444   | 6 444   | 6 449   | 77 333  | (68 111)               | (60 978)               |
| Share of surplus/ (deficit) of associate   |     |                     |         |         |         |          |          |         |          |         |         |         |         |   |                        |                        |
| <b>Surplus/(Deficit)</b>                   | 1   | 6 444               | 6 444   | 6 444   | 6 444   | 6 444    | 6 444    | 6 444   | 6 444    | 6 444   | 6 444   | 6 449   | 6 449   | 77 333  | (68 111)               | (60 978)               |

## 8. SUMMARY OF MUNICIPAL STRATEGIC GOALS:

| No | Key Performance Areas (KPA)  | Strategic Goals   | Strategic Objective   | Functional Area                                   |
|----|--|---|---|---|
| 1. | Municipal Transformation and Institutional Development               | Business processes backed by effective ICT<br><br>Effective systems and mechanisms of communication   | To build a capable workforce to deliver services  | Vacancy management                                |
|    |  |   |   | Human Resource Management and Development         |
|    |  |   |   | Performance management                            |
|    |  |   |   | Labour Relations                                  |
|    |  |   |   | Information and Communication Technology          |
|    |  |   |   | Policies and Standard Operating Procedures        |
|    |  |   |   | Governance and Public Participation               |
|    |  |   |   | Leadership and Strategic Direction                |
| 2. | Basis Service Delivery and Infrastructure Development                | Reliable and Sustainable Service Delivery   | To provide reliable and sustainable services to communities   | Electricity                                       |
|    |  |   |   | Water and Sanitation                              |
|    |  |   |   | Roads and Storm water management                  |
|    |  |   |   | Solid Waste Disposal and Environmental Management |
|    |  |   |   | Social and Community development                  |
|    |  |   |   | Fire and Rescue Services                          |
|    |  |   |   | Disaster Management                               |
|    |  |   |   | Traffic services and Law Enforcement              |
| 3. | Local Economic Development (LED)                                     | Reduced Inequality, unemployment and poverty  | To coordinate efforts that address unemployment, poverty and encourage shared economic growth and development | Licensing and Regulatory Services                 |
|    |  |   |   | Economic development                              |
| 4. | Financial Viability and Management                                   | Financially viable municipality   | To continuously improve the viability and management of municipal finances                                    | Job creation and SMME Development                 |
|    |  |   |   | Revenue management and Credit Control             |
| 5. | Public Participation, Good Governance and Intergovernmental Relation | Clean governance and institutional capability<br><br>Informed communities that own their developments | To strengthen public participation, corporate governance and accountability                                   | Expenditure management                            |
|    |  |   |   | Asset management                                  |
|    |  |   |   | Supply Chain Management                           |
|    |  |   |   | Financial reporting and budgeting                 |
|    |  |   |   | Legal, Compliance and Public Participation        |
|    |  |   |   | Performance Management, Monitoring and Evaluation |
|    |  |   |   | Internal Audit                                    |
|    |  |   |   | Integrity Management and Fraud Prevention         |
| 6. | Spatial Planning and Rationale                                       | Social cohesion and spatial transformation  | To ensure long term planning that provides for social cohesion and spatial transformation                     | Risk Management                                   |
|    |  |   |   | Marketing and Communication                       |
|    |  |   |   | Sustainable Human Settlement                      |
|    |  |   |   | Land Use Management                               |
|    |  |   |   | Spatial Planning                                  |

## 9. MUNICIPAL KEY PERFORMANCE INDICATORS AND TARGETS

This annexure enlists all 6 Key Performance Areas, its Strategic Objectives of the Municipality with its Key Performance Indicators and Targets.

### KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

#### STRATEGIC OBJECTIVE: TO BUILD A CAPABLE WORKFORCE TO DELIVER SERVICES

| IDP Link  | Performance Objective  | Key Performance Indicator  | Department         | Baseline 2021/2022                       | Quarterly Targets 2022-2023 |           |           |           | Annual Target 2022/2023       | Means of Verification  |
|---|--|--|--------------------|--|-----------------------------|-----------|-----------|-----------|-------------------------------|--|
|   |  |  |                    |  | Quarter 1                   | Quarter 2 | Quarter 3 | Quarter 4 |                               |  |
| <b>Functional Area: Vacancy Management</b>                        |  |  |                    |  |                             |           |           |           |                               |  |
| 001   | To enhance the institutional capacity to achieve the constitutional mandate of the institution | Number of funded vacant positions filled by 30 June 2023                             | Corporate Services | 43 funded vacancies filled               | 32                          | 14        | 10        | 0         | 56                            | - Appointment letters<br>- Listing of appointments                 |
| <b>Functional Area: Human Resource Management and Development</b> |  |  |                    |  |                             |           |           |           |                               |  |
| 002   | To ensure that performance management is cascaded to lower levels of management and assessed.  | % PMS cascaded to lower levels of management by 30 June 2023                         | Corporate Services | 1% (6) Snr Management only               | 0                           | 0         | 0         | 20%       | 20% Snr Management to Level 5 | - Signed performance agreements                                    |
| 003   | To ensure a responsive and capable workforce   | Review of the organisational structure by 30 June 2023                               | Corporate Services | 1 organisational structure               | 0                           | 0         | 0         | 1         | 1                             | - Council approved Organizational Structure and Council Resolution |
| 004   | To ensure proper placement of employees  | Work-study Conducted by 30 June 2023   | Corporate Services | New indicator                            | 0                           | 1         | 0         | 0         | 1                             | - Work study report  |
| 005   | To ensure capacity building to employees in terms of WSP                                       | Number of municipal officials trained as per Skills Development Plan by 30 June 2023 | Corporate Services | 65 officials trained on various skills   | 32                          | 28        | 38        | 17        | 115                           | - WSP Report   |
| 006   | To ensure capacity building of Municipal Councillors   | Number of Councillors trained as per Skills Development Plan by 30 June 2023         | Corporate Services | 36 Councillors trained on various skills | 38                          | 2         | 2         | 2         | 44                            | - Attendance registers and Certification where                     |

|  |  |   |                    |   |       |     |     |     |            |   |
|--|--|---|--------------------|---|-------|-----|-----|-----|------------|---|
|  |  |   |                    |   |       |     |     |     |            | applicable                                    |
| <b>007</b>   | To reduce municipal expenditure and enhance revenue  | Percentage reduction on overtime expenditure by 30 June 2023  | Corporate Services | <b>R 467 000</b> spent on overtime      | 12.5% | 25% | 37% | 50% | 50%        | - Quarterly expenditure reports               |
| <b>Functional Area: Policies and Standard Operating Procedures</b> |  |   |                    |   |       |     |     |     |            |   |
| <b>008</b>   | To ensure all institutional policies are in place and reviewed as prescribed by legislation                              | Review of policies / HR strategy / Plan by 30 June 2023   | Corporate Services | <b>13</b> Policies reviewed             | 5     | 0   | 0   | 8   | 13         | - Approved Policies and Council Resolutions   |
| <b>Functional Area: Governance and Public Participation</b>        |  |   |                    |   |       |     |     |     |            |   |
| <b>009</b>   | To improve the municipality's audit outcome  | Number of audit findings reduced by 30 June 2023  | Corporate Services | <b>3</b> Audit findings                 | 0     | 0   | 2   | 0   | <b>2</b>   | - AG Audit Report                             |
| <b>A05</b>   | To mitigate and address identified strategic and operational risks   | Percentage of action plan implemented to address strategic and operational risks identified per quarter by 30 June 2023 | Corporate Services | <b>53</b> risks action plans developed  | 60%   | 60% | 70% | 70% | 70%        | - Quarterly Reports                           |
| <b>010</b>   | To ensure public participation in the affairs of the municipality  | Number of functional ward committee meetings held by 30 June 2023   | Corporate Services | <b>168</b> Ward committee meetings held | 57    | 57  | 57  | 57  | <b>228</b> | - Minutes and attendance registers            |
| <b>011</b>   | To ensure communication to public on the state of affairs of the municipality  | Annual Mayoral State of the Municipal Address held by 31 May 2023   | Corporate Services | <b>1</b> SOMA                           | 0     | 0   | 0   | 1   | <b>1</b>   | - Adverts and SOMA brief                      |
| <b>012</b>   | To ensure communication to public on the state of affairs of the municipality  | Number of Mayoral Outreach Programmes held by 30 June 2023  | Corporate Services | <b>1</b> Outreach conducted             | 1     | 1   | 1   | 1   | <b>4</b>   | - Outreach report                             |
| <b>Functional Area: Leadership and Strategic Direction</b>         |  |   |                    |   |       |     |     |     |            |   |
| <b>014</b>   | To provide executive and legislative leadership over the matters of the institution as provided for by the Constitution. | Number of Council meetings held by 30 June 2023   | Corporate Services | <b>18</b> Council meetings              | 1     | 1   | 1   | 1   | <b>4</b>   | - Attendance Register and listing of meetings |
| <b>015</b>   | To ensure that resolutions of the Council are  | Percentage of Council resolutions implemented by 30   | Corporate Services | <b>90%</b> of Council                   | 95%   | 95% | 95% | 95% | <b>95%</b> | - Listing Council                             |



|            | implemented   | June 2023   |                    | resolutions implemented                             |   |   |   |   |          | Resolutions<br>- Resolutions<br>implementatio<br>n Report |
|------------|---|---|--------------------|---|---|---|---|---|----------|---|
| <b>016</b> | To ensure oversight and recommendations to the Council on the Annual Report | Municipal Public Accounts Committee oversight reports on Annual Report tabled in Council by 31 <sup>st</sup> March 2023 | Corporate Services | <b>1</b> MPAC Report tabled in Council and approved | 0 | 0 | 1 | 0 | <b>1</b> | - MPAC report<br>- Council Resolution                     |

**KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**STRATEGIC OBJECTIVE: TO PROVIDE SUSTAINABLE AND RELIABLE SERVICES TO COMMUNITIES**

| No   | Performance Objective  | Key Performance Indicator  | Department         | Baseline 2021/2022                                       | Quarterly Targets 2022-2023 |           |           |           | Annual Target 2022/2023 | Means of Verification  |
|--|--|--|--------------------|--|-----------------------------|-----------|-----------|-----------|-------------------------|--|
|  |  |  |                    |  | Quarter 1                   | Quarter 2 | Quarter 3 | Quarter 4 |                         |  |
| <b>Functional Area: Water and Sanitation</b> |  |  |                    |  |                             |           |           |           |                         |  |
| 017  | To ensure that all households have access to basic level of drinking water | % households with access to basic level of water by 30 June 2023   | Technical Services | 48 551 (95.03%) access to water                          | 0                           | 0         | 0         | 97% (925) | 97%                     | - Progress reports.<br>- Practical completion certificates         |
| 018  | To ensure well maintained services infrastructure                          | Km of water AC pipes replaced with U-PVC pipes by 30 June 2023   | Technical Services | 80 km of AC pipes around Msukaligwa Municipality         | 2.5 km                      | 2.5 km    | 2.5 km    | 2.5 km    | 10 km                   | - Maintenance report   |
| 019  | To ensure that all consumers are metered for water consumption             | Number of water meters installed by 30 June 2023   | Technical Services | 303 new water meters installed                           | 0                           | 1000      | 0         | 1000      | 2000                    | - Meter installations listing<br>- Job Cards                       |
| 020  | To ensure well maintained services infrastructure                          | % of callouts responded to within 24 hours (water)   | Technical Services | 99.5% of burst/damaged water pipes repaired within 24hrs | 100%                        | 100%      | 100%      | 100%      | 100%                    | - Maintenance report<br>- Job Cards                                |
| 021  | To ensure quality drinking water   | Number of Reports on the Implementation of Blue drop assessment recommendations compiled by 30 June 2023 | Technical Services | 24% Blue Drop Assessment Score                           | 1                           | 1         | 1         | 1         | 4                       | - Quarterly reports on implementation of Blue drop recommendations |
| 023  | To ensure that all households have access to basic level of sanitation     | Number of households provided with Ventilation Improved Pit Toilets (VIPs) by 30 June 2023               | Technical Services | 2006 households with access to VIP                       | 0                           | 0         | 0         | 300       | 300                     | - Progress reports.<br>- Practical completion certificates         |
| 024  | To ensure well maintained services infrastructure                          | % of callouts responded to within 24 hours (sanitation/wastewater)                                       | Technical Services | 98% of sewer main lines repaired within 24hrs            | 98%                         | 98%       | 98%       | 98%       | 98%                     | - Maintenance report<br>- Job Cards                                |
| 025  | To ensure environmentally  | Number of Reports on the   | Technical          | <b>New indicator</b>                                     | 1                           | 1         | 1         | 1         | 4                       | - Quarterly reports  |

|   |   |  |                    |  |                     |                     |                     |                     |                     |  |  |
|---|---|--|--------------------|--|---------------------|---------------------|---------------------|---------------------|---------------------|--|--|
|   | compliant waste water   | Implementation of Green drop assessment recommendations compiled by 30 June 2023       | Services           | (97% Risk Rating on Green Drop Assessment Score) |                     |                     |                     |                     |                     |  | on implementation of Green drop recommendations            |
| <b>Functional Area: Electricity</b>                       |   |  |                    |  |                     |                     |                     |                     |                     |  |  |
| 026   | To ensure that all households have access to basic level of electricity | % households with access to electricity by 30 June 2023                                | Technical Services | 44 683 (89.8%) access to electricity             | 0                   | 0                   | 0                   | 91% (350)           | 91%                 |  | - Progress reports.<br>- Practical completion certificates |
| 027   | To ensure that power supply to all consumers is metered                 | Number of electricity meters installed by 30 June 2023                                 | Technical Services | 525 meters installed                             | 350                 | 250                 | 0                   | 250                 | 850                 |  | - Meter installations listing and Job cards                |
| A01   | Ensure sustainability of electricity supply                             | Refurbishment of Breyten 11kV sub by 30 September 2022                                 | Technical Services | 1 Switching station                              | 1                   | 0                   | 0                   | 0                   | 1                   |  | - Report on refurbishment                                  |
| A02   | Ensure sustainability of electricity supply                             | Refurbishment of MV/LV by 30 June 2023   | Technical Services | New Indicator                                    | 0                   | 1                   | 0                   | 1                   | 2                   |  | - Report on refurbishment and completion certificate       |
| A03   | Improve compliance to Distribution license                              | Number of reports on the Implementation of NERSA audit recommendations by 30 June 2023 | Technical Services | 4  | 1                   | 1                   | 1                   | 1                   | 4                   |  | - Report on implementation of the NERSA audit              |
| <b>Functional Area: Roads and Storm Water</b>             |   |  |                    |  |                     |                     |                     |                     |                     |  |  |
| 028   | To ensure improved standard of municipal roads                          | Km of gravel roads upgraded to asphalt or paved surface by 30 June 2023                | Technical Services | 0.72 km upgraded                                 | 2.5 km              | 0                   | 0                   | 0.45 km             | 2.95 km             |  | - Progress Reports<br>- Practical completions certificate  |
| 029   |   | Km of roads re-gravelled and bladed by 30 June 2023                                    | Technical Services | 42.99 km of gravel roads                         | 2.5 km              | 2.5 km              | 22.5 km             | 2.5 km              | 30 km               |  | - Listing of roads re-gravelled and their lengths          |
| 031   | To ensure well maintained roads   | M <sup>2</sup> of potholes patched by 30 June 2023                                     | Technical Services | 9683.61M <sup>2</sup>                            | 2000 m <sup>2</sup> | 2000 m <sup>2</sup> | 2000 m <sup>2</sup> | 2000 m <sup>2</sup> | 8000 m <sup>2</sup> |  | - Monthly reports  |
| <b>Functional Area: Job creation and SMME Development</b> |   |  |                    |  |                     |                     |                     |                     |                     |  |  |
| 032   | To ensure that funds  | Percentage of Municipal  | Technical          | 100% Spent on                                    | 25%                 | 50%                 | 75%                 | 100%                | 100%                |  | - MIG Expenditure  |

|   |  |   |                    |  |       |     |     |      |             |  |  |
|---|--|---|--------------------|--|-------|-----|-----|------|-------------|--|--|
|   | allocated are spent on planned infrastructure project                        | Infrastructure Grant (MIG) spent by 30 June 2023  | Services           | MIG                                    |       |     |     |      |             |  | Report<br>- Payment certificates                     |
| <b>033</b>  | To ensure that funds allocated are spent on planned infrastructure project   | Percentage of Water Services Infrastructure Grant (WSIG) spent by 30 June 2023  | Technical Services | <b>100%</b> Spent on WSIG              | 25%   | 50% | 75% | 100% | <b>100%</b> |  | - WSIG Expenditure Report<br>- Payment certificates  |
| <b>A04</b>  | To ensure that funds allocated are spent on planned infrastructure project   | Energy Efficiency and Demand-side Management Grant by 30 June 2023  | Technical Services | <b>100% spent</b>                      | 25%   | 50% | 75% | 100% | <b>100%</b> |  | - EESDM Expenditure Report<br>- Payment certificates |
|   |  |   |                    |  |       |     |     |      |             |  | -  |
| <b>035</b>  | To ensure that job opportunities are created in terms of the EPWP guidelines | Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) by 30 June 2023 | Technical Services | <b>332 jobs Created</b>                | 50    | 50  | 150 | 211  | 461         |  | - EPWP Report<br>- Listing of staff                  |
| <b>Functional Area: Human Resource Management and Development</b> |  |   |                    |  |       |     |     |      |             |  |  |
| <b>007_1</b>  | To reduce municipal expenditure and enhance revenue                          | Percentage reduction on overtime expenditure by 30 June 2023  | Technical Services | <b>R 12m spent on overtime</b>         | 12.5% | 25% | 37% | 50%  | 50%         |  | - Quarterly expenditure reports                      |
| <b>Functional Area: Governance and Public Participation</b>       |  |   |                    |  |       |     |     |      |             |  |  |
| <b>009_1</b>  | To improve the municipality's audit outcome                                  | Number of audit findings reduced by 30 June 2023  | Technical Services | <b>2 Audit findings</b>                | 0     | 0   | 2   | 0    | <b>2</b>    |  | - AG Audit Report                                    |
| <b>A06</b>  | To mitigate and address identified strategic and operational risks           | Percentage of action plan implemented to address strategic and operational risks identified per quarter by 30 June 2023                             | Technical Services | <b>24 risks action plans developed</b> | 60%   | 60% | 70% | 70%  | 70%         |  | - Quarterly Reports                                  |

**KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**STRATEGIC OBJECTIVE: TO PROVIDE SUSTAINABLE AND RELIABLE SERVICES TO COMMUNITIES**

| No  | Performance Objective   | Key Performance Indicator  | Department                  | Baseline 2021/2022                             | Quarterly Targets 2022-2023 |           |           |           | Annual Target 2022/2023 | Means of Verification                               |
|---|---|--|-----------------------------|--|-----------------------------|-----------|-----------|-----------|-------------------------|---|
|   |   |  |                             |  | Quarter 1                   | Quarter 2 | Quarter 3 | Quarter 4 |                         |   |
| <b>Functional Area: Solid Waste Disposal and Environmental Management</b> |   |  |                             |  |                             |           |           |           |                         |   |
| 036   | To ensure that households are provided with the minimum solid waste removal services    | % households with access to waste removal at least once a week by 30 June 2023 | Community & Social Services | <b>35 324 (69%) access to waste removal</b>    | 69.5%                       | 70%       | 70.5%     | 71%       | <b>71%</b>              | - List of new households that received the services |
| 037   | To ensure that illegal waste dumping spots are identified and cleared                   | Number of illegal dumping sites eradicated by 30 June 2023                     | Community & Social Services | <b>20</b> illegal dumping spots identified     | 0                           | 1         | 0         | 2         | <b>2</b>                | - Clean up Registers<br>- Reports                   |
| 038   | To promote awareness on waste management to communities                                 | Number of Waste Management educational campaigns held by 30 June 2023          | Community & Social Services | 12 Waste Management educational campaigns held | 2                           | 4         | 6         | 8         | <b>8</b>                | - Attendance Registers                              |
| 039   | To promote awareness and encourage communities to minimize waste                        | Number of Waste Minimization projects supported by 30 June 2023                | Community & Social Services | <b>23</b> projects supported                   | 2                           | 4         | 6         | 8         | <b>8</b>                | - Attendance registers<br>- Reports                 |
| 040   | To ensure that all waste disposal site are maintained regularly in accordance with NEMA | Number of waste disposal sites maintained on a monthly basis                   | Community & Social Services | <b>2</b> waste disposal sites maintained       | 2                           | 2         | 2         | 2         | <b>2</b>                | - Land fill sites maintenance reports               |
| 041   | To ensure that all waste disposal site are maintained regularly in accordance with NEMA | Number of waste transfer stations maintained per quarter                       | Community & Social Services | <b>3</b> waste transfer stations maintained    | 3                           | 3         | 3         | 3         | <b>3</b>                | - Waste transfer stations maintenance reports       |
| <b>Functional Area: Sustainable Human Settlement</b>                      |   |  |                             |  |                             |           |           |           |                         |   |
| 042   | To ensure that municipal cemeteries are maintained regularly                            | Number of cemeteries maintained by 30 June 2023                                | Community & Social Services | <b>14</b> cemeteries maintained                | 14                          | 14        | 14        | 14        | <b>14</b>               | - Register on cemeteries maintained                 |
| 044   | To provide for new burial space   | Number of new cemeteries established by 30 June 2023                           | Community & Social Services | <b>8</b> operational cemeteries                | 0                           | 0         | 0         | 2         | <b>2</b>                | - Proclamation report                               |

| Functional Area: Social and Community Development  |   |   |                             |   |     |      |      |      |      |      |   |
|--|---|---|-----------------------------|---|-----|------|------|------|------|------|---|
| 043  | To ensure that municipal parks are maintained regularly                   | Number of parks maintained by 30 June 2023  | Community & Social Services | 27 parks maintained   | 27  | 27   | 27   | 27   | 27   | 27   | - Register on parks maintained                          |
| 045  | To promote the culture reading and learning in communities                | Number of new Libraries established by 30 June 2023   | Community & Social Services | 10 functional libraries   | 0   | 0    | 0    | 1    | 1    | 1    | - Progress reports<br>-                                 |
| 046  | To promote the culture reading and learning for learners at school        | Number of libraries educational campaigns held by 30 June 2023                              | Community & Social Services | 28 libraries educational campaigns held                         | 2   | 5    | 8    | 10   | 10   | 10   | - Attendance Registers<br>- Reports and photos          |
| 047  | To consult with stakeholder on library developments                       | Number of library stakeholder engagements held by 30 June 2023                              | Community & Social Services | New indicator   | 1   | 2    | 3    | 4    | 4    | 4    | - Reports and attendance register                       |
| 048  | To ensure that all library facilities, material and equipment are secured | Number of libraries fenced by 30 June 2023  | Community & Social Services | New indicator   | 0   | 0    | 0    | 2    | 2    | 2    | - Progress reports and Practical completion certificate |
| Functional Area: Licencing and Regulatory Services |   |   |                             |   |     |      |      |      |      |      |   |
| 049  | To provide for new licensing services                                     | Number of new licensing regulatory service centre established by 30 June 2023               | Community & Social Services | 2 Licence regulatory services                                   | 0   | 0    | 0    | 1    | 1    | 1    | -   |
| 052  | To ensure competent learner drivers are issued learner drivers licence    | Number of learner driver license applications received and processed by 30 June 2023        | Community & Social Services | 1857 learner driver license applications received and processed | 600 | 1200 | 1800 | 2400 | 2400 | 2400 | - RD 323 Natis Report                                   |
| 053  | To ensure competent drivers are issued drivers licence                    | Number of driver license applications received and processed by 30 June 2023                | Community & Social Services | 3133 driver license applications received and processed         | 500 | 1000 | 1500 | 2000 | 2000 | 2000 | - RD 323 Natis Report                                   |
| 054  | To ensure that roadworthy vehicles are issued roadworthy certificates     | Number of Vehicle road worthiness tests applications received and processed by 30 June 2023 | Community & Social Services | 1056 Vehicle road worthiness tests                              | 100 | 200  | 300  | 400  | 400  | 400  | - RD 323 Natis Report                                   |

|  |   |   |                             | applications received and processed                    |      |      |      |      |      |  |
|--|---|---|-----------------------------|--|------|------|------|------|------|--|
| <b>Functional Area: Fire and Emergency Services</b>          |   |   |                             |  |      |      |      |      |      |  |
| 055  | To ensure that fire and emergency incidents are attended to within the prescribed timeframe | Percentage of fire and emergency incidents attended within the pre-determined timeframe in accordance with SANS 10090 by 30 June 2023 | Community & Social Services | 92% of fire and emergency incidents attended           | 82%  | 82%  | 82%  | 82%  | 82%  | - Fire incident response report                                    |
| 056  | To ensure that fire inspections are conducted in buildings as prescribe by law              | Number of fire safety inspections conducted by 30 June 2023   | Community & Social Services | 598 fire safety inspections conducted                  | 175  | 175  | 175  | 175  | 700  | - Fire Safety Inspections report                                   |
| 057  | To ensure that scholars and communities are educated of the dangers and prevention of fires | Number of fire awareness campaigns conducted (PIER) by 30 June 2023   | Community & Social Services | 60 Fire awareness conducted                            | 10   | 10   | 10   | 10   | 40   | - Awareness campaign forms and Listing                             |
| <b>Functional Area: Disaster Management</b>                  |   |   |                             |  |      |      |      |      |      |  |
| 058  | To ensure that scholars and communities are educated on disasters and preventions thereof   | Number of disaster awareness campaigns conducted by 30 June 2023  | Community & Social Services | 13 disaster awareness campaigns conducted              | 3    | 3    | 3    | 3    | 12   | - Awareness campaign forms and Listing                             |
| 059  | To ensure that all disaster incidents are attended to within the prescribed timeframe       | Percentage of disaster incidents attended within 24 hours   | Community & Social Services | 100% disaster incidents attended timeously             | 100% | 100% | 100% | 100% | 100% | - Disaster assessment forms and listing                            |
| <b>Functional Area: Traffic Services and Law Enforcement</b> |   |   |                             |  |      |      |      |      |      |  |
| 061  | To ensure that scholars are educated on road safety and accidents prevention measures       | Number of road-safety awareness campaigns conducted at schools by 30 June 2023  | Community & Social Services | 7 road-safety awareness campaigns conducted at schools | 3    | 3    | 3    | 3    | 12   | - Awareness campaign forms and Listing                             |
| 062  | To ensure motorists compliance to road safety rules and regulations                         | Number of road-blocks conducted by 30 June 2023   | Community & Social Services | 18 road-blocks conducted                               | 3    | 3    | 3    | 3    | 12   | - Invitation letters<br>- Signed proof of the activities conducted |
| 063  | To track and enforce  | Fully equipped traffic vehicle  | Community &                 | New Indicator  | 0    | 0    | 0    | 1    | 1    | - Delivery note  |

|   |  |   |                             |  |       |     |     |     |     |                                 |  |
|---|--|---|-----------------------------|--|-------|-----|-----|-----|-----|---------------------------------|--|
|   | payment of traffic fines   | to track unpaid fines procured by 30 June 2023  | Social Services             |  |       |     |     |     |     |                                 |  |
| <b>064</b>  | To ensure regular marking of municipal roads                       | Road marking vehicle procured by 30 June 2023   | Community & Social Services | <b>New indicator</b>                   | 0     | 0   | 0   | 1   | 1   | - Delivery note                 |  |
| <b>Functional Area: Human Resource Management and Development</b> |  |   |                             |  |       |     |     |     |     |                                 |  |
| <b>007_2</b>  | To reduce municipal expenditure and enhance revenue                | Percentage reduction on overtime expenditure by 30 June 2023  | Community & Social Services | <b>R 4.3m spent on overtime</b>        | 12.5% | 25% | 37% | 50% | 50% | - Quarterly expenditure reports |  |
| <b>Functional Area: Governance and Public Participation</b>       |  |   |                             |  |       |     |     |     |     |                                 |  |
| <b>009_2</b>  | To improve the municipality's audit outcome                        | Number of audit findings reduced by 30 June 2023  | Community & Social Services | <b>2 Audit findings</b>                | 0     | 0   | 2   | 0   | 2   | - AG Audit Report               |  |
| <b>A07</b>  | To mitigate and address identified strategic and operational risks | Percentage of action plan implemented to address strategic and operational risks identified per quarter by 30 June 2023 | Community & Social Services | <b>75 risks action plans developed</b> | 60%   | 60% | 70% | 70% | 70% | - Quarterly Reports             |  |



### KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

#### STRATEGIC OBJECTIVE: TO COORDINATE EFFORTS TO ADDRESS UNEMPLOYMENT AND POVERTY

| No   | Performance Objective  | Key Performance Indicator  | Department                        | Baseline 2021/2022                   | Quarterly Targets 2022-2023 |           |           |           | Annual Target 2022/2023 | Means of Verification                           |
|--|--|--|-----------------------------------|--------------------------------------|-----------------------------|-----------|-----------|-----------|-------------------------|---|
|  |  |  |                                   |                                      | Quarter 1                   | Quarter 2 | Quarter 3 | Quarter 4 |                         |   |
| <b>Functional Area: Economic Development</b> |  |  |                                   |                                      |                             |           |           |           |                         |   |
| 100  | To ensure businesses adhere to their social responsibility plans | Number of Sector Labour Plans meetings held by 30 June 2023      | Planning and Economic Development | 20 Sector Labour Plans meetings held | 5                           | 10        | 15        | 20        | 20                      | - Invitations, minutes and attendance registers |
| 101  | To ensure SMMEs are supported to participate in the economy      | Number of Local SMMEs and Cooperatives supported by 30 June 2023 | Planning and Economic Development | 21 SMMEs and Cooperatives supported  | 5                           | 10        | 15        | 20        | 20                      | - Minutes and attendance registers              |
| 102  | To ensure that companies comply with their social responsibility | Number of projects implemented through SLP by 30 June 2023       | Planning and Economic Development | <b>New indicator</b>                 | 0                           | 0         | 0         | 1         | 2                       | - Completion or handover certificate            |

## KEY PERFORMANCE AREA 4: FINANCIAL VIABILITY AND MANAGEMENT

### KEY PERFORMANCE AREA: TO IMPROVE THE VIABILITY AND MANAGEMENT OF MUNICIPAL FINANCES

| No  | Performance Objective   | Key Performance Indicator  | Department         | Baseline 2021/2022                     | Quarterly Targets 2022-2023 |                       |                     |                       | Annual Target 2022/2023 | Means of Verification                              |
|---|---|--|--------------------|--|-----------------------------|-----------------------|---------------------|-----------------------|-------------------------|--|
|   |   |  |                    |  | Quarter 1                   | Quarter 2             | Quarter 3           | Quarter 4             |                         |  |
| <b>Functional Area: Revenue Management and Credit Control</b> |   |  |                    |  |                             |                       |                     |                       |                         |  |
| 065   | To ensure that all meters are functioning properly for accurate billing     | Number of electricity meters audited for functionality by 30 June 2023   | Financial Services | New indicator                          | 5000                        | 5000                  | 5000                | 5000                  | 20000                   | - Meter audit report                               |
| 065_1   | To ensure that all meters are functioning properly for accurate billing     | Number of water meters audited for functionality by 30 June 2023   | Financial Services | New indicator                          | 5000                        | 5000                  | 5000                | 5000                  | 20000                   | - Meter audit report                               |
| 066   | To ensure indigent consumers are registered and receive Free Basic Services | Number of households in the municipal area registered as indigent by 30 June 2023                                  | Financial Services | 6698 households registered as indigent | 3000                        | 3000                  | 2000                | 3000                  | 11000                   | - Accumulated Indigent subsidies report            |
| 069   | To ensure budget allocation for indigent consumer                           | Percentage of the municipality's operating budget spent on indigent relief for free basic services by 30 June 2023 | Financial Services | New indicator                          | 0.6%<br>(R 1 395 000)       | 0.6%<br>(R 1 395 000) | 0.4%<br>(R 930 000) | 0.6%<br>(R 1 395 000) | 2.2%<br>(R 5 115 000)   | - Budget expenditure report                        |
| 070   | To ensure necessary strategies are implemented to collect revenue           | Percentage revenue collected by 30 June 2023   | Financial Services | 72% in revenue collected               | 70%                         | 75%                   | 75%                 | 78%                   | 75%                     | - Billing report(age analysis)                     |
| 070_1   | 5% deviation/ variance billing  | Number of households billed every month for the year ending 30 June 2023   | Financial Services | New indicator                          | 5%                          | 5%                    | 5%                  | 5%                    | 5%                      | - Meter book activity report<br>- Exception report |
| 070_2   | 5% deviation/ variance households   | Number of households read every month for the year ending 30 June 2023   | Financial Services | New indicator                          | 5%                          | 5%                    | 5%                  | 5%                    | 5%                      | - Meter book activity report<br>- Exception report |
| 071   | To reduce the number of days taken to collect revenue from consumers        | Averages debtors collection days by 30 June 2023   | Financial Services | 375 collection days                    | 30                          | 30                    | 30                  | 30                    | 30                      | - Debtors age analysis<br>- C4 schedule (Monthly   |

|  |   |  |                   |                        |              |              |              |              |               |   |
|--|---|--|-------------------|------------------------|--------------|--------------|--------------|--------------|---------------|---|
|  |   |  |                   |                        |              |              |              |              |               | budget schedule)<br>- Audited AFS                                 |
| <b>071_1</b>                                   | To reduce the debt book (Property rates and Basic Charges)                            | Amount reduction on property rates debt book by 30 June 2023   | Financial Service | <b>New indicator</b>   | R 5 000 000  | R 10 000 000 | R 10 000 000 | R 20 000 000 | R 45 000 000  | - Debt book<br>- Demand letters<br>- Cut off list<br>- Summons    |
| <b>071_2</b>                                   | To reduce the debt book (Other trading Services)                                      | Amount reduction on trading services debt book by 30 June 2023   | Financial Service | <b>New indicator</b>   | R 37 000 000 | R 50 000 000 | R 70 000 000 | R 70 000 000 | R 237 000 000 | - Debt book<br>- Demand letters<br>- Cut off list<br>- Summons    |
| <b>072</b>                                     | To ensure compliance to the Municipal Property Rates Act                              | Percentage of compliance to MPRA implementation processes for the year ending June 2023                                      | Financial Service | <b>100% compliance</b> | 100%         | 100%         | 100%         | 100%         | <b>100%</b>   | - Valuation roll and Supplementary valuations and Reconciliations |
| <b>Functional Area: Expenditure Management</b> |   |  |                   |                        |              |              |              |              |               |   |
| <b>068</b>                                     | To ensure creditors are paid within 30 days of invoicing as prescribed by legislation | Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission | Financial Service | <b>New indicator</b>   | 100%         | 100%         | 100%         | 100%         | <b>100%</b>   | - Creditor's payment average list<br>- Payment Vouchers           |
| <b>068_1</b>                                   | To comply with Section 32 of the MFMA (Excluding Eskom, DWS & DCSSL)                  | Zero percent incurred on Fruitless and Wasteful Expenditure by 30 June 2023  | Financial Service | <b>New indicator</b>   | 0%           | 0%           | 0%           | 0%           | 0%            | - Fruitless and Wasteful expenditure register                     |
| <b>068_2</b>                                   |   | Number of VAT returns prepared and submitted on a monthly basis  | Financial Service | <b>New indicator</b>   | 3            | 3            | 3            | 3            | 12            | - VAT Returns<br>- Fruitless and Wasteful expenditure register    |
| <b>068_3</b>                                   |   | Number of EMP201 returns prepared and submitted on a monthly basis   | Financial Service | <b>New indicator</b>   | 3            | 3            | 3            | 3            | 12            | - EMP201 Returns<br>- Fruitless and Wasteful                      |

|   |  |   |                                  |  |      |      |      |      |             |   |
|---|--|---|----------------------------------|--|------|------|------|------|-------------|---|
|   |  |   |                                  |  |      |      |      |      |             | expenditure register  |
| <b>068_4</b>                                    |  | Number of EMP501 returns prepared and submitted by-annually   | Financial Service                | <b>New indicator</b>                       | 1    | 0    | 0    | 1    | <b>2</b>    | - EMP501 returns<br>- Fruitless and Wasteful expenditure register |
| <b>068_5</b>                                    | To improve internal controls on monthly creditors reconciliation                                   | Number of creditors reconciliations prepared and submitted monthly  | Financial Services               | <b>New indicator</b>                       | 3    | 3    | 3    | 3    | <b>12</b>   | - Signed monthly creditors reconciliations                        |
| <b>Functional Area: Asset Management</b>        |  |   |                                  |  |      |      |      |      |             |   |
| <b>073</b>                                      | To ensure that all assets are accounted for  | Number of Fixed Asset Register (FAR) updates by the 30 June 2023  | Financial Services               | <b>2 FAR updates conducted</b>             | 0    | 1    | 0    | 1    | <b>2</b>    | - Assets Register   |
| <b>Functional Area: Supply Chain Management</b> |  |   |                                  |  |      |      |      |      |             |   |
| <b>067</b>                                      | To ensure that procurement of services is concluded within 90 days (Bids)                          | Average number of days from the point of advertising to the letter of award per 80/20 procurement process | Financial Services               | <b>90 days</b>                             | 90   | 90   | 90   | 90   | <b>90</b>   | - Tender Register / listing<br>- Appointment letters              |
| <b>074</b>                                      | To ensure that SALs are signed within 10 days of appointing a service provider                     | Percentage of Service Level Agreements (SLAs) finalised within 30 days                                    | Financial Services and Corporate | <b>100% SLA's finalized within 30 days</b> | 100% | 100% | 100% | 100% | <b>100%</b> | - SLAs Listing / Register<br>- Signed Service Level Agreements    |
| <b>075</b>                                      | To ensure that goods below R 30 000 are procured within 30 days of submission of a requisition     | Number of days taken to procure goods and services below R 30 000 by 30 June 2023                         | Financial services               | <b>30 days</b>                             | 10   | 10   | 10   | 10   | <b>10</b>   | - Procurement requisition register<br>- Goods received note       |
| <b>075_1</b>                                    | To ensure that goods between R 30 000 and R 200 000 are procured within 30 days of submission of a | Number of days taken to procure goods and services between R 30 000 and R 200 000 by 30 June 2023         | Financial Services               | <b>60 days</b>                             | 30   | 30   | 30   | 30   | <b>30</b>   | - Procurement requisition register<br>- Goods                     |

|   |  |   |                    |   |   |   |   |   |           |   |
|---|--|---|--------------------|---|---|---|---|---|-----------|---|
|   | requisition  |   |                    |   |   |   |   |   |           | received note   |
| <b>A011</b>   | To comply with Section 32 and Regulation 36 of the MFMA  | Number of deviation reports submitted to Council by 30 June 2023  | Financial Services | <b>New indicator</b>                            | 1 | 1 | 1 | 1 | <b>4</b>  | <ul style="list-style-type: none"> <li>- Deviation Report</li> <li>- Irregular expenditure report</li> <li>- Section 80 reports</li> <li>- Council Resolutions</li> </ul> |
| <b>A012</b>   | To ensure stores items are kept at optimum level   | Number of stock counts conducted by 30 June 2023  | Financial Services | <b>New indicator</b>                            | 1 | 1 | 1 | 1 | <b>4</b>  | <ul style="list-style-type: none"> <li>- Stock count reports</li> </ul>   |
| <b>Functional Area: Financial Reporting and Budgeting</b> |  |   |                    |   |   |   |   |   |           |   |
| <b>076</b>  | To ensure that the revised, draft and final budgets are approved by Council within the prescribed timeframes by the MFMA | Number of budgets approved by 31 May 2023   | Financial Services | <b>3 budgets approved</b>                       | 0 | 0 | 2 | 1 | <b>3</b>  | <ul style="list-style-type: none"> <li>- Budget report</li> <li>- Council Resolutions</li> </ul>  |
| <b>077</b>  | To ensure that the AFS are completed and submitted to all relevant stakeholders as prescribed by the MFMA                | Number of Annual Financial Statements compiled and submitted to relevant stakeholders by 31 August 2022.    | Financial Services | <b>1 AFS submitted to relevant stakeholders</b> | 1 | 0 | 0 | 0 | <b>1</b>  | <ul style="list-style-type: none"> <li>- AFS</li> <li>- Submission letters</li> <li>- Proof of submission</li> </ul>  |
| <b>078</b>  | To ensure compliance to Section 72 of the MFMA   | Number of Section 72 Reports submitted to the Mayor, NT and PT by 25 <sup>th</sup> of January 2023          | Financial Services | <b>1 Section 72 Report submitted</b>            | 0 | 0 | 1 | 0 | <b>1</b>  | <ul style="list-style-type: none"> <li>- Section 72 Report</li> <li>- Proof of submission to EM, NT and PT</li> </ul>   |
| <b>079</b>  | To monitor unauthorised expenditure number of budget vs. actual monthly reports  | Number of budget vs. actual monthly reports after the end of each quarter                                   | Financial Services | <b>12 Budget/Actual Variant report</b>          | 3 | 3 | 3 | 3 | <b>12</b> | <ul style="list-style-type: none"> <li>- Budget/Actual Variant report</li> </ul>  |
| <b>080</b>  | To ensure compliance to Section 11 of the MFMA   | Number of section 11 quarterly reports submitted to Council, PT and AG within 30 days after the end of each | Financial Services | <b>4 section 11 quarterly reports submitted</b> | 1 | 1 | 1 | 1 | <b>4</b>  | <ul style="list-style-type: none"> <li>- Sec 11 Reports</li> <li>- Council resolution</li> </ul>  |

|   |  |   |                    |   |       |     |     |     |  |           |   |
|---|--|---|--------------------|---|-------|-----|-----|-----|--|-----------|---|
|   |  | quarter   |                    |   |       |     |     |     |  |           | - Proof of submission to AG and PT          |
| <b>081</b>  | To ensure compliance to Section 32 of the MFMA                     | Number of Section 32 quarterly reports submitted to Council, PT and AG within 30 days after the end of each quarter     | Financial Services | <b>4</b> Section 32 quarterly reports submitted | 1     | 1   | 1   | 1   |  | <b>4</b>  | - Proof of submission to AG and PT<br>COGTA |
| <b>A013</b>   | To ensure compliance with Section 98 of the MFMA                   | Number of bank reconciliations conducted by 30 June 2023  | Financial Services | <b>New indicator</b>                            | 9     | 9   | 9   | 9   |  | <b>36</b> | - Signed bank reconciliations               |
| <b>Functional Area: Human Resource Management and Development</b> |  |   |                    |   |       |     |     |     |  |           |   |
| <b>007_3</b>  | To reduce municipal expenditure and enhance revenue                | Percentage reduction on overtime expenditure by 30 June 2023  | Financial Services | <b>R 275 000</b> spent on overtime              | 12.5% | 25% | 37% | 50% |  | 50%       | - Quarterly expenditure reports             |
| <b>Functional Area: Governance and Public Participation</b>       |  |   |                    |   |       |     |     |     |  |           |   |
| <b>009_3</b>  | To improve the municipality's audit outcome                        | Number of audit findings reduced by 30 June 2023  | Financial Services | <b>53</b> Audit findings                        | 0     | 0   | 37  | 0   |  | <b>37</b> | - AG Audit Report                           |
| <b>A08</b>  | To mitigate and address identified strategic and operational risks | Percentage of action plan implemented to address strategic and operational risks identified per quarter by 30 June 2023 | Financial Services | <b>46</b> risks action plans developed          | 60%   | 60% | 70% | 70% |  | 70%       | - Quarterly Reports                         |

KEY PERFORMANCE AREA 5: PUBLIC PARTICIPATION, GOOD GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

STRATEGIC OBJECTIVE: TO STRENGTHEN PUBLIC PARTICIPATION, CORPORATE GOVERNANCE AND ACCOUNTABILITY

| No   | Performance Objective   | Key Performance Indicator   | Department                | Baseline<br>2021/2022                                 | Quarterly Targets 2022-2023 |              |              |              | Annual<br>Target<br>2022/2023 | Means of<br>Verification   |
|--|---|---|---------------------------|---|-----------------------------|--------------|--------------|--------------|-------------------------------|--|
|  |   |   |                           |   | Quarter<br>1                | Quarter<br>2 | Quarter<br>3 | Quarter<br>4 |                               |  |
| <b>Functional Area: Legal, Compliance and Public Participation</b> |   |   |                           |   |                             |              |              |              |                               |  |
| 082  | To ensure compliance to Section 29 of the Municipal Systems Act, 2000   | Number of IDP and Budget process plans approved by 30 August 2022   | Municipal Managers Office | 1 IDP/Budget process plans approved                   | 1                           | 0            | 0            | 0            | 1                             | <ul style="list-style-type: none"> <li>- Approved Process plan.</li> <li>- Process Plan Resolution.</li> <li>- Public notice of the Process Plan</li> <li>- Submission Letter.</li> </ul>  |
| 083  | To ensure that the Draft and Final IDPs are compiled and approved by Council in terms of Section 30, 31 and 32 of the Municipal Systems Act, 2000 | Number of Council Approved IDPs by 31 May 2022 and submitted to the MEC within 10 days after approval and publicised for public information within 14 days thereafter | Municipal Managers Office | 2 IDPs approved by the Council. (Draft and Final IDP) | 0                           | 0            | 1            | 1            | 2                             | <ul style="list-style-type: none"> <li>- Public notice for IDP consultations.</li> <li>- Draft IDP.</li> <li>- Council Resolution for Draft IDP.</li> <li>- Public Notice inviting comments on the IDP.</li> <li>- Submission letter for Draft IDP.</li> <li>- Final Approved IDP.</li> <li>- Council Resolution for final IDP.</li> <li>- Submission</li> </ul> |

|            |  |  |                           |   |    |   |   |    |           |  |
|------------|--|--|---------------------------|---|----|---|---|----|-----------|--|
|            |  |  |                           |   |    |   |   |    |           | letter for final IDP<br>- Public notice for approved IDP                       |
| <b>084</b> | To ensure that communities are consulted during the drafting of the IDP as provided for By MSA   | Number of IDP ward consultative meetings held by 31 October 2022   | Municipal Managers Office | <b>19</b> ward consultative meetings held       | 10 | 9 | 0 | 0  | <b>19</b> | - Public notice for IDP consultations<br>- Attendance Registers                |
| <b>085</b> | To ensure that communities are consulted during the drafting of the Budget as provided for by Chapter 4 of the MSA and Sec. 22 of the MFMA | Number of Budget/IDP consultative meetings held by 30 April 2023   | Municipal Managers Office | <b>19</b> Budget/IDP consultative meetings held | 0  | 0 | 0 | 19 | <b>19</b> | - Public notice for Budget consultations<br>- Attendance Registers             |
| <b>086</b> | To ensure that all relevant stakeholders are consulted on the planning and implementation  | Number of quarterly IDP representative forums held by 30 June 2023 | Municipal Managers Office | <b>2</b> IDP representative forums held         | 1  | 1 | 1 | 1  | <b>4</b>  | - Public notice for IDP Rep Forums.<br>- Invitations<br>- Attendance Registers |

#### Functional Area: Marketing and Communication

|            |  |   |                            |                                 |     |     |     |     |            |   |
|------------|--|---|----------------------------|---------------------------------|-----|-----|-----|-----|------------|---|
| <b>087</b> | To keep the institution informed on most important issues requiring urgent attention | Number of media analysis reports produced by 30 June 2023       | Municipal Manager's Office | <b>12</b> Media analysis report | 3   | 3   | 3   | 3   | <b>12</b>  | - Listing of the reports<br>- Media analysis reports                    |
| <b>088</b> | To ensure information dissemination and feedback from public                         | Number of postings on official Facebook account by 30 June 2023 | Municipal Manager's Office | <b>742</b> postings on Facebook | 100 | 100 | 100 | 100 | <b>400</b> | - Listing of the postings<br>- Screen shots of the postings on Facebook |
| <b>089</b> | To ensure important and legislated information is publicised on the municipal        | Number of website updates made by 30 June 2023                  | Municipal Manager's Office | <b>No</b> website updates       | 30  | 30  | 30  | 30  | <b>120</b> | - Listing of the postings<br>- Screen shots                             |



|   |   |  |                           |  |   |   |   |   |          |   |                 |
|---|---|--|---------------------------|--|---|---|---|---|----------|---|-----------------|
|   | website.  |  |                           |  |   |   |   |   |          |   | of the postings |
| <b>Functional Area: Performance Management, Monitoring and Evaluation</b> |   |  |                           |  |   |   |   |   |          |   |                 |
| <b>090</b>  | To ensure that all Directors sign their Performance Agreements at the beginning of the financial year   | Number of performance agreements signed by 30 July 2022  | Municipal Managers Office | <b>6</b> performance agreements signed                                     | 6 | 0 | 0 | 0 | <b>6</b> | - Signed performance agreements of senior managers                          |                 |
| <b>091</b>  | To ensure that all Directors' performance are assessed in terms of the Performance Regulations  | Number of performance evaluations conducted 30 June 2023   | Municipal Managers Office | <b>0</b> performance evaluations conducted                                 | 1 | 1 | 1 | 1 | <b>4</b> | - Performance Assessment reports for senior managers                        |                 |
| <b>092</b>  | To ensure that APR is compiled in terms of Sec 46 of the MSA and submitted to relevant stakeholders   | Number of Annual Performance Reports compiled in terms of Sec 46 of MSA and submitted to relevant stakeholders by 31 <sup>st</sup> August 2022 | Municipal Managers Office | <b>1</b> APR compiled and submitted to relevant stakeholders               | 1 | 0 | 0 | 0 | <b>1</b> | - Signed APR<br>- Proof of submission                                       |                 |
| <b>093</b>  | To ensure that both Draft and Final Annual Reports are approved by Council within prescribed timeframe and submitted to relevant stakeholders | Number of Annual Reports compiled and submitted to relevant stakeholders by 31 March 2023  | Municipal Managers Office | <b>2</b> Annual Reports submitted to relevant stakeholders (Draft & Final) | 0 | 0 | 2 | 0 | <b>2</b> | - Signed Annual Report.<br>- Proof of submission<br>- Proof of publications |                 |
| <b>094</b>  | To ensure that quarterly performance reports are tabled in Council  | Number of SDBIP quarterly reports tabled in the Council by 30 June 2023  | Municipal Managers Office | <b>4</b> SDBIP quarterly reports tabled                                    | 1 | 1 | 1 | 1 | <b>4</b> | - Quarterly performance reports<br>- Council Resolutions                    |                 |
| <b>095</b>  | To ensure compliance to MFMA on the approval of the municipal SDBIP   | Number of SDBIPs approved 28 days after the budget approval by 30 June 2023  | Municipal Managers Office | <b>2</b> SDBIP approved (Original and Revised)                             | 0 | 0 | 0 | 1 | <b>1</b> | - Approved SDBIP.<br>- Council Resolution<br>- Proof of publications        |                 |
|   |   |  |                           |  |   |   |   |   |          | -   |                 |

| Functional Area: Internal Audit (IA)                       |   |   |                            |  |       |     |     |     |     |  |
|--|---|---|----------------------------|--|-------|-----|-----|-----|-----|--|
| 096  | To ensure that Internal Audit Annual plan is approved by Audit Committee in terms of Sec 165 MFMA | Number of Internal Audit Annual Plans approved by 30 June 2023  | Municipal Manager's Office | 1 Internal Audit Annual Plans              | 0     | 0   | 0   | 1   | 1   | - Approved Internal Audit Annual Plan<br>- Audit Committee minutes |
| 097  | To ensure that Audit Committee meetings are held as scheduled                                     | Number of Audit Committee meetings held by 30 June 2023   | Municipal Manager's Office | 7 Audit committee meetings held            | 1     | 1   | 1   | 1   | 4   | - Invitations, minutes and attendance registers                    |
| Functional Area: Risk Management                           |   |   |                            |  |       |     |     |     |     |  |
| 098  | To ensure that the Annual Risk Register is approved by the Risk Committee                         | Annual Risk Register developed and approved by 30 June 2023   | Municipal Managers Office  | 0 Risk Register developed                  | 0     | 0   | 0   | 1   | 1   | - Approved Annual Risk Register                                    |
| 099  | To ensure that risk management reports are submitted RMC  | Number of quarterly risk management reports submitted to Risk Management Committee (RMC) by 30 June 2023                | Municipal Manager's Office | 4 risk management reports submitted to RMC | 1     | 1   | 1   | 1   | 4   | - Risk reports submitted to RMC.                                   |
| 009_4  | To improve the municipality's audit outcome   | Number of audit findings reduced by 30 June 2023  | Municipal Manager's Office | 3 Audit findings                           | 0     | 0   | 2   | 0   | 2   | - AG Audit Report  |
| A09  | To mitigate and address identified strategic and operational risks                                | Percentage of action plan implemented to address strategic and operational risks identified per quarter by 30 June 2023 | Municipal Manager's Office | 6 risks action plans developed             | 60%   | 60% | 70% | 70% | 70% | - Quarterly Reports  |
| Functional Area: Human Resource Management and Development |   |   |                            |  |       |     |     |     |     |  |
| 007_5  | To reduce municipal expenditure and enhance revenue   | Percentage reduction on overtime expenditure by 30 June 2023  | Financial Services         | R 126 000 spent on overtime                | 12.5% | 25% | 37% | 50% | 50% | - Quarterly expenditure reports                                    |

## KEY PERFORMANCE AREA 6: SPATIAL PLANNING AND RATIONALE

### STRATEGIC OBJECTIVE: TO ENSURE LONG TERM PLANNING THAT PROVIDES FOR SOCIAL COHESION AND TRANSFORMATION

| No   | Performance Objective  | Key Performance Indicator   | Department                        | Baseline 2021/2022  | Quarterly Targets 2022-2023 |           |           |           | Annual Target 2022/2023 | Means of Verification  |
|--|--|---|-----------------------------------|---|-----------------------------|-----------|-----------|-----------|-------------------------|--|
|  |  |   |                                   |   | Quarter 1                   | Quarter 2 | Quarter 3 | Quarter 4 |                         |  |
| <b>Functional Area: Sustainable Human Settlement</b> |  |   |                                   |   |                             |           |           |           |                         |  |
| 103  | To ensure that communities are settled on approved townships to access municipal services        | Number of informal settlements formalised by 30 June 2023   | Planning and Economic Development | <b>New indicator</b>  | 0                           | 0         | 0         | 1         | 1                       | - Approved Layout Plan   |
| 105  | To ensure continuous communication on development between the municipality and DHS is maintained | Number of quarterly meetings held with the Provincial Department of Human Settlement by June 2023                                     | Planning and Economic Development | 4 meetings held   | 1                           | 1         | 1         | 1         | 4                       | - Minutes and attendance register of meetings                                    |
| <b>Functional Area: Land Use Management</b>          |  |   |                                   |   |                             |           |           |           |                         |  |
| 106  | To ensure timeous processing of building plans   | Percentage of compliant building plans processed within 60 days   | Planning and Economic Development | 100% compliant building plans processed within 60 days              | 100%                        | 100%      | 100%      | 100%      | 100%                    | - Building plan register<br>- Building plans and approval or disapproval letters |
| 107  | To ensure that inspections on buildings land use are done and contraventions notices are served  | Number of building and land use contraventions issued quarterly   | Planning and Economic Development | 102 building and land use contraventions issued                     | 25                          | 25        | 25        | 25        | 100                     | - Listing of notices and notices served  |
| 108  | To ensure timeous referral and processing of buildings land use contraventions                   | Percentage of building and land use contraventions referred to Legal section after 60 days (Within 90 days from date of first notice) | Planning and Economic Development | 100% building and land use contraventions referred to Legal section | 100%                        | 100%      | 100%      | 100%      | 100%                    | - Listing of notices issued and notices issued<br>- Memo to legal services       |
| 109  | To ensure timeous consideration of compliant Land Use and Land Development Applications          | Percentage of compliant Land Use and Land Development Applications considered by the Land   | Planning and Economic Development | 100% compliant Land Use and Land Development                        | 100%                        | 100%      | 100%      | 100%      | 100%                    | - Listing of applications considered by LDO                                      |

|   |  |   |                                   |  |       |      |      |      |             |  |  |
|---|--|---|-----------------------------------|--|-------|------|------|------|-------------|--|--|
|   |  | Development Officer within 30 days  |                                   | Applications considered by LDO         |       |      |      |      |             |  |  |
| <b>110</b>  | To ensure Building Regulations and land use compliant structures and organized settlements | Percentage of SPLUMA compliant Certificates issued within 28 days   | Planning and Economic Development | <b>100%</b>                            | 100%  | 100% | 100% | 100% | <b>100%</b> | - List of SPLUMA Applications received<br>- SPLUMA Certificate and decline letters |  |
| <b>111</b>  | To ensure that all land use building complaint are timeously investigated and addressed.   | Percentage of land use and building complaints investigated within 14 days  | Planning and Economic Development | <b>100%</b>                            | 100%  | 100% | 100% | 100% | <b>100%</b> | - List of land use and building complaints<br>- Inspection report                  |  |
| <b>Functional Area: Human Resource Management and Development</b> |  |   |                                   |  |       |      |      |      |             |  |  |
| <b>007_4</b>  | To reduce municipal expenditure and enhance revenue  | Percentage reduction on overtime expenditure by 30 June 2023  | Planning and Economic Development | <b>R 22 000</b> spent on overtime      | 12.5% | 25%  | 37%  | 50%  | 50%         | - Quarterly expenditure reports  |  |
| <b>Functional Area: Governance and Public Participation</b>       |  |   |                                   |  |       |      |      |      |             |  |  |
| <b>A010</b>   | To mitigate and address identified strategic and operational risks                         | Percentage of action plan implemented to address strategic and operational risks identified per quarter by 30 June 2023 | Planning and Economic Development | <b>12</b> risks action plans developed | 60%   | 60%  | 70%  | 70%  | 70%         | - Quarterly Reports  |  |

## 10. CAPITAL AND OPERATIONAL PROJECTS 2022/2023


| Institutional Projects and Deliverables  |                         |          |                        |                      |  |                 |                  |               |                 |                          |                    |                         |                         |
|--|-------------------------|----------|------------------------|----------------------|--|-----------------|------------------|---------------|-----------------|--------------------------|--------------------|-------------------------|-------------------------|
| Key Performance Area 2: Basic Services Delivery and Infrastructure Development |                         |          |                        |                      |  |                 |                  |               |                 |                          |                    |                         |                         |
|  | Standard classification | GFS Vote | Function               | Sub-function         | Project Name   | Ward            | Budget 2022/2023 | Starting Date | Completion Date | Qtr Ending Sep/22        | Qtr Ending Dec/22  | Qtr Ending Mar/23       | Qtr Ending Jun/23       |
| <b>Community and Social Services</b>   |                         |          |                        |                      |  |                 |                  |               |                 |                          |                    |                         |                         |
| CHW 69   | Trading Services        | 11       | Waste Management       | Refuse – Solid waste | Upgrading of landfill sites to transfer stations (Davel, Lothair, Sheepmoor and Chrissiesmeer) | 10, 12, 11 & 19 | R 6 000 000      | 01-July-22    | 30-June-23      | Procurement              | Order issued       | 74% Construction        | 100% project completion |
| CHW 66   |                         | 11       | Waste Management       | Refuse – Solid waste | Purchase of Refuse Containers (Skip 4m3)   | All             | R 160 000        | 01-July-22    | 30-June-23      | Procurement              | Order issued       | 74% Construction        | 100% project completion |
| CHW 67   |                         | 11       | Waste Management       | Refuse – Solid waste | Purchase of Refuse Containers (Skip 1.1m3)   | All             | R 200 000        | 01-July-22    | 30-June-23      | Procurement              | Order issued       | 74% Construction        | 100% project completion |
| CHW 151  |                         | 11       | Waste Management       | Refuse – Solid waste | Procurement of yellow fleet for waste Management   | All             | R 1 773 750      | 05-Jul-22     | 31-May-23       | Procurement              | Order issued       | 100% project completion |                         |
| <b>Technical Services</b>  |                         |          |                        |                      |  |                 |                  |               |                 |                          |                    |                         |                         |
| ESN 32 & 33  |                         | 12       | Waste Water Management | Sewerage Network     | Installation Of Sewer Reticulation In Wesselton Extension 11 Phase 1                           | 9               | R 7 575 149.22   | 21-Oct-22     | 26-May-23       | 11% Planning and Designs | 24.3% Construction | 90.7% Construction      | 100% Project completion |
| ESNN 18  |                         | 12       | Waste Water Management | Sewerage Network     | Upgrading of Ermelo Ext. 32, 33 and 34 sewer outfall pipeline                                  | 16              | R 22 287 079.55  | 06-Apr-22     | 30-Jun-23       | 44.8% Construction       | 70% Construction   | 86.6% Construction      | 99% Project handover    |

| Institutional Projects and Deliverables  |                         |          |                        |                       |   |                |                  |               |                 |                            |                       |                       |                         |
|--|-------------------------|----------|------------------------|-----------------------|---|----------------|------------------|---------------|-----------------|----------------------------|-----------------------|-----------------------|-------------------------|
| Key Performance Area 2: Basic Services Delivery and Infrastructure Development |                         |          |                        |                       |   |                |                  |               |                 |                            |                       |                       |                         |
|  | Standard classification | GFS Vote | Function               | Sub-function          | Project Name  | Ward           | Budget 2022/2023 | Starting Date | Completion Date | Qtr Ending Sep/22          | Qtr Ending Dec/22     | Qtr Ending Mar/23     | Qtr Ending Jun/23       |
| ESN 40   |                         | 12       | Waste Water Management | Waste Water Treatment | Refurbishment of Chrissiesmeer Oxidation Ponds                            | 19             | R 7 719 915.58   | 14-Oct-22     | 25-Jun-23       | 11% Planning and Designs   | 24.3% Construction    | 61.7% Construction    | 99% Project handover    |
| ESN 41   |                         | 12       | Waste Water Management | Waste Water Treatment | Refurbishment of Lothair Oxidation Ponds                                  | 15             | R 19 895 893.39  | 14-Oct-22     | 25-Jun-23       | 11% Planning and Designs   | 24.3% Construction    | 61.7% Construction    | 99% Project handover    |
| ESN 39   |                         | 12       | Waste Water Management | Sewerage Network      | VIP Toilets in Msukaligwa Farm Areas                                      | 15             | R 8 100 399.74   | 05-Aug-22     | 27-Jan-23       | 16% Procurement and tender | 57.5% Construction    | 90.7% Construction    | 100% Project completion |
| EWNN 63  |                         | 12       | Waste Water Management | Sewerage Network      | Construction of a 8 MI Reservoir at Ermelo Ext 44 & associated pipe works | 8              | R 2 219 776.37   | 26-Jan-2021   | 30-Sep-2022     | 100% Project completion    |                       |                       |                         |
| EWNN 72  |                         | 12       | Waste Water Management | Sewerage Network      | The Upgrade of Kwazanele Waste Water Treatment works                      | 14             | R 970 627.65     | 15-Dec-22     | 25-July-25      | Registration               | 1% Planning & Designs | 6% Planning & Designs | 11% Planning & Designs  |
| EWNN 82  |                         | 13       | Water Management       | Water Network         | Installation of Water House Connections at Breyten Ext 4 (Enkanini)       | 13             | R 1 303 929.30   | 23-Sep-22     | 28-Feb-23       | 16% Procurement and tender | 61.7% Construction    | 99% Project Handover  | 100% Project completion |
| EWNN 85  | Trading Services        | 13       | Water Management       | Water Network         | Regional Bulk Water Scheme for Breyten Cluster 2 in Msukaligwa LM         | 12,13,14,15,19 | R 62 609 050     | 25-Feb-21     | 30-May-24       | 62.5% Construction         | 70.5% Construction    | 74.8% Construction    | 81.2% Construction      |

| Institutional Projects and Deliverables  |                         |          |   |              |   |      |                  |               |                 |                       |                            |                      |                         |
|--|-------------------------|----------|---|--------------|---|------|------------------|---------------|-----------------|-----------------------|----------------------------|----------------------|-------------------------|
| Key Performance Area 2: Basic Services Delivery and Infrastructure Development |                         |          |   |              |   |      |                  |               |                 |                       |                            |                      |                         |
|  | Standard classification | GFS Vote | Function                                  | Sub-function | Project Name  | Ward | Budget 2022/2023 | Starting Date | Completion Date | Qtr Ending Sep/22     | Qtr Ending Dec/22          | Qtr Ending Mar/23    | Qtr Ending Jun/23       |
| ER 070 (b)   |                         | 10       | Road Transport, Road & Technical Services | Public Works | Construction of three intersections to join SANRAL's N17 at Warburton, Nganga road and associated St. | 12   | R 5 680 218.75   | 22-Aug-22     | 24-Feb-23       | 24.3% Construction    | 74.1% Construction         | 99% Project handover | 100% Project completion |
| ER 170   |                         | 10       | Road Transport, Road & Technical Services | Public Works | Upgrading of the Wesselton Extension 3 Boxer intersection   | 1    | R 2 580 972.76   | 15-Mar-22     | 16-Sep-22       | 99% Project handover  | 100% Project completion    |                      |                         |
| ER 171   | Trading Services        | 10       | Road Transport, Road & Technical Services | Public Works | Rehabilitation of Emadamini Ext 6 Taxi collector  | 2    | R 3 790 365.42   | 15-Mar-22     | 16-Sep-22       | 99% Project handover  | 100% Project completion    |                      |                         |
| ER 172   |                         | 10       | Road Transport, Road & Technical Services | Public Works | Construction of the storm water channel at Ext 6 eMadamini  | 2    | R 6 000 000      | 25-Aug        | 30-Jun-23       | 6% Planning & Designs | 14.5% Procurement & Tender | 53.5% Construction   | 100% Project Completion |
| ER 136   |                         | 10       | Road Transport, Road & Technical Services | Public Works | Upgrading of KwaZanele Masizakhe road   | 14   | R 1 899 899.97   | 15-Mar-22     | 30-Sep-22       | 99% Project handover  | 100% Project completion    |                      |                         |
| ER 177   |                         | 10       | Road Transport, Road & Technical Services | Public Works | Construction of Paved Road in Wesselton O R Tambo Taxi Collector Phase 1                              | 1    | R 5 685 666.97   | 25-Aug-22     | 27-Oct-23       | 6% Planning & Designs | 12.5% Procurement & Tender | 39.5% Construction   | 99% Project handover    |

**Institutional Projects and Deliverables**
**Key Performance Area 2: Basic Services Delivery and Infrastructure Development**

|        | Standard classification | GFS Vote | Function                                  | Sub-function               | Project Name   | Ward          | Budget 2022/2023 | Starting Date | Completion Date | Qtr Ending Sep/22          | Qtr Ending Dec/22          | Qtr Ending Mar/23      | Qtr Ending Jun/23       |
|--------|-------------------------|----------|---|----------------------------|--|---------------|------------------|---------------|-----------------|----------------------------|----------------------------|------------------------|-------------------------|
| ER 178 |                         | 10       | Road Transport, Road & Technical Services | Public Works               | Construction of the road at Wesselton Msheveni Street                  | 17            | R 896 000.00     | 25-Aug-22     | 24-May-24       | 1% Planning & Designs      | 6% Planning & Designs      | 11% Planning & Designs | 11% Planning & Designs  |
| ER 179 |                         | 10       | Road Transport, Road & Technical Services | Public Works               | Construction of paved roads in Wesselton Mthambama Street              | 17            | R 6 433 806      | 25-Aug-22     | 30-Jun-23       | 6% Planning & Designs      | 14.5% Procurement & Tender | 53.5% Construction     | 100% Project Completion |
| EE 141 | Trading Services        | 14       | Electricity                               | Electricity infrastructure | Installation of High mast lights                                       | Various wards | R 2 141 688.33   | 05-Aug-22     | 28-April-23     | 16% Procurement and tender | 57.5% Construction         | 90.7% Construction     | 100% Project completion |
| AEP 01 |                         | 14       | Electricity                               | Electricity infrastructure | Replacement of 20MVA, 88/11KV Transformer in 88Kv substation in Ermelo | 8             | R 8 467 351.68   | 16-Jul-21     | 25-Aug-22       | 100% Project completion    |                            |                        |                         |

  
 C J LISA (MR.)  
 ACTING MUNICIPAL MANAGER  
 MSUKALIGWA LOCAL MUNICIPALITY

11/08/2022  
 DATE

  
 CLLR. M. P. NKOSI (MS.)  
 EXECUTIVE MAYOR  
 MSUKALIGWA LOCAL MUNICIPALITY

12/08/2022  
 DATE