



# Amended Draft Service Delivery and Budget Implementation Plan 2022/23

Corporate Scorecard



# PROSPEROUS PLATINUM AND GREEN TOURISM MUNICIPALITY

# The Amended Service Delivery and Budget Implementation Plan 2022/23

Recommended by Acting Municipal Manager

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Date

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Cllr Douglas Maimane

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Date

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## 1. Introduction

The implementation of the Madibeng Local Municipality's developmental imperatives as espoused in its long-term developmental vision is embedded in the Municipality's Integrated Development Plan (IDP), where the municipality's short-medium term strategic objectives are aligned to the long-term strategic intent.

The Corporate Scorecard is the strategic direction that Madibeng Local Municipality undertake as well as the articulation of the key focus areas/ interventions for the betterment of quality of livelihoods for its population.

## 2. Legislative Requirement

Section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act (MFMA) defines the SDBIP as a detailed plan approved by the mayor of a municipality for implementing municipal service delivery and the annual municipal budget. In terms of the MFMA, the SDBIP must indicate:

- a. monthly projections of:
  - i. revenue to be collected, by source; and
  - ii. operational and capital expenditure, by vote;
- b. service delivery targets and performance indicators for each quarter; and
- c. other prescribed matters.

## 3. Background

The corporate Service Delivery and Budget Implementation Plan (SDBIP) is the strategic measure against which the municipality will be held accountable over the five-year IDP cycle. It is linked to senior management's performance agreements. The plan facilitates oversight over the municipality's financial and non-financial performance. It allows the Municipal Manager to monitor the performance of senior managements; it enables the Executive Mayor or Council to monitor the performance of the Municipal Manager; and it lets the community monitor the performance of the municipality as a whole.

The IDP objectives are the foundation of the corporate and directorate or departmental SDBIPs and their achievements for the financial year. The SDBIP planning process undertaken at directorate or departmental level yields a business plan and a scorecard, which includes indicators, targets and resource allocation (budgets) for these various Municipality's environments. Resources are allocated at a corporate level, pulled through to the SDBIP and budget, and underpinned by indicators and projects.

The targets for 2022/23 are elaborated on under the quarterly and annual targets set in the annual corporate scorecard. Definitions are also provided to broaden readers' understanding of the indicators.

### **The corporate SDBIP includes the following components:**

- The 2022/23 Corporate Scorecard
- The capital budget for the next three years
- Projections
- Annexures

The scorecard reflect the measurable key performance indicators, quarterly and annual targets, and relevant budget information. The three-year capital budget is broken down into the six strategic focus areas of the IDP, which represents the first level of linkage between the IDP and the budget. While too detailed to be included in

this report, further levels of linkage are elaborated on in the directorate or departmental business plans. The projected monthly cash flow is broken down into revenue by source and expenditure by directorate or department (vote).

Allocations are presented in Annexures.

As such, the Municipality's SDBIP complies with National Treasury's publishing requirements.

#### **4. Link to the IDP and Budget**

- The Municipality's SDBIP is in line with the National KPAs
- National KPAs are translated into Provincial Priorities
- Provincial Priorities are translated into District Development Model (DDM)
- DDM is translated into Strategic Objectives
- Strategic Objectives are translated into Indicators, Targets and Budget Allocation.

Based on the six strategic objectives, the budget is allocated at a corporate, directorate and departmental level. The SDBIP processes of the various Municipality's departments or directorates each deliver a business plan and scorecard, which include indicators, targets and resource allocation.

#### **5. Key Performance Areas**

- Basic Service Delivery and Infrastructure Development
- Municipal Transformation and Institutional Development
- Local Economic Development
- Financial Viability
- Good Governance and Public Participation
- Spatial Rationale

#### **6. The Performance Management System**

The performance management system (PMS) of Madibeng Local Municipality is prescribed by legislation. The PMS equips leaders, managers, staff and stakeholders with a set of tools and techniques to regularly plan, continuously monitor and periodically measure, review and report the Municipality's performance. The PMS yields the corporate scorecard, which includes the performance indicators and service delivery targets that reflect whether the Municipality is performing economically, efficiently and effectively.

It is against these measures that the community can monitor the Municipality's progress and delivery. At the same time, it serves as a mechanism for managing expectations.

##### **6.1 Planning Performance**

By planning its performance, the Municipality ensures that a clear strategic direction is set and maintained. Planning is informed by community feedback, which is obtained in line with relevant legislation and approved policy. Community involvement helps the Municipality identify its service delivery priorities.

The performance planning cycle delivers a five-year, annually reviewed IDP (including a corporate scorecard with definitions), an annual SDBIP at corporate, directorate or departmental level, performance indicator measurement sheets, section 57 performance plans, and individual performance assessments.

At the planning stage, the Municipality determines strategic focus areas, objectives, performance indicators and targets, which are all interlinked. Indicators measure the extent to which objectives are being achieved, and must reflect performance in relation to outcomes, outputs and inputs. National general indicators must also be included, and until auditable and cost-effective systems are in place to measure these, proxy indicators are used. Indicators must be measurable, relevant, objective and precise. Indicators that appear on the corporate scorecard are described in the performance indicator measurement sheets. These sheets also include a description of the system supporting the indicators, the source data, and stakeholders' roles and responsibilities.

Targets, in turn, set the level of performance to be achieved within a defined period.

The products of the planning cycle – the IDP, SDBIPs, performance plans, etc. – tie in with one another to ensure top-to-bottom implementation. IDP objectives and performance indicators, for instance, cascade into the directorate and departmental SDBIPs, as well as into the performance plans of the Municipality Manager and section 57 appointees.

### **6.2 Monitoring, Measuring, Evaluating and Reviewing Performance**

Performance measurement and evaluation is the ongoing process to collect, collate and analyse organisational performance data in order to determine whether the Municipality has met, exceeded or missed its planned targets. This takes place on a quarterly and an annual basis.

Performance evaluation results are discussed at regular management meetings to establish:

- Year-to-date performance progress and reasons for variances for both under- or over performance.
- Remedial action (effective methods of correction or enhancement), if any, which needs to be taken to achieve the agreed performance targets.
- A date for implementation and a responsible person will be identified.

Finally, indicators and targets may be reviewed if changing circumstances so require, and in accordance with a prescribed process. In general, however, reviews are limited to major organisational changes and budget adjustments.

### **6.3 Reporting Performance**

Actual achievement of the targets set for the Municipality's objectives is reported on a quarterly basis, where appropriate. These reports, in turn, serve as the basis for quarterly and annual performance reports.

Quarterly performance reports are produced at corporate, directorate or departmental level, for submission to the relevant Council committees.

The annual report is reviewed by the Auditor-General of South Africa (AGSA) and submitted to the relevant Council committees, the Municipal Public Accounts Committee and the broad community for comment.

### **6.4 Auditing and Oversight Performance**

The Municipality's performance management system is reviewed for functionality, performance information and compliance by the Municipality's Internal Audit function and Audit and Performance Committee. The review of the annual report by the Auditor-General of South Africa (AGSA) and the Municipal Public Accounts Committee adds another layer of performance oversight.

## 7. Corporate Scorecard

The Municipality scorecards present a high-level service delivery breakdown for the entire administration.

The six key performance areas (KPAs) are broken down into IDP objectives, which are further broken down into indicators.

The Municipality is held accountable against the annually and quarterly corporate targets.

Service delivery targets and performance indicators in the corporate scorecard cascade into the scorecards of office of the municipal manager and directorates or departments (section 57 employees), which are used for internal monitoring of the organisation.

### 7.1 IDP Reference linked to Directorates/ Departments

No.	IDP ref.	Meaning
1	OMM	Office of Municipal Manager
2	CSS	Corporate Support Services
3	BTO	Budget and Treasury Office
4	PHS	Planning and Human Settlements
5	CD	Community Development
6	PSFFM	Public Safety, Fleet and Facilities Management
7	ITS	Infrastructure and Technical Services
8	LED	Local Economic Development
9	AA	<i>More than one department affected</i>

### 7.2 Alignment of Key Performance Areas, Strategic Objectives and Output Indicators

Strategic Objective	Output Indicators
<b>KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>	
CSS1. Improved municipal capability	CSS1.1 Percentage of a municipality's budget actually spent on implementing its workplace skills plan
	CSS1.2 Staff vacancy rate
	CSS1.3 Percentage of vacant posts filled within 3 months
OMM1. Improved municipal administration	OMM1.1 Number of repeat audit findings
	OMM1.2 Percentage of councillors who have declared their financial interests
<b>KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	
ITS1. Improved access to electricity	ITS1.1 Number of dwellings provided with connections to mains electricity supply by the municipality
ITS2. Improved reliability of electricity service	ITS1.2 Percentage of unplanned outages that are restored to supply within industry standard timeframes
	ITS1.3 Percentage of planned maintenance performed
CD1. Increased access to refuse removal	CD1.1 Percentage of known informal settlements receiving basic refuse removal services



PSFFM1. Mitigated effects of fires and disasters	PSFFM1.1 Percentage compliance with the required attendance time for structural firefighting incidents
ITS4. Improved quality of municipal road network	ITS1.4 Percentage of unsurfaced road graded
	ITS1.5 Percentage of surfaced municipal road lanes which has been resurfaced and resealed
	ITS1.6 KMs of new municipal road network
	ITS1.7 Number of public transport facilities maintained
	ITS1.8 Percentage of public carrier permits processed
	ITS1.9 Percentage of roads conditional assessment conducted for maintenance of Asset Registry
	ITS1.10 Percentage of land survey required on adhoc basic
	ITS1.11 Percentage of reported pothole complaints resolved within standard municipal response time
ITS5. Improved quality of water and sanitation services	ITS1.12 Percentage of callouts responded to within 24 hours (sanitation/wastewater)
	ITS1.13 Percentage of callouts responded to within 24 hours (water)
ITS7. Improved water sustainability	ITS1.14 Percentage of total water connections metered
ITS8. Improved access to sanitation	ITS1.15 Number of new sewer connections meeting minimum standards
ITS9. Improved access to water	ITS1.16 Number of new water connections meeting minimum standards
<b>KPA 3: LOCAL ECONOMIC DEVELOPMENT</b>	
AA2. Growing inclusive local economies	BTO1.1 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area
	LED1.1 Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)
	LED1.2 Number of reports on engagements made to monitor SLP projects implementation
AA3. Improved levels of economic activity in municipal economic spaces	BTO1.2 Percentage of the municipality's operating budget spent on indigent relief for free basic services
	LED1.3 Number of reports on engagements made to monitor CSI projects
BTO1. Improved ease of doing business within the municipal area	BTO1.3 Average number of days from the point of advertising to the letter of award per 80/20 procurement process
	BTO1.4 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission
<b>KPA 4: FINANCIAL VIABILITY</b>	
BTO2. Enhanced municipal budgeting and budget implementation	BTO1.5 Total Capital Expenditure as a percentage of Total Capital Budget
	BTO1.6 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget
	BTO1.7 Total Operating Revenue as a percentage of Total Operating Revenue Budget
	BTO1.8 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget
	BTO1.9 Funded budget (Y/N) (Municipal)
BTO3. Improved financial sustainability and liability management	BTO1.10 Cash backed reserves reconciliation at year end
BTO4. Improved liquidity management	BTO1.11 Cash/Cost coverage ratio
	BTO1.12 Current ratio (current assets/current liabilities)
	BTO1.13 Trade payables to cash ratio
	BTO1.14 Liquidity ratio
BTO5. Improved expenditure management	BTO1.15 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure
	BTO1.16 Creditors payment period

BTO6. Improved asset management	BTO1.17 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)
	BTO1.18 Percentage of total capital expenditure funded from capital conditional grants
	BTO1.19 Percentage of total capital expenditure on renewal/upgrading of existing assets
	BTO1.20 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment
	BTO1.21 Repairs and Maintenance as a percentage of property, plant, equipment and investment property
BTO7. Improved supply chain management	BTO1.22 Percentage of awarded tenders [over R200k], published on the municipality's website
	BTO1.23 Percentage of tender cancellations
BTO8. Improved revenue and debtors management	BTO1.24 Debtors payment period
	BTO1.25 Collection rate ratio
	BTO1.26 Average number of days to issue rates clearance certificate within 10 days
	BTO1.27 Net Surplus /Deficit Margin for Electricity
	BTO1.28 Net Surplus /Deficit Margin for Water
	BTO1.29 Net Surplus /Deficit Margin for Wastewater
	BTO1.30 Net Surplus /Deficit Margin for Refuse
<b>KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	
OMM2. Improved municipal responsiveness	OMM1.3 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)
	OMM1.4 Percentage of wards that have held at least one councillor-convened community meeting
	OMM1.5 Percentage of official complaints responded to through the municipal complaint management system
<b>KPA 6: SPATIAL RATIONALE</b>	
PHS1. Improved access to adequate housing	PHS1.1 Percentage of building plans approved within 30-60 days
	PHS1.2 Number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme
	PHS1.3 Percentage of total allocation spent on housing projects

**7.3 One-Year Corporate Scorecard (2022/23)**

The following information is tabulated in the annual scorecards, in this particular order:

- Reference number
- Key performance indicator (KPI)
- Reference number (sub)
- Data element
- Baseline (Annual Performance of 2021/22 estimated)
- Annual target 2022/23
- Quarterly targets 2022/23
- The following will be added to the above in the annual scorecards during reporting:
  - Reasons for no data, if not provided
  - Steps undertaken, or to be undertaken, to provide data in the future
  - Estimated date when data will be available

The municipality use cumulative reporting and it should be noted that there are quarterly targets that are consistent with an annual target and there are quarterly targets that are cumulatively reported due to their nature and the fact that they are measured in numbers and monetary value, and also there are annual targets that are monitored on a quarterly basis and 5-year targets that are monitored on an annual basis.

7.4 Amended Corporate Scorecard (2022/23)

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

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.1	Improved municipal capability	Percentage of a municipality's budget actually spent on implementing its workplace skills plan	CSS1.1	<i>(R-value of budget actually spent on implementing its workplace skills plan / R-value of budgeted expenditure on workplace skills plan)</i>	None	None	100%	%	75%	100%	Plan, Statement of budget and Actual Amounts (Workplace Skills Plan), Report
KPI.2		Staff vacancy rate	CSS1.2	<i>(The number of permanent employees in the municipality / The number of employee posts on the approved organisational structure )</i>	None	None	New	0,62	0,62	0,62	Structure - Filled and Unfilled posts
KPI.3		Percentage of vacant posts filled within 3 months	CSS1.3	<i>(Number of vacant posts filled within 3 months since the date of authority to proceed with</i>	None		New	75%	75%	75%	Structure, Authorization and Appointment letter

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
				<i>filling the vacancy / Number of vacant posts that have been filled)</i>							
KPI.4	Improved municipal administration	Number of repeat audit findings	OMM1.1	<i>(Simple count of the number of "repeat" findings itemised in the Auditor-General's report of each municipality)</i>	None		100	50	N/A	50	AGSA reports
KPI.5		Percentage of councillors who have declared their financial interests	OMM1.2	<i>(Number of councillors that have declared their financial interests/ Total number of municipal councillors)</i>	None		85%	100%	N/A	100%	Declaration of interests

## KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.6	Improved access to electricity	Number of dwellings provided with connections to the mains electricity supply by the municipality	ITS1.1	Number of residential supply points commissioned and energised by the municipality			500	500	350	500	Plan, Connection and Billing Report
KPI.7	Improved reliability of electricity service	Percentage of unplanned outages that are restored to supply within industry standard timeframes	ITS1.2	{Number of unplanned outages restored within x hours (where x is based on industry standards (x=1.5, 3.5, 7.5, 24 and 168) and as per NRS 047) / Total number of unplanned outages}			New	10%	10%	10%	Outages reports
KPI.8		Percentage of planned maintenance performed	ITS1.3	(Actual number of maintenance 'jobs' for planned or preventative maintenance / Budgeted number of maintenance 'jobs' for planned or preventative maintenance)	None		New	40%	30%	40%	Maintenance Plan and progress report
KPI.9	Increased access to refuse removal	Percentage of known informal settlements receiving basic refuse removal services	CD.1.1	(Number of informal settlements receiving waste handling services / Total number of recognised informal settlements)	None		33%	46%	N/A	46%	Plan, Invoice from service provider, Report

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.10	Mitigated effects of fires and disasters	Percentage of compliance with the required attendance time for structural firefighting incidents	PSFFM1.1	(Number of structural fire incidents where the attendance time was 14 minutes or less / Total number of calls for structural fire incidents received)			New	40%	40%	40%	Incident report
KPI.11	Improved quality of municipal road network	Percentage of unsurfaced road graded	ITS1.4	(Kilometres of municipal road graded / Kilometres of unsurfaced road)			New	50%	N/A	50%	Plan and Report
KPI.12		Percentage of surfaced municipal road lanes which has been resurfaced and resealed	ITS1.5	(Kilometres of municipal road lanes resurfaced and resealed / Kilometres of surfaced municipal road lanes)			New	40%	30%	40%	Plan and Report
KPI.13		KMs of new municipal road network	ITS1.6	(Number of kilometres of surfaced road network built + Number of kilometres unsurfaced road network built)			New	12	9	12	Plan and Report
KPI.14		Number of public transport facilities maintained	ITS1.7 PSFFM	Simple count of number of public transport facilities maintained	None	KPI moved from ITS to PSFFM	New	38	27	38	Maintenance plan and report
KPI.15		Percentage of public carrier permits processed	ITS1.8 PSFFM	(Number of public carrier permits processed/ Total number of public carrier permits applications)	None	KPI moved from ITS to PSFFM	New	100%	75%	100%	Applications and permits processed and report
KPI.16		Percentage of roads conditional assessment conducted for maintenance of Asset Registry	ITS1.9	(Number of roads conditional assessment conducted for maintenance of asset registry/ Total number of roads conditional assessment)			New	100%	50%	100%	Plan and Conditional assessment

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.17		Percentage of land survey required on adhoc basic	ITS1.10 <b>HSP</b>	(Number of land survey required on adhoc basis/ Total number of land survey)		KPI moved from ITS to HSP	New	100%	75%	100%	Plan and Report
KPI.18		Percentage of reported pothole complaints resolved within standard municipal response time	ITS1.11	(Number of pothole complaints resolved within the standard time after being reported / Number of potholes reported)			New	100%	100%	100%	Complain sheet, Plan and Report
KPI.19	Improved quality of water and sanitation services	Percentage of callouts responded to within 24 hours (sanitation/wastewater)	ITS1.12	{Number of callouts (outages logged on the municipal system) responded to within 24 hours (sanitation/wastewater) / Total wastewater/sanitation callouts received}			90%	95%	95%	95%	Callout sheet, Plan and Report
KPI.20		Percentage of callouts responded to within 24 hours (water)	ITS1.13	{Number of callouts responded to within 24 hours (water) / Total water service callouts received}			90%	95%	95%	95%	Callout sheet, Plan and Report
KPI.21		Percentage of total water connections metered	ITS.1.14	{Number of water connections metered / (Number of water connections metered + Number of water connections unmetered)}			22%	26%	N/A	26%	Plan, Connection and Billing Report
KPI.22	Improved water sustainability	Number of new sewer connections meeting minimum standards	ITS1.15	(The number of new sewer connections to consumer units + The number of new sewer connections to communal toilet facilities)			New	150	114	150	Plan, Connection and Billing Report



Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.23	Improved access to sanitation	Number of new water connections meeting minimum standards	ITS1.16	(Number of new water connections to piped (tap) water + Number of new water connections to public/communal taps)			New	280	210	280	Plan, Connection and Billing Report

### KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.24	Growing inclusive local economies	Percentage of the municipality's operating budget spent on indigent relief for free basic services	BTO1.1	(R-value of operating budget expenditure on free basic services / R-value of the total operating budget)	None		0,1%	1%	0,75%	1%	Plan, Approved application forms, Statement of Budget and Actual Amounts, Report
KPI.25		Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	LED1.1	(Number of work opportunities provided by the municipality through the Expanded Public Works Programme + (the Number of work opportunities provided through the Community Works Programme and	None		1505	1330	999	1330	Plan, Advert, Selection and Recruitment and Appointment, and Report

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
				other related infrastructure initiatives)							
KPI. 26		Number of reports on engagements made to monitor SLP projects implementation	LED1.2	Number of reports on engagements made to monitor SLP projects implementation	None		4	4	3	4	Progress Report and SLP
KPI. 27	Improved level of economic activity in municipal economic spaces	Percentage of the municipality's operating budget spent on indigent relief for free basic services	BTO1.2	( R-value of operating budget expenditure on free basic services / R-value of the total operating budget)	None	Repetition OF KPI:24	0,1%	1%	0,75%	1%	Approved application forms, Billing report
KPI. 28		Number of reports on engagements made to monitor CSI projects	LED1.3	Number of reports on engagements made to monitor CSI projects	None	Monitoring reports on engagements made to monitor CSI	4	2	1	2	Progress Report and CSI
KPI. 29	Improved ease of doing business within the municipal are	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	BTO1.3	(Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award / Total number of 80/20 tenders awarded as per the procurement process)			New	90	90	90	Advert and Appointment letter
KPI. 30		Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	BTO1.4	(Number of municipal payments within 30-days of complete invoice receipt made to service providers / Total number of complete invoices received (30 days or older)	New	50%	10%	20%	30%	50%	Invoice, Proof of payment and List of services providers to be paid

**KEY PERFORMANCE AREA 4: FINANCIAL VIABILITY**

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.31	Enhanced municipal budgeting and budget implementation	Total Capital Expenditure as a percentage of Total Capital Budget	BTO1.5	(Actual Capital Expenditure / Budgeted Capital Expenditure)			95%	100%	75%	100%	Statement of Budget and Actual Amounts
KPI.32		Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	BTO1.6	(Actual Operating Expenditure / Budgeted Operating Expenditure)			95%	100%	75%	100%	Statement of Budget and Actual Amounts
*KPI.33		Total Operating Revenue as a percentage of Total Operating Revenue Budget	BTO1.7	(Actual Operating Revenue / Budgeted Operating Revenue)			95%	100%	75%	100%	Statement of Budget and Actual Amounts
KPI.34		Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	BTO1.8	<i>(Actual Service Charges Revenue + (Actual Property Rates Revenue) / Budgeted Service Charges and Property Rates Revenue)</i>			95-%	100%	75%	100%	Statement of Budget and Actual Amounts
KPI.35		Approved Funded budget (Y/N) (Municipal)	BTO1.9	<i>Municipal funded budget self-assessment outcome: Yes/No</i>			New	N/A	N/A	Yes	Funded budget
KPI.36	Improved financial sustainability and liability management	Cash backed reserves reconciliation at year end	BTO1.10	<i>(Actual Cash and Cash Equivalents + Long Term Investment - Unspent grants - statutory requirement - working capital requirements - other provisions - long term investment committed -</i>			New	100%	N/A	100%	Cash backed reserves reconciliation statement

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
				<i>reserves to be cash backed)</i>							
-KPI.37	Improved liquidity management	Cash/Cost coverage ratio	BTO1.11	<i>{{Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets}}</i>			0,25	0,25	0,25	0,25	Statement of Financial Position
KPI.38		Current ratio (current assets/current liabilities)	BTO1.12	<i>(Current assets/ Current liabilities)</i>			1,5	1,5	N/A	1,5	Statement of Financial Position
KPI.39		Trade payables to cash ratio	BTO1.13	<i>( Cash and cash equivalents / Trade payables)</i>			25%	25%	25%	25%	Statement of Financial Position
KPI.40		Liquidity ratio	BTO1.14	<i>( Cash and cash equivalents / Current liabilities)</i>			0,25	0,25	0,25	0,25	Statement of Financial Position
KPI.41		Improved expenditure management	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	BTO1.15	<i>(Irregular + Fruitless and Wasteful + Unauthorised Expenditure) / Total Operating Expenditure)</i>			New	230%	N/A	230%

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.42		Creditors payment period	BTO1.16	<i>(Trade Creditors Outstanding / Credit purchases (operating and capital) X 365</i>			30	30	30	30	Creditor's age analysis, Invoice and Proof of payment
KPI.43	Improved asset management	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	BTO1.17	<i>{Own Funded Capital Expenditure (Internally Generated Funds + Borrowings) / Total Capital Expenditure}</i>			0%	0%	0%	0%	Internally generated funding and Borrowings
KPI.44		Percentage of total capital expenditure funded from capital conditional grants	BTO1.18	<i>{Total Capital Transfers (provincial and national capital conditional grants) / Total Capital Expenditure}</i>			New	50%	N/A	50%	Capital expenditure funded from capital conditional grants
KPI.45		Percentage of total capital expenditure on renewal/upgrading of existing assets	BTO1.19	<i>(Total costs of Renewal and Upgrading of Existing Assets / Total Capital Expenditure)</i>			New	25%	N/A	25%	Statement of Financial Performance (Capital Expenditure) and Statement of Financial Position (Existing assets renewed/ upgraded)

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.46		Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	BTO1.20	<i>{{(Total costs of Renewal and Upgrading of Existing Assets) / (Depreciation + asset impairment)}}</i>			27%	27%	N/A	27%	Statement of Financial Performance (Depreciation/ Asset impairment) and Statement of Financial Position (Existing assets renewed/ upgraded)
KPI.47		Repairs and Maintenance as a percentage of property, plant, equipment and investment property	BTO1.21	<i>(Total Repairs and Maintenance Expenditure / (Property, Plant and Equipment + Investment Property (Carrying Value))</i>			8%	8%	N/A	8%	Statement of Financial Performance (Repairs and maintenance) and Statement of Financial Position (Property, plant and equipment and Investment property)
KPI.48	Improved supply chain management	Percentage of awarded tenders [over R200k], published on the municipality's website	BTO1.22	<i>(Number of awarded tenders published on the municipality's website / Number of awarded tenders)</i>			100%	100%	100%	100%	List of all awarded tenders, appointment

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
											letters, website screenshots
KPI.49		Percentage of tender cancellations	BTO1.23	<i>(Number of tenders cancelled / Total number of tenders advertised and closed)</i>			New	10%	10%	10%	List of cancelled tenders and report
KPI.50	Improved revenue and debtors management	Debtors payment period	BTO1.24	<i>{(Gross Debtors - Bad Debt Provision) / (3) Billed Revenue} × 365</i>			New	30	30	30	Debtor's age analysis, invoice and Proof of payment
KPI.51		Collection rate ratio	BTO1.25	<i>(Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue)</i>			100%	100%	75%	100%	Statement of Financial Performance (Revenue and bad debts) and Statement of Financial Position (Debtors)
KPI.52		Number of rates clearance certificate issued within ten working days	BTO1.26	<i>Simple count of the number of rates clearance certificate issued within ten working days</i>			New	100	75	100	Applications forms, Rates clearance certificates, Report
KPI.53		Net Surplus /Deficit Margin for Electricity	BTO1.27	<i>(Total Electricity Revenue - Total Electricity Expenditure) /</i>			0%	0%	N/A	0%	Statement of Finance

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
				<i>Total Electricity Revenue)</i>							Performance (Electricity)
KPI.54		Net Surplus /Deficit Margin for Water	BTO1.28	<i>(Total Water Revenue - Total Water Expenditure) / Total Water Revenue)</i>			0%	0%	N/A	0%	Statement of Finance Performance (Water)
KPI.55		Net Surplus /Deficit Margin for Wastewater	BTO1.29	<i>(Total Sanitation and Waste Water Revenue - Total Sanitation and Waste Water Expenditure) / Total Sanitation and Waste Water Revenue)</i>			0%	0%	N/A	0%	Statement of Finance Performance (Wastewater)
KPI.56		Net Surplus /Deficit Margin for Refuse	BTO1.30	<i>(Total Refuse Revenue - Total Refuse Expenditure) / Total Refuse Revenue)</i>			0%	0%	N/A	0%	Statement of Finance Performance (Refuse)



**KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.57	Improved municipal responsiveness	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	OMM1.3	(The number of ward committees with 6 or more members) / Total number of wards)	None	None	100%	100%	100%	100%	Plan, List of ward committee members, Report
KPI.58		Percentage of wards that have held at least one councillor-convened community meeting	OMM1.4	(Total number of councillor convened ward community meetings / Number of wards in the municipality)	None	None	100%	100%	100%	100%	Plan, Agenda, attendance register
KPI.59		Percentage of official complaints responded to through the municipal complaint management system	OMM1.5	(Number of official complaints responded to according to municipal norms and standards / Number of official complaints received)	None	None	New	50%	35%	50%	Complain sheet, Plan and Report

**KEY PERFORMANCE AREA 6: SPATIAL RATIONALE**

Ref No.	Strategic Objective	Performance indicator	IDP Ref No.	Data element/ Method of Calculation	Amended Data element/ Method of Calculation	Changes made during midterm	Baseline (Annual Performance of 2021/22 estimated)	Annual Target for 2022/2023	3rd Quarter Planned Target	4th Quarter Planned Target	Portfolio of Evidence
KPI.60	Improved expenditure management	Percentage of building plans approved within 30-60 days	PHS1.1	(Number of building plans approved within 30-60 days / Number of building plans applications within 30-60 days	Percentage of building plans assessed within 30-60 days/Number of building plans application processed within 30-60 days	POE and Method of Calculation changed	100%	100%	100%	100%	Report on percentage of building plans assessed within 30 days-60 days
KPI.61		Number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme	PHS1.2	<i>Simple count of the number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme</i>	Percentage of land invasion and informal settlements attended to	POE and Method of Calculation changed	New	100%	N/A	100%	Signed Progress Report
KPI.62		Percentage of total allocation spent on housing projects	PHS1.3	(R-value of allocation spent on housing projects R-value of allocation received for housing projects)	Percentage of monitoring housing projects	POE and Method of Calculation changed	New	100%	N/A	100%	Report on Percentage of monitoring housing projects

## 7.5 Indicator Definitions for Corporate Scorecard (2022/23)

Indicator definitions are provided to clarify and contextualise measurements.

Strategic Objective	Output Indicators	Indicator Definitions
CSS1. Improved municipal capability	CSS1.1 Percentage of a municipality's budget actually spent on implementing its workplace skills plan	This indicator measures the R-value of actual spending of workplace skills plan as the percentage of the budgeted amount of workplace skills plan
	CSS1.2 Staff vacancy rate	The number of unfilled posts in the municipal organisational structure as a percentage of the total number of employee posts in the municipality's organisational structure.
	CSS1.3 Percentage of vacant posts filled within 3 months	The percentage of posts for which an appointment decision has been made within three months of the authority to proceed with filling the post. 'Vacant posts' in this instance, refers to all budgeted posts on the municipal organogram for which a recruitment process has been initiated. A position is considered 'filled' when a recruitment decision is made and an offer of appointment formally accepted by a recruit, regardless of the start date. 'Authority to proceed with filling a post' refers to the point of time at which the relevant official authorises the filling of a vacancy in terms of relevant municipal policies and procedures. This refers to an individual post and does not apply to bulk recruitments.
OMM1. Improved municipal administration	OMM1.1 Number of repeat audit findings	"Repeat" findings refer to those findings which have persisted from one year of reporting to the next. These are identified as repeat findings by the Auditor-General on the following administrative areas including but not limited to: i) annual financial statements and annual report ii) Strategic planning and performance iii) Consequence management iv) Human Resource management
	OMM1.2 Percentage of councillors who have declared their financial interests	The percentage of all councillors that have declared their financial interests for the financial year being reported against. Financial interests refers to all relevant financial matters or dealings which may create the potential for a conflict of interest.
ITS1. Improved access to electricity	ITS1.1 Number of dwellings provided with connections to mains electricity supply by the municipality	The number of new residential electricity connections to dwellings provided by the municipality
ITS2. Improved reliability of electricity service	ITS1.2 Percentage of unplanned outages that are restored to supply within industry standard timeframes	The proportion of MTTRs that are within industry standards where MTTR is the average time it takes to restore unplanned outages. The following five categories of restoration time are applied as industry standards NSR 047: X=1.5, 3.5, 7.5, 24 and 168
	ITS1.3 Percentage of planned maintenance performed	This is a measure of the actual executed maintenance jobs planned as a percentage of budgeted planned maintenance effort in scheduled 'jobs'. A 'job' is a planned maintenance task scheduled by the municipality.
CD1. Increased access to refuse removal	CD1.1 Percentage of known informal settlements receiving basic refuse removal services	The proportion of recognised informal settlements within the municipal area which are receiving at least a basic standard of service for refuse collection and cleaning services.
PSFFM1. Mitigated effects of fires and disasters	PSFFM1.1 Percentage compliance with the required attendance time for structural firefighting incidents	Structural fire incidents are defined as incidents of fire outbreaks in habitable formal structures (buildings that have approved building plans) and habitable informal structures (informal residential dwellings where no approved building plans exist). The indicator measures the percentage of times that these incidents receive a response within the 14 minute standard. This measure of the attendance time is the difference between the time of call (the time an official call or notice is received at the official call or reporting centre) and the arrival time (refers to the time captured for the first arriving firefighting response unit regardless from where dispatched or regardless of order of dispatch). The indicator therefore measures the number of all incidents where the attendance time was 14 minutes or less as a percentage of all incidents.

		<ul style="list-style-type: none"> <li>Attendance time is the difference between the time of call and the time of arrival of the first arriving firefighting response unit at the given address of the incident, (i.e.) Attendance Time = Time of arrival at given address –s- Time Call Received by ECC personnel and equipment in minutes and seconds for the year (numerator) divided by the number of fire department responses in the same year (denominator).</li> </ul>	
ITS4. Improved quality of municipal road network	ITS1.4 Percentage of unsurfaced road graded	The length of unsurfaced road which has been graded as a percentage of overall unsurfaced road network. Unsurfaced road is understood as a road without a prepared, durable surface intended to withstand traffic volume, usually a tar macadam (asphalt) or concrete surface. Usually dirt, gravel or natural surface. Road "graded" is the process of restoring the driving surface of a gravel or natural surface road to a desired smoothness and shape by removing irregularities such as corrugations and pot holes and redistributing gravel.. Usually dirt, gravel or natural surface. Road "graded" is the process of restoring the driving surface of a gravel or natural surface road to a desired smoothness and shape by removing irregularities such as corrugations and pot holes and redistributing gravel.	
	ITS1.5 Percentage of surfaced municipal road lanes which has been resurfaced and resealed	The distance of surfaced municipal road lanes (class 3-5) in kilometres which has been resurfaced and resealed in relation to the total road lane length. A lane is part of a carriageway that is designated to be used by a single line of vehicles to control and guide drivers and reduce traffic conflicts. Lane widths may vary in width from 3.1m at their narrowest, to 5.5m lanes in higher-order mixed-usage streets. Total municipal road length is measured on a per lane basis, so a road that is four-lanes wide for 1 km has a total network length of 4kms for the purpose of this indicator.	
	ITS1.6 KMs of new municipal road network	The distance of municipal road network built in kilometres within the municipal area, by the municipality (inclusive of all its departments and implementing agents). This is inclusive of both surfaced and unsurfaced roads built by the municipality. A surfaced road refers to road installed with a durable surface material intended to sustain traffic, usually pavement or concrete. Total municipal road network length is measured irrespective of the road lanes for this indicator.	
	ITS1.7 Number of public transport facilities maintained	Simple count of the number of public transport facilities maintained	
	ITS1.8 Percentage of public carrier permits processed	Percentage of public carrier permits processed against the public carrier permits applications	
	ITS1.9 Percentage of roads conditional assessment conducted for maintenance of Asset Registry	Percentage of roads conditional assessment conducted for maintenance of asset registry against the number of roads conditional assessment	
	ITS1.10 Percentage of land survey required on adhoc basic	Percentage of number of land survey required on adhoc basis against the total number of land survey on roads	
	ITS1.11 Percentage of reported pothole complaints resolved within standard municipal response time	The percentage of reported pothole complaints resolved within the standard time, as a percentage of all potholes reported. A reported pothole complaint refers to the report as the incidence, not the number of potholes that may be referred to in a given report. Municipal standard response times and operating procedures for service providers who may undertake this work for the municipality are confirmed at the municipal level in terms of the municipality's standard operating procedure for measuring the indicator.	
	ITS5. Improved quality of water and sanitation services	ITS1.12 Percentage of callouts responded to within 24 hours (sanitation/wastewater)	Percentage callouts (inclusive of outages logged with the municipality and complaints related to outages) responded to within 24 hours (sanitation/wastewater). Responded to means that someone is on site and has initiated a process of resolving the matter within 24 hours. This does not mean the callout was resolved, only that the matter was logged, appraised and responded to within 24 hours of notification.
		ITS1.13 Percentage of callouts responded to within 24 hours (water)	Percentage callouts (outages inclusive of complaints logged over outages) responded to within 24 hours (water). Responded to means that someone is on site and has initiated a process of resolving the matter within 24 hours. This does not mean the callout was resolved, only that the matter was logged, appraised and responded to within 24 hours of notification.
ITS7. Improved water sustainability	ITS1.14 Percentage of total water connections metered	The number of metered water connections as a percentage of the total number of connections in the municipality.	
ITS8. Improved access to sanitation	ITS1.15 Number of new sewer connections meeting minimum standards	The total number of new sewer connections (defined as connections to a flush toilet connected to the sewerage system or a septic tank or a VIP toilet) made as part of state-subsidised human settlements development. This is	

		inclusive of new sewer connections to communal facilities that meet basic sanitation standards.
ITS9. Improved access to water	ITS1.16 Number of new water connections meeting minimum standards	Total number of new water connections meeting minimum standards (supply of water is Piped (tap) water inside dwelling/institution, Piped (tap) water inside yard, and/or Community stand: <200 m) as part of state-subsidised human settlements development. This is inclusive of new water connections to communal facilities that meet minimum standards.
AA2. Growing inclusive local economies	BTO1.1 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	This indicator measures the value of municipal operating expenditure that has been spent on payments to contracted organisations with a physical address within the municipal area as a percentage of the total operating expenditure on payments to all contracted organisations. Contracted services are inclusive of consultancy services, and refer to services rendered by any entity outside of the municipality secured through a public procurement process.
	LED1.1 Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	Simple count of the number of short-term work opportunities provided through the municipality by Public Employment Programmes such as Expanded Public Works Programme, Community Works Programme and other related infrastructure initiatives. EPWP is a nationwide programme covering all spheres of government and SOEs. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The CWP was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. The indicator tracks the number of unique work opportunities generated within the quarter, regardless of the duration.
	LED1.2 Number of reports on engagements made to monitor SLP projects implementation	A report that sets out the commitments, as per Social and Labour Plan (SLP), a mining company makes to its impacted communities and how and when these objectives will be achieved
AA3. Improved levels of economic activity in municipal economic spaces	BTO1.2 Percentage of the municipality's operating budget spent on indigent relief for free basic services	The amount municipal operating budget expended on free basic services to indigent households (R-value) as a percentage of the total operating budget of the municipality for the period. Free Basic Services are understood in terms of water, sanitation, electricity and waste removal services only.
	LED1.3 Number of reports on engagements made to monitor CSI projects	A report that encompasses projects as per Corporate Social Investment (CSI) that are external to the normal business activities of a company and not directly for purposes of increasing company profit. These projects have strong developmental approach and utilise company resources to benefit and uplift communities and are not primarily driven as marketing initiatives
BTO1. Improved ease of doing business within the municipal area	BTO1.3 Average number of days from the point of advertising to the letter of award per 80/20 procurement process	The average number of days from the point of advertising to the letter of award per 80/20 procurement process. An 80/20 procurement process refers to public procurement as per the terms of the Preferential Procurement Regulations in terms of the Preferential Procurement Policy Framework Act for bids where an 80/20 Broad-Based Black Economic Empowerment (B-BBEE) thresholds of between R30 000 and R50 million applies. This would apply to tenders awarded within the financial year, and where disputes to the outcome of the tender process were not raised. This does not apply to requests for quotations.
	BTO1.4 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	The percentage of municipal payments made to service providers within 30-days of complete invoice submission. The indicator measures the number of payments made on the basis of invoice submissions to the municipality within the accepted standard of 30 days or less. This measures 30 calendar days from the time of submission of an accurate invoice.
BTO2. Enhanced municipal budgeting and budget implementation	BTO1.5 Total Capital Expenditure as a percentage of Total Capital Budget	This indicator measures the extent to which budgeted capital expenditure has been spent during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment.
	BTO1.6 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	The indicator measures the extent to which operating expenditure has been spent during the financial year. Operating Expenditure (non-capital spending) is costs which the municipality incurs through its normal operations.

	BTO1.7 Total Operating Revenue as a percentage of Total Operating Revenue Budget	The indicator measures the extent of actual operating revenue (excl. capital grant revenue) generated in relation to budgeted operating revenue during the financial year. Operating revenue is revenue generated from sale of goods or services, taxes or intergovernmental transfers
	BTO1.8 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	The ratio measures the extent of actual Service Charges and Property Rates Revenue generated in relation to budgeted Service Charges and Property Rates Revenue during the financial year. Service Charges includes revenue generated from sale of water, electricity, refuse and sanitation. Property rates includes revenue generated from rates and taxes charged on properties.
	BTO1.9 Funded budget (Y/N) (Municipal)	A municipality considers inputs from the National Treasury and adopts a budget that is funded in line with Section 18 of the MFMA which states that a budget is funded from either revenue realistically to be collected and accumulated cash backed reserves not committed for other purposes. Accumulated cash backed reserves refers to surpluses accumulated from previous years not committed for other purposes. A budget is funded when a municipality reflects a surplus of R0 or more on budget table A8.
BTO3. Improved financial sustainability and liability management	BTO1.10 Cash backed reserves reconciliation at year end	This indicator measures the extent to which reserves, which are required to be cash backed are actually backed by Cash Reserves. Commitments or applications refers to items that must be cash backed such as unspent conditional grants, VAT, working capital requirements, sinking fund or reserves approved by Council. Data elements, for the purpose of this indicator, are drawn from the data contained in the budget table A8.
BTO4. Improved liquidity management	BTO1.11 Cash/Cost coverage ratio	The ratio indicates the municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.
	BTO1.12 Current ratio (current assets/current liabilities)	The ratio is used to assess the municipality's ability to pay back its short-term liabilities (Debt and Payables) with its short-term assets (Cash, Inventory, Receivables).
	BTO1.13 Trade payables to cash ratio	The ratio indicates the municipality's capacity to pay its creditors with cash and equivalent only.
	BTO1.14 Liquidity ratio	This ratio only considers a municipality's most liquid assets – cash and investments. These are the assets that are most readily available to a municipality to pay short-term obligations. It is a stricter and more conservative measure because cash and cash equivalent is only used in the calculation.
BTO5. Improved expenditure management	BTO1.15 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	The indicator measures the extent to which the municipality has incurred irregular, fruitless and wasteful and unauthorised expenditure. Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Irregular expenditure is incurred by the municipality in contravention of a requirement of the law. Unauthorized expenditure includes overspending of the total amount appropriated in the approved budget.
	BTO1.16 Creditors payment period	This indicator reflects the average number of days taken for trade creditors to be paid. It is a useful indicator to measure the cash flow or liquidity position of a municipality. Total outstanding creditors is total amount owed (capital and operating expenditure) by the municipality. Section 65 of the MFMA clearly prescribe municipalities to pay all monies owed within 30 days of receiving an invoice.
BTO6. Improved asset management	BTO1.17 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	The ratio measures the level to which municipality's total capital expenditure is funded through Internally Generated Funds and Borrowings. It also assess the level at which a municipality is able to generate own funds to finance revenue generating assets to enhance and sustain revenue streams.
	BTO1.18 Percentage of total capital expenditure funded from capital conditional grants	This ratio measures to what extent a municipality depend on grants to deliver services to its communities. Conditional grants are transfers and subsidies (allocation-in-kind or monetary value) given to municipalities by national or provincial departments as well as other external agencies for specific purposes.
	BTO1.19 Percentage of total capital expenditure on renewal/upgrading of existing assets	This indicator measures the extent to which the municipality prioritise or protect its existing infrastructure assets. Renewal/Upgrading of Existing Assets refers to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as restoration of the service potential of the asset.

	BTO1.20 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	This indicator measures the extent at which the municipality prioritise or protect its existing infrastructure assets. Renewal, Upgrading or Replacement of Existing Assets refers to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as replacement of an asset.
	BTO1.21 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	This indicator measures the extent at which the municipality spent on repairs and maintenance of infrastructure assets relative to its asset base. Repairs and maintenance is a group of accounts consisting of labour costs, material costs, secondary costs and etc.
BTO7. Improved supply chain management	BTO1.22 Percentage of awarded tenders [over R200k], published on the municipality's website	This indicator measures the extent to which the municipality is open and transparent in the awarding of contracts by advertising details of the winning company on the municipality's website. This indicator also measures the municipality's compliance to MFMA Section 75 (1) (g).
	BTO1.23 Percentage of tender cancellations	This indicator measures the percentage of tender cancellations in relation to the total number of tender business cases that was recorded, advertised and closed.
BTO8. Improved revenue and debtors management	BTO1.24 Debtors payment period	Net Debtor Days refers to the average number of days required for a municipality to receive payment from its consumers for bills/invoices issued to them for services.
	BTO1.25 Collection rate ratio	The ratio measures the revenue collection level of a municipality. It considers the level of increase or decrease of gross debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration
	BTO1.26 Average number of days to issue rates clearance certificate within 10 days	This indicator measures the number of revenue clearance certificates issued by the municipality within 10 working days of a completed submission. A revenue clearance certificate is issued by the relevant local municipality, and reflects all of the debts collected on the property, including rates. The purpose of this document is to prove that all the outstanding debt on the property has been paid by the seller. A completed submission refers to the point in time when all necessary information has been supplied in relation to the certificate. The 10 days, in this instance, refers to 10 working days, not days of the week.
	BTO1.27 Net Surplus /Deficit Margin for Electricity	Electricity is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing electricity services. Direct costs includes employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges. The results should 0%
	BTO1.28 Net Surplus /Deficit Margin for Water	Water is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing water services. Direct costs include employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges. The results should 0%
	BTO1.29 Net Surplus /Deficit Margin for Wastewater	Wastewater is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing wastewater and sanitation services. Direct costs includes employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also

		referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges. The results should 0%
	BTO1.30 Net Surplus /Deficit Margin for Refuse	Refuse is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing refuse services. Direct costs include employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges. The results should 0%
OMM2. Improved municipal responsiveness	OMM1.3 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	The percentage of ward committees that had 6 or more members, excluding the ward councillor, as a proportion of the total number of wards at the last day of the reporting period.
	OMM1.4 Percentage of wards that have held at least one councillor-convened community meeting	The number of wards where ward councillors convened at least one community meeting in the quarter as per statutory requirements, as a percentage of all the wards in the municipality. Community meetings refer to any public meeting for which public notice is given, held in the councillor's ward, and at which the ward councillor convenes the meeting.
	OMM1.5 Percentage of official complaints responded to through the municipal complaint management system	The number of official complaints responded to as per the municipality defined norms and standards, as a percentage of the number of official complaints received. A complaint is any formal grievance, concern or issue registered with municipality as per its established systems and protocols. An official complaint, in this instance, should be formally logged within the Municipal Complaints Management System. "Norms and standards" refer to a municipality's agreed ability to respond promptly and appropriately to the complaints from the public, in line with protocols determined by the municipality, whether or not this is consistent with any external guidance or benchmarking. Note that resolution refers to an official municipal response to the complaint and does not provide for a determination of "satisfaction" with the municipal response on the part of the public.
PHS1. Improved access to adequate housing	PHS1.1 Percentage of building plans approved within 30-60 days	The indicator measures the number of days building plan applications to the municipality take to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application. A 'building plan' refers to building plans of properties which have a residential or commercial purpose. The time taken to process appeals of the initial decision are not included within the measurement.
	PHS1.2 Number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme	This indicator measures the number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme
	PHS1.3 Percentage of total allocation spent on housing projects	This indicator measures the actual spending on housing projects as a percentage of total allocation on housing projects.



**8. Three-Year Capital Budget**

**8.1 Capital Budget Spending per IDP Key Performance Area (KPA) for 2022/23**

Key Performance Areas	Priorities	Budget			
		2022/23	2023/24	2024/25	
Municipal Transformation and Institutional Development	OPEX	OPEX	OPEX	OPEX	
Basic Service Delivery and Infrastructure	Roads and Storm Water	153 807 012,61	151 278 956,63	87 770 000,00	
	Water and Sanitation	75 500 000,00	125 000 000,00	150 000 000,00	
	Electricity	36 500 000,00	25 000 000,00	25 000 000,00	
	Social Services	39 258 370,00	11 800 000,00	41 500 000,00	
Local Economic Development	Local Economic Development	4 000 000,00	1 500 000,00	12 000 000,00	
Financial Viability	OPEX	OPEX	OPEX	OPEX	
Good governance and public participation	OPEX	OPEX	OPEX	OPEX	
Spatial Rationale	Land and Housing	OPEX	OPEX	OPEX	
<b>TOTAL MIG BEFORE PMU OPERATION MANAGEMENT</b>		<b>309 065 382,61</b>	<b>314 578 956,63</b>	<b>316 270 000,00</b>	
PMU OPERATION MANAGEMENT		9 464 066,27	10 409 964,49	10 703 000,00	
<b>TOTAL MIG</b>		<b>318 529 448,88</b>	<b>324 988 921,12</b>	<b>326 973 000,00</b>	MIG
LETLHABILE ELECTRICITY SUBSTATION	9,11,12,38	45 500 000,00	25 000 000,00	26 123 000,00	INEP
LETLHABILE BLOCK H ELECTRIFICATION	38	2 000 000,00	33 000 000,00	-	INEP
DAMONSVILLE UPGRADE OF ELECTRICITY SUPPLY LINE	21	3 000 000,00	-	-	Internal
MELODIE UPGRADE OF ELECTRICITY SUPPLY LINE	30	3 500 000,00	-	-	Internal
REHABILITATION AND RESEALING OF TAXI ROUTE- HARTEBESPOORT	30	1 500 000,00	-	-	Internal
UPGRADING OF RIETFontein WASTE WATER TREATMENT PLANT	30	15 000 000,00	-	-	WSIG
UPGRADING OF BRITS WASTE WATER TREATMENT PLANT	22,24,25	13 300 000,00	-	-	WSIG
UPGRADING OF LETLHABILE WASTE WATER TREATMENT PLANT	9,11,12,38	12 500 000,00	-	-	WSIG
REPLACEMENT OF ASBESTOS WATER RETICULATION	30	-	-	15 000 000,00	DBSA
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase 1	1, 2,3,4,5,6,18,24,34,35	15 000 000,00	-	-	Internal
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase2	10,41,17,19	-	15 000 000,00	-	Internal
<b>TOTAL CAPITAL EXPENDITURE</b>		<b>429 829 448,88</b>	<b>397 988 921,12</b>	<b>368 096 000,00</b>	

OPEX means Operating Expenditure

## 8.2 Three-Year Capital Budget per IDP KPA, Strategic Objective and Indicators

Key Performance Areas	Strategic Objectives	Key Performance Indicator	Budget		
			2022/23	2023/24	2024/25
Municipal Transformation and Institutional Development	CSS1. Improved municipal capacity	CSS.A Top management stability	OPEX	OPEX	OPEX
		CSS1.1 Percentage of a municipality's budget actually spent on implementing its workplace skills plan	OPEX	OPEX	OPEX
		CSS1.2 Staff vacancy rate	OPEX	OPEX	OPEX
		CSS1.3 Percentage of vacant posts filled within 3 months	OPEX	OPEX	OPEX
	OMM1. Improved municipal administration	OMM.A Audit Opinion	OPEX	OPEX	OPEX
Basic Service Delivery and Infrastructure	ITS1. Improved access to electricity	ITS1.1 Number of dwellings provided with connections to mains electricity supply by the municipality	36 500 000,00	25 000 000,00	25 000 000,00
	ITS2. Improved reliability of electricity service	ITS1.2 Percentage of unplanned outages that are restored to supply within industry standard timeframes			
		ITS1.3 Percentage of planned maintenance performed			
	ITS3. Improved energy sustainability	ITS.A Percentage total electricity losses	39 258 370,00	11 800 000,00	41 500 000,00
	CD1. Increased access to refuse removal	CD1.1 Percentage of known informal settlements receiving basic refuse removal services			
	PSFFM1. Mitigated effects of fires and disasters	PSFFM1.1 Percentage compliance with the required attendance time for structural firefighting incidents			
		AA1. Increased access to and utilisation of social and community facilities			
			CD.A Average number of library visits per library		
	ITS4. Improved quality of municipal road network	CD.B Percentage of municipal cemetery plots available	153 807 012,61	151 278 956,63	87 770 000,00
		ITS1.4 Percentage of unsurfaced road graded			
ITS1.5 Percentage of surfaced municipal road lanes which has been resurfaced and resealed					
	ITS1.6 KMs of new municipal road network				

Key Performance Areas	Strategic Objectives	Key Performance Indicator	Budget					
			2022/23	2023/24	2024/25			
		ITS1.7 Number of public transport facilities maintained						
		ITS1.8 Percentage of public carrier permits processed						
		ITS1.9 Percentage of roads conditional assessment conducted for maintenance of Asset Registry						
		ITS1.10 Percentage of land survey required on adhoc basic						
		ITS1.11 Percentage of reported pothole complaints resolved within standard municipal response time						
		ITS.B Number (in cubic metres) of potholes reported and repaired per 10kms of municipal road network						
	ITS5. Improved quality of water and sanitation services	ITS1.12 Percentage of callouts responded to within 24 hours (sanitation/wastewater)	73 500 000,00	133 000 000,00	150 000 000,00			
		ITS1.13 Percentage of callouts responded to within 24 hours (water)						
		ITS.C Frequency of sewer blockages per 100 KMs of pipeline						
		ITS.D Frequency of water mains failures per 100 KMs of pipeline						
		ITS.E Frequency of unplanned water service interruptions						
	ITS6. Improved quality of water (incl. wastewater)	ITS.F Percentage of drinking water samples complying to SANS241						
		ITS.G Percentage of wastewater samples compliant to water use license conditions						
	ITS7. Improved water sustainability	ITS1.14 Percentage of total water connections metered						
		ITS.H Percentage non-revenue water						
		ITS.I Total water losses						
	ITS8. Improved access to sanitation	ITS1.15 Number of new sewer connections meeting minimum standards						
ITS9. Improved access to water	ITS1.16 Number of new water connections meeting minimum standards							
Local Economic Development	AA2. Growing inclusive local economies	LED1.1 Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)				4 000 000,00	1 500 00,00	12 000 000,00

Key Performance Areas	Strategic Objectives	Key Performance Indicator	Budget		
			2022/23	2023/24	2024/25
		LED1.2 Number of reports on engagements made to monitor SLP projects implementation			
	AA3. Improved levels of economic activity in municipal economic spaces	LED1.3 Number of reports on engagements made to monitor CSI projects			
Financial Viability	AA2. Growing inclusive local economies	BTO1.1 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	OPEX	OPEX	OPEX
	AA3. Improved levels of economic activity in municipal economic spaces	BTO1.2 Percentage of the municipality's operating budget spent on indigent relief for free basic services	OPEX	OPEX	OPEX
	BTO1. Improved ease of doing business within the municipal area	BTO1.3 Average number of days from the point of advertising to the letter of award per 80/20 procurement process	OPEX	OPEX	OPEX
		BTO1.4 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	OPEX	OPEX	OPEX
	BTO2. Enhanced municipal budgeting and budget implementation	BTO1.5 Total Capital Expenditure as a percentage of Total Capital Budget	OPEX	OPEX	OPEX
		BTO1.6 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	OPEX	OPEX	OPEX
		BTO1.7 Total Operating Revenue as a percentage of Total Operating Revenue Budget	OPEX	OPEX	OPEX
		BTO1.8 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	OPEX	OPEX	OPEX
		BTO1.9 Funded budget (Y/N) (Municipal)	OPEX	OPEX	OPEX
		BTO.A Percentage of expenditure against total budget	OPEX	OPEX	OPEX
	BTO3. Improved financial sustainability	BTO.B Municipal budget assessed as funded (Y/N) (National)	OPEX	OPEX	OPEX
		BTO1.10 Cash backed reserves reconciliation at year end	OPEX	OPEX	OPEX
		BTO.C Percentage of total operating revenue to finance total debt	OPEX	OPEX	OPEX

Key Performance Areas	Strategic Objectives	Key Performance Indicator	Budget		
			2022/23	2023/24	2024/25
	and liability management	BTO.D Percentage change in cash backed reserves reconciliation	OPEX	OPEX	OPEX
	BTO4. Improved liquidity management	BTO1.11 Cash/Cost coverage ratio	OPEX	OPEX	OPEX
		BTO1.12 Current ratio (current assets/current liabilities)	OPEX	OPEX	OPEX
		BTO1.13 Trade payables to cash ratio	OPEX	OPEX	OPEX
		BTO1.14 Liquidity ratio	OPEX	OPEX	OPEX
		BTO.E Percentage change in cash and cash equivalent (short term)	OPEX	OPEX	OPEX
	BTO5. Improved expenditure management	BTO1.15 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	OPEX	OPEX	OPEX
		BTO1.16 Creditors payment period	OPEX	OPEX	OPEX
		BTO.F Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	OPEX	OPEX	OPEX
		BTO.G Percentage of total operating expenditure on remuneration	OPEX	OPEX	OPEX
		BTO.H Percentage of total operating expenditure on contracted services	OPEX	OPEX	OPEX
	BTO6. Improved asset management	BTO1.17 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	OPEX	OPEX	OPEX
		BTO1.18 Percentage of total capital expenditure funded from capital conditional grants	OPEX	OPEX	OPEX
		BTO1.19 Percentage of total capital expenditure on renewal/upgrading of existing assets	OPEX	OPEX	OPEX
		BTO1.20 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	OPEX	OPEX	OPEX
		BTO1.21 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	OPEX	OPEX	OPEX
		BTO.I Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	OPEX	OPEX	OPEX
		BTO.J Percentage change of renewal/upgrading of existing Assets	OPEX	OPEX	OPEX
		BTO.K Percentage change of repairs and maintenance of existing infrastructure	OPEX	OPEX	OPEX

Key Performance Areas	Strategic Objectives	Key Performance Indicator	Budget		
			2022/23	2023/24	2024/25
	BTO7. Improved supply chain management	BTO1.22 Percentage of awarded tenders [over R200k], published on the municipality's website	OPEX	OPEX	OPEX
		BTO1.23 Percentage of tender cancellations	OPEX	OPEX	OPEX
	BTO8. Improved revenue and debtors management	BTO1.24 Debtors payment period	OPEX	OPEX	OPEX
		BTO1.25 Collection rate ratio	OPEX	OPEX	OPEX
		BTO1.26 Average number of days to issue rates clearance certificate within 10 days	OPEX	OPEX	OPEX
		BTO1.27 Net Surplus /Deficit Margin for Electricity	OPEX	OPEX	OPEX
		BTO1.28 Net Surplus /Deficit Margin for Water	OPEX	OPEX	OPEX
		BTO1.29 Net Surplus /Deficit Margin for Wastewater	OPEX	OPEX	OPEX
		BTO1.30 Net Surplus /Deficit Margin for Refuse	OPEX	OPEX	OPEX
		BTO.L Percentage change in Gross Consumer Debtors' (Current and Non-current)	OPEX	OPEX	OPEX
		BTO.M Percentage of Revenue Growth excluding capital grants	OPEX	OPEX	OPEX
		BTO.N Percentage of net operating surplus margin	OPEX	OPEX	OPEX
	Good governance and Public Participation	OMM2. Improved municipal responsiveness	OMM1.3 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	OPEX	OPEX
OMM1.4 Percentage of wards that have held at least one councillor-convened community meeting			OPEX	OPEX	OPEX
OMM1.5 Percentage of official complaints responded to through the municipal complaint management system			OPEX	OPEX	OPEX
OMM.B Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)			OPEX	OPEX	OPEX
OMM.C Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)			OPEX	OPEX	OPEX
OMM3. Improved council functionality		OMM.D Percentage of councillors attending council meetings	OPEX	OPEX	OPEX
Spatial Rationale	PHS1. Improved access to adequate housing	PHS1.1 Percentage of building plans approved within 30-60 days	-	-	-

Key Performance Areas	Strategic Objectives	Key Performance Indicator	Budget		
			2022/23	2023/24	2024/25
		PHS1.2 Number of informal settlements enumerated and classified under Upgrading of Informal Settlements Programme	-	-	-
		PHS1.3 Percentage of total allocation spent on housing projects	-	-	-
<b>Total MIG before PMU Operation Management</b>			<b>309 065 382,61</b>	<b>314 578 965,63</b>	<b>316 270 000,00</b>
PMU Operation Management			9 464 066,27	10 409 964,49	10 703 000,00
<b>Total MIG</b>			<b>318 529 448,88</b>	<b>324 988 921,12</b>	<b>326 973 000,00</b>
LETHLABILE ELECTRICITY SUBSTATION			45 500 000,00	25 000 000,00	26 123 000,00
LETLHABILE BLOCK H ELECTRIFICATION			2 000 000,00	33 000 000,00	-
DAMONSVILLE UPGRADE OF ELECTRICITY SUPPLY LINE			3 000 000,00	-	-
MELODIE UPGRADE OF ELECTRICITY SUPPLY LINE			3 500 000,00	-	-
REHABILITATION AND RESEALING OF TAXI ROUTE- HARTEBESPOORT			1 500 000,00	-	-
UPGRADING OF RIETFONTEIN WASTE WATER TREATMENT PLANT			15 000 000,00	-	-
UPGRADING OF BRITS WASTE WATER TREATMENT PLANT			13 300 000,00	-	-
UPGRADING OF LETLHABILE WASTE WATER TREATMENT PLANT			12 500 000,00	-	-
REPLACEMENT OF ASBESTOS WATER RETICULATION			-	-	15 000 000,00
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase 1			15 000 000,00	-	-
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase2			-	15 000 000,00	-
<b>Total Capital Expenditure</b>			<b>429 829 448,88</b>	<b>397 988 921,12</b>	<b>368 096 000,00</b>

## 9. Revenue and Expenditure Projections

### 9.1. Monthly Projections of Revenue by Source and Expenditure by Type

Description	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
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Budget	Budget	Budget	Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
<b>R thousands</b>															
<b>Revenue By Source</b>															
Property rates	29 017	29 088	28 381	29 174	85 779	30 453	30 823	–	36 212	36 212	36 212	32 194	403 547	388 939	406 441
Service charges - electricity revenue	47 381	52 430	60 916	47 053	54 370	67 408	23 166	–	54 894	54 894	54 894	121 323	638 729	645 953	675 021
Service charges - water revenue	11 502	12 136	13 486	46 981	(19 231)	14 380	12 019	–	14 614	14 614	14 614	50 254	185 369	203 965	213 143
Service charges - sanitation revenue	3 539	4 195	4 467	13 348	(5 544)	4 687	4 012	–	4 071	4 071	4 071	12 934	53 851	61 441	64 206
Service charges - refuse revenue	3 714	5 255	4 973	6 367	5 165	4 823	4 758	–	5 480	5 480	5 480	14 262	65 757	68 650	71 739
Rental of facilities and equipment	157	160	113	174	290	159	1	–	145	145	145	247	1 735	1 811	1 892
Interest earned - external investments	1 155	1 645	1 158	869	918	1 244	1 312	–	1 365	1 365	1 365	(1 018)	11 376	6 656	6 956
Interest earned - outstanding debtors	10 048	11 538	11 995	11 573	5 210	5 467	5 032	–	10 931	10 931	10 931	37 510	131 166	136 938	143 100
Fines, penalties and forfeits	–	–	–	–	–	–	–	–	0	0	0	1	2	2	2
Licences and permits	2	–	4	1	3	6	3	–	53	53	53	448	626	2 542	2 656
Agency services	–	–	–	–	–	–	–	–	1 000	1 000	1 000	9 000	12 000	12 528	13 092
Transfers and subsidies	367 168	463	290	242	233	–	311 731	–	79 454	79 454	79 454	34 960	953 450	1 048 458	1 155 094
Other revenue	2 499	581	396	496	267	231	755	–	586	586	586	(452)	6 531	6 296	6 580
Gains	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total Revenue</b>	<b>476 184</b>	<b>117 492</b>	<b>126 179</b>	<b>156 277</b>	<b>127 459</b>	<b>128 857</b>	<b>393 612</b>	<b>–</b>	<b>208 804</b>	<b>208 804</b>	<b>208 804</b>	<b>311 664</b>	<b>2 464 138</b>	<b>2 584 178</b>	<b>2 759 922</b>
<b>Expenditure By Type</b>															
Employee related costs	52 009	52 547	51 619	54 202	53 715	59 011	57 067	–	57 541	57 541	57 541	137 697	690 490	720 872	753 312
Remuneration of councillors	2 687	2 687	3 537	2 969	2 878	2 782	2 782	–	2 947	2 947	2 947	6 201	35 362	36 918	38 580
Debt impairment	–	–	–	–	–	–	–	–	18 333	18 333	18 333	165 000	220 000	229 680	240 016
Depreciation & asset impairment	–	–	–	–	–	–	–	–	29 167	29 167	29 167	262 500	350 000	365 400	381 843
Finance charges	–	–	1 938	3 183	–	8 570	–	–	6 548	6 548	6 548	40 666	74 000	68 904	72 005
Bulk purchases - electricity	29 250	–	92 493	79 361	9 407	93 912	809	–	46 619	46 619	46 619	122 912	568 000	605 520	632 768
Inventory consumed	1 443	4 457	38 119	23 409	(7 999)	47 244	3 445	–	15 634	15 634	15 634	9 061	166 083	173 391	180 699
Contracted services	2 745	5 820	21 078	18 738	28 012	39 191	17 528	–	24 100	24 100	24 100	65 018	270 429	271 089	284 563
Transfers and subsidies	–	–	–	–	6 000	–	–	–	583	583	583	(750)	7 000	7 308	7 637
Other expenditure	23 158	1 429	24 681	11 991	21 105	33 440	18 256	–	21 466	21 466	21 466	14 135	212 592	161 352	168 612
Losses	1	–	–	–	–	–	0	–	0	0	0	(1)	1	–	–
<b>Total Expenditure</b>	<b>111 292</b>	<b>66 939</b>	<b>233 464</b>	<b>193 852</b>	<b>113 119</b>	<b>284 150</b>	<b>99 886</b>	<b>–</b>	<b>222 938</b>	<b>222 938</b>	<b>222 938</b>	<b>822 441</b>	<b>2 593 957</b>	<b>2 640 434</b>	<b>2 760 034</b>
<b>Surplus/(Deficit)</b>	<b>364 892</b>	<b>50 553</b>	<b>(107 285)</b>	<b>(37 575)</b>	<b>14 341</b>	<b>(155 293)</b>	<b>293 725</b>	<b>–</b>	<b>(14 134)</b>	<b>(14 134)</b>	<b>(14 134)</b>	<b>(510 777)</b>	<b>(129 819)</b>	<b>(56 256)</b>	<b>(112)</b>
Transfers and subsidies - capital	709	4 393	5 593	8 920	15 241	10 340	6 234	–	30 159	30 159	30 159	220 000	361 908	356 702	374 096
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>365 601</b>	<b>54 946</b>	<b>(101 692)</b>	<b>(28 655)</b>	<b>29 582</b>	<b>(144 952)</b>	<b>299 959</b>	<b>–</b>	<b>16 025</b>	<b>16 025</b>	<b>16 025</b>	<b>(290 777)</b>	<b>232 089</b>	<b>300 446</b>	<b>373 984</b>



**9.2. Monthly Projections of Revenue and Expenditure by Directorate (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
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
<b>R thousands</b>																
<b>Revenue by Vote</b>																
Vote 04 - Corporate Support Services		-	-	1	-	-	-	-	-	-	-	(1)	-	-	-	
Vote 05 - Budget And Treasury Office		403 643	34 942	39 790	35 844	90 005	34 822	346 570	-	121 587	121 587	121 587	72 167	1 422 544	1 501 580	1 628 967
Vote 06 - Infrastructure And Technical Services		68 052	79 429	85 189	121 147	46 812	98 966	47 151	-	109 103	109 103	109 103	430 177	1 304 231	1 334 915	1 395 969
Vote 07 - Community Services		4 834	6 734	6 397	7 849	5 491	5 172	5 575	-	6 769	6 769	6 769	18 851	81 209	84 766	88 581
Vote 08 - Human Settlement		360	522	256	352	391	237	164	-	358	358	358	935	4 291	4 480	4 681
Vote 09 - Economic Dev, Tourism & Agriculture		1	254	128	-	-	-	385	-	106	106	106	185	1 271	2 088	2 182
Vote 10 - Public Safety, Fleet And Facilities Management		2	3	12	5	-	1	2	-	1 042	1 042	1 042	9 350	12 500	13 050	13 638
<b>Total Revenue by Vote</b>		<b>476 893</b>	<b>121 885</b>	<b>131 773</b>	<b>165 198</b>	<b>142 701</b>	<b>139 198</b>	<b>399 846</b>	<b>-</b>	<b>238 963</b>	<b>238 963</b>	<b>238 963</b>	<b>531 664</b>	<b>2 826 046</b>	<b>2 940 880</b>	<b>3 134 018</b>
<b>Expenditure by Vote</b>																
Vote 01 - Executive Council		5 141	5 550	5 401	6 321	6 569	6 445	7 933	-	7 343	7 343	7 343	29 639	95 029	106 128	110 904
Vote 02 - Municipal Manager		0	7	182	159	132	98	214	-	339	339	339	2 257	4 067	4 215	4 404
Vote 03 - Chief Operating Officer		2 200	1 871	2 162	2 084	2 025	2 399	1 901	-	2 392	2 392	2 392	6 427	28 244	29 011	30 317
Vote 04 - Corporate Support Services		2 326	2 400	9 308	7 521	13 740	5 496	2 517	-	7 334	7 334	7 334	21 761	87 072	89 271	93 288
Vote 05 - Budget And Treasury Office		28 269	6 935	16 569	2 816	13 111	16 785	10 608	-	63 090	63 090	63 090	468 135	752 498	776 996	813 236
Vote 06 - Infrastructure And Technical Services		46 060	20 196	151 744	128 127	24 940	181 725	21 219	-	91 240	91 240	91 240	235 571	1 083 302	1 118 905	1 169 256
Vote 07 - Community Services		11 404	13 766	13 522	14 162	18 665	21 778	14 519	-	16 685	16 685	16 685	36 787	194 658	196 313	205 147
Vote 08 - Human Settlement		2 324	2 469	2 820	3 127	2 385	2 486	2 961	-	3 151	3 151	3 151	9 392	37 418	38 653	40 393
Vote 09 - Economic Dev, Tourism & Agriculture		1 350	1 741	1 333	1 399	1 352	1 579	1 346	-	2 657	2 657	2 657	13 191	31 261	31 989	33 429
Vote 10 - Public Safety, Fleet And Facilities Management		11 484	11 172	29 493	27 167	29 266	44 377	35 854	-	27 008	27 008	27 008	12 115	281 951	249 152	260 364
Vote 11 - Internal Audit		733	833	805	958	908	922	813	-	1 085	1 085	1 085	3 568	12 797	13 123	13 713
Vote 12 - Risk Management		(0)	-	124	12	26	59	-	-	614	614	614	5 238	7 300	7 550	7 890
<b>Total Expenditure by Vote</b>		<b>111 292</b>	<b>66 939</b>	<b>233 464</b>	<b>193 852</b>	<b>113 119</b>	<b>284 150</b>	<b>99 886</b>	<b>-</b>	<b>222 938</b>	<b>222 938</b>	<b>222 938</b>	<b>844 080</b>	<b>2 615 597</b>	<b>2 661 307</b>	<b>2 782 340</b>
<b>Surplus/ (Deficit)</b>		<b>365 601</b>	<b>54 946</b>	<b>(101 692)</b>	<b>(28 655)</b>	<b>29 582</b>	<b>(144 952)</b>	<b>299 959</b>	<b>-</b>	<b>16 025</b>	<b>16 025</b>	<b>16 025</b>	<b>(312 417)</b>	<b>210 449</b>	<b>279 574</b>	<b>351 678</b>

**9.3. Monthly Capital Expenditure by Vote**

Description - Municipal Vote	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
	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget
<b>R thousands</b>															
<b>Single-year expenditure appropriation</b>															
Vote 01 - Executive Council	-	-	13	-	-	-	-	-	1	1	1	(0)	17	-	-
Vote 02 - Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Chief Operating Officer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Corporate Support Services	-	-	-	-	-	-	-	-	4	4	4	19	30	-	-
Vote 05 - Budget And Treasury Office	-	-	-	-	29	-	-	-	19	19	19	43	129	-	-
Vote 06 - Infrastructure And Technical Services	616	5 089	7 190	5 922	10 494	12 685	569	-	44 455	44 455	44 455	319 930	495 860	162 380	102 770
Vote 07 - Community Services	-	-	-	841	27	27	29	-	2 379	2 379	2 379	12 034	20 094	10 000	21 500
Vote 08 - Human Settlement	-	-	12	-	-	55	-	-	8	8	8	(23)	67	-	-
Vote 09 - Economic Dev, Tourism & Agriculture	-	-	-	515	-	-	-	-	1 293	1 293	1 293	5 365	9 760	1 500	12 000
Vote 10 - Public Safety, Fleet And Facilities Management	-	-	-	578	304	18	-	-	812	812	812	15 045	18 380	-	-
Vote 11 - Internal Audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Risk Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [Name Of Vote 13]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [Name Of Vote 14]	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>	<b>616</b>	<b>5 089</b>	<b>7 214</b>	<b>7 857</b>	<b>10 854</b>	<b>12 785</b>	<b>598</b>	<b>-</b>	<b>48 971</b>	<b>48 971</b>	<b>48 971</b>	<b>352 411</b>	<b>544 337</b>	<b>173 880</b>	<b>136 270</b>
<b>Total Capital Expenditure</b>	<b>616</b>	<b>5 089</b>	<b>7 214</b>	<b>7 857</b>	<b>10 854</b>	<b>12 785</b>	<b>598</b>	<b>-</b>	<b>48 971</b>	<b>48 971</b>	<b>48 971</b>	<b>352 411</b>	<b>544 337</b>	<b>173 880</b>	<b>136 270</b>

Annexures

**A. Allocation per Department**

Department	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	
Infrastructure and Technical Services	265 807 012,61	301 278 956,63	262 770 000,00	
Community Services	11 500 000,00	11 800 000,00	40 000 000,00	
Local Economic Development	4 000 000,00	1 500 000,00	12 000 000,00	
Public Safety, Fleet and Facilities Management	27 758 370,00	-	1 500 000,00	
Office of the Municipal Manager	OPEX	OPEX	OPEX	
Corporate Support Services	OPEX	OPEX	OPEX	
Planning and Human Settlement	OPEX	OPEX	OPEX	
Budget and Treasury Office	OPEX	OPEX	OPEX	
Internal Audit	OPEX	OPEX	OPEX	
<b>Total</b>	<b>309 065 382,61</b>	<b>314 578 956,63</b>	<b>316 270 000,00</b>	
	9 464 066,27	10 409 964,49	10 703 000,00	
<b>TOTAL MIG</b>	<b>318 529 448,88</b>	<b>324 988 921,12</b>	<b>326 973 000,00</b>	MIG
LETLHABILE ELECTRICITY SUBSTATION	45 500 000,00	25 000 000,00	26 123 000,00	INEP
LETLHABILE BLOCK H ELECTRIFICATION	2 000 000,00	33 000 000,00	-	INEP
DAMONSVILLE UPGRADE OF ELECTRICITY SUPPLY LINE	3 000 000,00	-	-	Internal
MELODIE UPGRADE OF ELECTRICITY SUPPLY LINE	3 500 000,00	-	-	Internal
REHABILITATION AND RESEALING OF TAXI ROUTE- HARTEBESPOORT	1 500 000,00	-	-	Internal
UPGRADING OF RIETFONTEIN WASTE WATER TREATMENT PLANT	15 000 000,00	-	-	WSIG
UPGRADING OF BRITS WASTE WATER TREATMENT PLANT	13 300 000,00	-	-	WSIG
UPGRADING OF LETLHABILE WASTE WATER TREATMENT PLANT	12 500 000,00	-	-	WSIG
REPLACEMENT OF ASBESTOS WATER RETICULATION	-	-	15 000 000,00	DBSA
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase 1	15 000 000,00	-	-	Internal
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase2	-	15 000 000,00	-	Internal

TOTAL CAPITAL EXPENDITURE	429 829 448,88	397 988 921,12	368 096 000,00
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### B. Allocation per Priorities, Wards and Departments

DESCRIPTION	WARDS	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	Funding Source	Priorities	Department
KLIPGAT EXTENTION WATER SUPPLY	24,8,36,37	6 000 000,00	15 000 000,00	-	MIG	Water and Sanitation	
HEBRON/ KGABALATSANE/ ROCKVILLE/ITSOSENG/ WATER	10,15,16,41	12 000 000,00	35 000 000,00	25 000 000,00	MIG	Water and Sanitation	
KLIPGAT SANITATION ( RETICULATION )	24,8,36,37	9 500 000,00	20 000 000,00	55 000 000,00	MIG	Water and Sanitation	
WARD 1 VIP TOILETS	1,2	16 000 000,00	35 000 000,00	38 000 000,00	MIG	Water and Sanitation	
VIP TOILETS	34	-	8 000 000,00	10 000 000,00	MIG	Water and Sanitation	
VIP TOILETS	27	-	-	22 000 000,00	MIG	Water and Sanitation	
MOTHOTLUNG OUTFALL SEWER (RE- ROUTE)	20	32 000 000,00	12 000 000,00	-	MIG	Water and Sanitation	
<b>Total</b>		<b>75 500 000,00</b>	<b>125 000 000,00</b>	<b>150 000 000,00</b>			
HIGH MASS LIGHT ENERGISING	1,2	1 500 000,00	-	-	MIG	Electricity	
HIGH MASS LIGHT (Solar energy) Phase 1	1,2,3,4,6,7,25,27,30,33,32,31,34,35,27,40	35 000 000,00	-	-	MIG	Electricity	
HIGH MASS LIGHT (Solar energy) Phase 2	10,14,15,16,17,18,19,26,28,29,41	-	25 000 000,00	-	MIG	Electricity	
HIGH MASS LIGHT (Solar energy) Phase 3	5,8,9,11,12,13,20,21,22,23,24,30,37,38,39	-	-	25 000 000,00	MIG	Electricity	
<b>Total</b>		<b>36 500 000,00</b>	<b>25 000 000,00</b>	<b>25 000 000,00</b>			
BAPONG CONNECTOR ROAD	28	7 550 000,00	-	-	MIG	Roads and Stormwater	ITS
UPGRADING OF MOTHOTLUNG ROMAN CHURCH SECTION INTERNAL ROAD	20	7 250 000,00	-	-	MIG	Roads and Stormwater	
UPGRADING OF ITSOSENG INTERNAL ROADS: CEMETERY ROAD	16	7 550 000,00	-	-	MIG	Roads and Stormwater	
UPGRADING OF KGABALATSANE INTERNAL ROAD: FREEDOM ROAD	10	14 853 933,73	-	-	MIG	Roads and Stormwater	
UPGRADING OF INTERNAL ROADS OF CLUSTER 5 ( MAPANTSOLENG ROAD)	11	11 000 000,00	-	-	MIG	Roads and Stormwater	
UPGRADING OF INTERNAL ROADS OF CLUSTER 4 (Madibeng Hills Ext of Taxi Road)	3,8,24,36,37	8 000 000,00	-	-	MIG	Roads and Stormwater	
UPGRADING OF INTERNAL ROADS OF CLUSTER 6 ( Jericho Taxi Road))	1,2	12 000 000,00	-	-	MIG	Roads and Stormwater	
UPGRADING OF INTERNAL ROADS OF CLUSTER 6 ( Legonyane taxi route)	1	-	12 000 000,00	-	MIG	Roads and Stormwater	
LETHABONG INTERNAL TAXI ROUTE	5	10 860 000,00	-	-	MIG	Roads and Stormwater	
MMAKAU WARD 17 POLONIA INTERNAL ROAD	17	12 330 000,00	-	-	MIG	Roads and Stormwater	
REHABILITATION AND RESEALING OF TAXI ROUTE- LETLHABILE	9,11,12,38	8 000 000,00	8 000 000,00	8 000 000,00	MIG	Roads and Stormwater	

DESCRIPTION	WARDS	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	Funding Source	Priorities	Department
REHABILITATION AND RESEALING OF TAXI ROUTE- MOTHOTLUNG	20,21	8 000 000,00	8 000 000,00	8 000 000,00	MIG	Roads and Stormwater	
REHABILITATION AND RESEALING OF TAXI ROUTE- OUKASIE	13,14,22	8 000 000,00	8 000 000,00	8 000 000,00	MIG	Roads and Stormwater	
REHABILITATION AND RESEALING OF TAXI ROUTE- DAMONSVILLE	21	1 500 000,00	-	-	MIG	Roads and Stormwater	
REHABILITATION AND RESEALING OF TAXI ROUTE- BRITS	23	3 500 000,00	-	-	MIG	Roads and Stormwater	
UPGRADING OF VUKA INTERNAL ROADS IN OUKASIE	39	1 500 000,00	16 898 956,63	-	MIG	Roads and Stormwater	
UPGRADING OF KL TO CHECKERS ROAD MABOLOKA	6	14 113 078,88	-	-	MIG	Roads and Stormwater	
Upgrading of Maboloka tarred access road (BP to Circle)	4	-	15 000 000,00	-	MIG	Roads and Stormwater	
MMAKAU WARD 18 CLINIC ROAD	18	-	8 180 000,00	-	MIG	Roads and Stormwater	
MMAKAU WARD 19 ROAD ( FROM CHIPPA TO MAUMONG STORE RING ROAD)	19	-	-	7 720 000,00	MIG	Roads and Stormwater	
FORMALISATION OF HEBRON STREAM AND STORMWATER	15;16	1 800 000,00	32 000 000,00	-	MIG	Roads and Stormwater	
UPGRADING OF MOTHOTLUNG PHASE 2 ROAD ( Ext 2 TO THARI)	20,21	-	15 000 000,00	9 500 000,00	MIG	Roads and Stormwater	
OUKASIE PHASE 5 ROAD	13,14,22	8 000 000,00	-	-	MIG	Roads and Stormwater	
LEGONYANE INTERNAL ROAD	1	-	-	7 550 000,00	MIG	Roads and Stormwater	
Masters sport ground road upgrade	28	-	12 000 000,00	-	MIG	Roads and Stormwater	
Wonderkop Luthren road upgrade	26	-	5 000 000,00	8 000 000,00	MIG	Roads and Stormwater	
Block B Tlhoafalo Primary School Road upgrade	9	-	5 000 000,00	8 000 000,00	MIG	Roads and Stormwater	
Refentse Access road	30	-	1 200 000,00	7 000 000,00	MIG	Roads and Stormwater	
Damonsville ext. 2 internal street	21	-	-	7 000 000,00	MIG	Roads and Stormwater	
Block E cemetery road	41	8 000 000,00	5 000 000,00	-	MIG	Roads and Stormwater	
Hebron old cemetery road upgrade	15	-	-	9 000 000,00	MIG	Roads and Stormwater	
<b>Total</b>		<b>153 807 012,61</b>	<b>151 278 956,63</b>	<b>87 770 000,00</b>			
DLTC UPGRADE	23	-	-	1 500 000,00	MIG	Social Services	
UPGRADING OF BRITS FIRE STATION	23	11 258 370,00	-	-	MIG	Social Services	
OUKASIE TAXI RANK - Continuation	13,14,39;22	1 500 000,00	-	-	MIG	Social Services	PSFFM
KLIPGAT FIRE STATION	3,8,24,36	15 000 000,00	-	-	MIG	Social Services	
<b>Total</b>		<b>27 758 370,00</b>	<b>-</b>	<b>1 500 000,00</b>			
MADIBENG SPECIALIESED VEHICLES FOR WASTE MANAGEMENT- phase 2	25,29	8 500 000,00	-	-	MIG	Social Services	
MMAKAU LIBRARY - continuation	17,18,19	3 000 000,00	-	-	MIG	Social Services	
MABOLOKA SPORTS FACILITY PHASE 2	5	-	1 800 000,00	20 000 000,00	MIG	Social Services	CD
UPGRADING OF LETLHABILE SPORTS FACILITY	3,11,12	-	5 000 000,00	10 000 000,00	MIG	Social Services	
UPGRADING OF MOTHOTLUNG SPORTS FACILITY	20;21	-	5 000 000,00	10 000 000,00	MIG	Social Services	
<b>Total</b>		<b>11 500 000,00</b>	<b>11 800 000,00</b>	<b>40 000 000,00</b>			
BRITS FRESH PRODUCE MARKET	23	-	1 500 000,00	12 000 000,00	MIG	LED	LED
MADIBENG SMME DEVELOPMENT HUB- BRITS- continuation	ALL WARDS	4 000 000,00	-	-	MIG	LED	

DESCRIPTION	WARDS	BUDGET 2022/23	BUDGET 2023/24	BUDGET 2024/25	Funding Source	Priorities	Department
<b>Total</b>		<b>4 000 000,00</b>	<b>1 500 000,00</b>	<b>12 000 000,00</b>			
<b>TOTAL MIG BEFORE PMU OPERATION MANAGEMENT</b>		<b>309 065 382,61</b>	<b>314 578 956,63</b>	<b>316 270 000,00</b>			
PMU OPERATION MANAGEMENT		9 464 066,27	10 409 964,49	10 703 000,00	MIG		
<b>TOTAL MIG</b>		<b>318 529 448,88</b>	<b>324 988 921,12</b>	<b>326 973 000,00</b>			
LETLHABILE ELECTRICITY SUBSTATION	9,11,12,38	45 500 000,00	25 000 000,00	26 123 000,00	INEP	Electricity	
LETLHABILE BLOCK H ELECTRIFICATION	38	2 000 000,00	33 000 000,00	-	INEP	Electricity	
DAMONSVILLE UPGRADE OF ELECTRICITY SUPPLY LINE	21	3 000 000,00	-	-	Internal	Electricity	
MELODIE UPGRADE OF ELECTRICITY SUPPLY LINE	30	3 500 000,00	-	-	Internal	Electricity	
REHABILITATION AND RESEALING OF TAXI ROUTE- HARTEBESPOORT	30	1 500 000,00	-	-	Internal	Roads and Stormwater	
UPGRADING OF RIETFontein WASTE WATER TREATMENT PLANT	30	15 000 000,00	-	-	WSIG	Water and Sanitation	
UPGRADING OF BRITS WASTE WATER TREATMENT PLANT	22,24,25	13 300 000,00	-	-	WSIG	Water and Sanitation	
UPGRADING OF LETLHABILE WASTE WATER TREATMENT PLANT	9,11,12,38	12 500 000,00	-	-	WSIG	Water and Sanitation	
REPLACEMENT OF ASBESTOS WATER RETICULATION	30	-	-	15 000 000,00	DBSA	Water and Sanitation	
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase 1	1, 2,3,4,5,6,18,24,34,35	15 000 000,00	-	-	Internal	Water and Sanitation	
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase2	10,41,17,19	-	15 000 000,00	-	Internal	Water and Sanitation	
<b>TOTAL CAPITAL EXPENDITURE</b>		<b>429 829 448,88</b>	<b>397 988 921,12</b>	<b>368 096 000,00</b>			

**C. Outcome Indicators**

5 Year Targets <i>(To be monitored annually)</i>					
Ref No.	Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance of 2021/22 estimated)	Medium term target for 2026/27
<b>OUTCOME INDICATORS FOR ANNUAL MONITORING</b>					
BTO.A	Percentage of expenditure against total budget			100%	100%
		BTO.A(1)	(1) Total expenditure (operating + capital) /		
		BTO.A(2)	(2) Total budget (operating + capital)		
BTO.B	Municipal budget assessed as funded (Y/N) (National)			New	Yes
		BTO.B(1)	(1) NT funded budget assessment tool outcome: Yes/No		
BTO.C	Percentage of total operating revenue to finance total debt			New	
		BTO.C(1)	(1) Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) /		
		BTO.C(2)	((2) Total Operating Revenue -		
		BTO.C(3)	(3) Operating Conditional Grant)		
BTO.D	Percentage change in cash backed reserves reconciliation			New	10%
		BTO.D(1)	((1) Cash backed reserves (previous year) -		
		BTO.D(2)	(2) Cash backed reserves (current year))/		
		BTO.D(1)	(1) Cash backed reserves (previous year)		
BTO.E	Percentage change in cash and cash equivalent (short term)			New	10%
		BTO.E(1)	((1) Cash and cash equivalent (Current year)-		
		BTO.E(2)	(2) cash and cash equivalent (Previous year))/		
		BTO.E(2)	(2) cash and cash equivalent (Previous year)		
BTO.F	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure			New	10%

		<i>BTO.F(1)</i>	<i>((1)Irregular (previous year) +</i>		
		<i>BTO.F(2)</i>	<i>(2) Fruitless and Wasteful (previous year) +</i>		
		<i>BTO.F(3)</i>	<i>(3) Unauthorised Expenditure (previous year)) -</i>		
		<i>BTO.F(4)</i>	<i>((4) Irregular (current year) +</i>		
		<i>BTO.F(5)</i>	<i>(5) Fruitless and Wasteful (current year) +</i>		
		<i>BTO.F(6)</i>	<i>(6) Unauthorised Expenditure (current year)))/</i>		
		<i>BTO.F(1)</i>	<i>((1)Irregular (previous year) +</i>		
		<i>BTO.F(2)</i>	<i>(2) Fruitless and Wasteful (previous year) +</i>		
		<i>BTO.F(3)</i>	<i>(3) Unauthorised Expenditure (previous year))</i>		
BTO.G	Percentage of total operating expenditure on remuneration			New	30%
		<i>BTO.G(1)</i>	<i>Remuneration ((1)Employee Related Costs +</i>		
		<i>BTO.G(2)</i>	<i>(2) Councillors' Remuneration) /</i>		
		<i>BTO.G(3)</i>	<i>(3) Total Operating Expenditure</i>		
BTO.H	Percentage of total operating expenditure on contracted services			New	2%
		<i>BTO.H(1)</i>	<i>(1) Contracted Services</i>		
		<i>BTO.H(2)</i>	<i>(2) Total Operating Expenditure</i>		
BTO.I	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure			New	0%
		<i>BTO.I(1)</i>	<i>(Own funding ((1) Internally Generated Funds +</i>		
		<i>BTO.I(2)</i>	<i>(2) Borrowings (Current year)) -</i>		
		<i>BTO.I(3)</i>	<i>Own funding ((3) Internally Generated Funds +</i>		
		<i>BTO.I(4)</i>	<i>(4) Borrowings (previous year)) /</i>		
		<i>BTO.I(3)</i>	<i>Own funding ((3) Internally Generated Funds +</i>		
		<i>BTO.I(4)</i>	<i>(4) Borrowings (previous year))</i>		
BTO.J	Percentage change of renewal/upgrading of existing Assets			New	5%
		<i>BTO.J(1)</i>	<i>(1) Total costs of Renewal and Upgrading of Existing Assets (current year) /</i>		
		<i>BTO.J(2)</i>	<i>(2) Total costs of Renewal and Upgrading of Existing Assets (previous year)</i>		
BTO.K	Percentage change of repairs and maintenance of existing infrastructure			New	70%
		<i>BTO.K(1)</i>	<i>(1) Repairs and maintenance expenditure (current year) /</i>		
		<i>BTO.K(2)</i>	<i>(2) Repairs and maintenance expenditure (previous year)</i>		
BTO.L	Percentage change in Gross Consumer Debtors' (Current and Non-current)			New	70%



		<i>BTO.L(1)</i>	<i>(1) Gross consumer debtors (previous year) /</i>		
		<i>BTO.L(2)</i>	<i>(2) gross consumer debtors (current year)</i>		
BTO.M	Percentage of Revenue Growth excluding capital grants			New	120%
		<i>BTO.M(1)</i>	<i>(1) Total Revenue Excluding Capital Grants (current year) /</i>		
		<i>BTO.M(2)</i>	<i>(2) Total Revenue Excluding Capital Grants(previous year)</i>		
BTO.N	Percentage of net operating surplus margin			New	25%
		<i>BTO.N(1)</i>	<i>(1)Total Operating Revenue /</i>		
		<i>BTO.N(2)</i>	<i>(2)Total Operating Expenditure</i>		
CSS.A	Top Management Stability			New	100%
		<i>CSS.A(1)</i>	<i>(1)Total sum of standard working days, in the reporting period, that each S56 and S57 post was occupied by a fully appointed official (not suspended or vacant) with a valid signed contract and performance agreement /</i>		
		<i>CSS.A(2)</i>	<i>(2) Aggregate working days for all S56 and S57 posts</i>		
OMM.A	Audit Opinion			Disclaimer of Opinion	Unqualified with material adjustments
		<i>OMM.A(1)</i>	<i>(1) Audit opinion (as defined by the Office of the Auditor-General across a qualitative scale)</i>		
OMM.B	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)			100%	100%
		<i>OMM.B(1)</i>	<i>(1) Functional ward committees /</i>		
		<i>OMM.B(2)</i>	<i>(2) Total number of wards</i>		
OMM.C	Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)			100%	100%
		<i>OMM.C(1)</i>	<i>((1) Sum of the total number of recognised traditional and Khoi-San leaders in attendance at municipal council proceedings /</i>		
		<i>OMM.C(2)</i>	<i>((2) The total number of recognised traditional and Khoi-San leaders within the municipality *</i>		
		<i>OMM.C(3)</i>	<i>(3) Total number of Council meetings))</i>		
OMM.D	Percentage of councillors attending council meetings			New	100%
		<i>OMM.D(1)</i>	<i>((1) The sum total of all councillor attendance of all council meetings /</i>		
		<i>OMM.D(2)</i>	<i>((2) The total number of council meetings *</i>		

	OMM.D(3)	(3) The total number of council members in the municipality))		
PSFFM.A	Percentage utilisation rate of community halls		New	60%
	PSFFM.A(1)	(1) Sum of hours booked across all community halls in the period of assessment /		
	PSFFM.A(2)	(2) Sum of available hours for all community halls in the period of assessment		
CD.A	Average number of library visits per library		18710	29967
	CD.A(1)	(1) Total number of library visits /		
	CD.A(2)	(2) Count of municipal libraries		
CD.B	Percentage of municipal cemetery plots available		New	100%
	CD.B(1)	(1) Number of available municipal burial plots in active municipal cemeteries /		
	CD.B(2)	(2) Total capacity of all burial plots in active municipal cemeteries		
ITS.A	Percentage total electricity losses		New	10%
	ITS.A(1)	((1) Electricity Purchases in kWh -		
	ITS.A(2)	(2) Electricity Sales in kWh) /		
	ITS.A(1)	(1) Electricity Purchases in kWh)		
ITS.B	Number (in cubic metres) of potholes reported and repaired per 10kms of municipal road network		New	30000
	ITS.B(1)	(1) Number of potholes reported and repaired/		
	ITS.B(2)	(2) Kilometres of surfaced municipal road network		
ITS.C	Frequency of sewer blockages per 100 KMs of pipeline		110	68
	ITS.C(1)	(1) Number of blockages in sewers that occurred /		
	ITS.C(2)	(2) Total sewer length in KMs / 100		
ITS.D	Frequency of water mains failures per 100 KMs of pipeline		126	78
	ITS.D(1)	(1) Number of water mains failures (including failures of valves and fittings) /		
	ITS.D(2)	(2) Total mains length (water) in KMs / 100		
ITS.E	Frequency of unplanned water service interruptions		New	10%
	ITS.E(1)	(1) Number of unplanned water service interruptions /		
	ITS.E(2)	(2) Total number of water service connections / 1000		
ITS.F	Percentage of drinking water samples complying to SANS241		93%	100%
	ITS.F(1)	(1) Number of water sample tests that complied with SANS 241 requirements /		
	ITS.F(2)	(2) Total number of water samples tested		
ITS.G	Percentage of wastewater samples compliant to water use license conditions		50%	90%

	ITS.G(1)	(1) Number of wastewater samples tested per determinant that meet compliance to specified water use license requirements /		
	ITS.G(2)	(2) Total wastewater samples tested for all determinants over the municipal financial year		
ITS.H	Percentage non-revenue water		New	10%
	ITS.H(1)	((1)Number of Kilolitres Water Purchased or Purified -		
	ITS.H(2)	(2)Number of Kilolitres Water Sold) /		
	ITS.H(1)	(1)Number of Kilolitres Water Purchased or Purified		
ITS.I	Total water losses		New	10%
	ITS.I(1)	((1) System input volume -		
	ITS.I(2)	(2) Authorised consumption volume) in m <sup>3</sup> * 1000)		
	ITS.I(3)	(3) Number of service connections * 365		

**D. Indicator Definitions (2022/23)**

Strategic Objective	Outcome Indicators	Indicator Definitions
CSS1. Improved municipal capability	CSS.A Top Management Stability	Top management is defined as Section 56 and 57 Managers, as per the Municipal Systems Act (2000). This refers to the number of working days in which all of the top management positions in the municipality are filled by full-time employees not in an acting position, as a percentage of the total number of possible working days for those positions in a calendar year.
OMM1. Improved municipal administration	OMM.A Audit Opinion	The Audit Opinion is defined by the Auditor-General. It is given across a qualitative, ordinal scale including: Unqualified with no findings; Unqualified with findings; Qualified with findings; Adverse with findings; and Disclaimed with findings. For those who have not completed the process 'Outstanding audits' are recorded.
AA1. Increased access to and utilisation of social and community facilities	PSFFM.A Percentage utilisation rate of community halls	The percentage of available hours across all community halls that are booked in a year.
	CD.A Average number of library visits per library	The average number of library visits per library per year. This measures only municipality managed libraries.
	CD.B Percentage of municipal cemetery plots available	The number of burial plots currently available within active, municipal-owned cemeteries as a percentage of the total amount of burial plots in all municipal-owned cemeteries. Municipalities may have different policies and approaches providing for available plots, including where 'stacking' or other provisions for burial are made. Based on the municipalities current policy provisions and used plots, the indicator measures what percentage of the total available cemetery capacity in active cemeteries is currently utilised.
ITS4. Improved quality of municipal road network	ITS.B Number (in cubic metres) of potholes reported and repaired per 10kms of municipal road network	The indicator measures the number (in cubic metres) of potholes reported to the municipality normalised for the length of the municipality's surfaced road network. A municipal road network typically consists of residential roads and roads in built-up areas within its borders, that allow for the movement of goods, services and people that are the responsibility of the municipality to maintain. Potholes are defined as a depression in a road surface, usually asphalt pavement, where traffic has removed broken pieces of the pavement. It is usually the result of water in the underlying soil structure and traffic passing over the affected area. This indicator does not count multiple reports of the same pothole at the same location. This indicator is worded such that potholes are reported, repaired and counted once and only once they have been reported, repaired and counted, signalling awareness of and dissatisfaction with road quality by the public. Each municipality may have different systems or protocols to determine when it receives multiple reports for the same pothole. The Standard Operating Procedure by the municipality for the indicator should be instructive in this regard.
ITS5. Improved quality of water and sanitation services	ITS.C Frequency of sewer blockages per 100 KMs of pipeline	Number of blockages in sewers per 100km of sewer length per year. Blockages are defined as reported or logged blockages that result in an obstruction of system flow which may be caused by roots, obstructive items or other pipeline disruption.
	ITS.D Frequency of water mains failures per 100 KMs of pipeline	Number of water mains failures per 100km of mains pipe per year. "Mains" refers to all transmission and distribution pipes for water, the ownership of which is vested in the municipality for the purpose of conveying water to consumers.

	ITS.E Frequency of unplanned water service interruptions	Number of interruptions averaged per 1000 service connections per year. Interruptions are understood as occurring at the source and do not include the number of consumer units affected by an interruption.
ITS6. Improved quality of water (incl. wastewater)	ITS.F Percentage of drinking water samples complying to SANS241	The percentage of water samples measured that comply with the SANS 241 requirements over a 12 month period for the defined parameters. See the SANS 241 requirements for a detailed breakdown of the various tests involved and the associated standard limits for application.
	ITS.G Percentage of wastewater samples compliant to water use license conditions	Percentage of Wastewater Quality Compliance to specified licence/permit/authorisation requirements tested during the municipal financial year. The percentage is calculated on the basis of aggregated results per Water Use License determinant.
ITS7. Improved water sustainability	ITS.H Percentage non-revenue water	Non-revenue water is defined as the sum of unbilled authorized consumption, apparent losses (unbilled unauthorised consumption and meter inaccuracies) and real losses (from transmission mains, storage facilities, distribution mains or service connections).
	ITS.I Total water losses	Total (apparent and real) losses, expressed in terms of annual volume lost per service connection per day.
BTO2. Enhanced municipal budgeting and budget implementation	BTO.A Percentage of expenditure against total budget	The indicator measures the percentage of expenditure in relation to the municipal budget. Expenditure refers to costs incurred by the municipality in the applicable financial year, inclusive of all capital and operational spending. The municipal budget refers to the municipal council approved annual budget for a particular financial year.
	BTO.B Municipal budget assessed as funded (Y/N) (National)	The budget is assessed in line with Section 18 of the municipal finance management act (MFMA), which states that a budget is funded from either revenue realistically to be collected and accumulated cash backed reserves not committed for other purposes. Accumulated cash backed reserves refers to surpluses accumulated from previous years not committed for other purposes. The budget is assessed using the following criteria, namely i) credibility - to determine if the budget is funded in terms of Section 18 of the MFMA, if the municipality adopted a budget process with evidence of sufficient political oversight and public participation revenue planning framework and associated budget assumptions are realistic and indicative of multi-year budgeting ii) relevance - to assess if the budget is aligned to the reviewed Integrated Development Plan (IDP) of the municipality and the extent to which national and provincial priorities, including MFMA Budget Circulars, are considered iii) sustainability - to assess whether the budget supports the long-term financial planning and operational sustainability of the municipality over the Medium Term Revenue and Expenditure Framework (MTREF). National Treasury assess the tabled budget using the budget assessment tool and make recommendations to the municipality for consideration.
BTO3. Improved financial sustainability and liability management	BTO.C Percentage of total operating revenue to finance total debt	The purpose of the indicator is to provide assurance that sufficient revenue will be generated to repay Liabilities. Alternatively, it assesses the municipality's affordability of the total borrowings.
	BTO.D Percentage change in cash backed reserves reconciliation	The indicator measures the extent to which a municipality increases its reserves and the basis of cash backing of reserves. Data elements, for the purpose of this indicator, are drawn from the data contained in the budget table A8.
BTO4. Improved liquidity management	BTO.E Percentage change in cash and cash equivalent (short term)	The purpose of this indicator is to assess the level of liquidity in the municipality. A municipality with improved cash and cash equivalent is considered to be financially healthy and sustainable.
BTO5. Improved expenditure management	BTO.F Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	The indicator measures the extent to which the municipality has incurred irregular, fruitless and wasteful and unauthorised expenditure. Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Irregular expenditure

		is incurred by the municipality in contravention of a requirement of the law. Unauthorized expenditure includes overspending of the total amount appropriated in the approved budget.
	BTO.G Percentage of total operating expenditure on remuneration	The indicator measures the extent of remuneration costs to total operating expenditure. To control this indicator, an organisational review needs to be performed to address duplications and inefficiencies. The municipality needs to implement a proper remuneration policy and performance management system. Remuneration includes employee related costs (permanent and short term contracts) and remuneration for councillors.
	BTO.H Percentage of total operating expenditure on contracted services	This indicator measures the extent to which the municipality financial resources are committed towards contracted services to perform municipal related functions. Contracted services refers to costs incurred by the municipality in relation to services performed on behalf of the municipality by another agency or personnel. This includes outsourced Services, Contractors and Professional and Special Services.
BTO6. Improved asset management	BTO.I Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	The indicator measures the year-on-year growth of own funding to fund capital expenditure of the municipality. Internally generated funds refers to monies received from borrowings and municipal operating revenue to fund capital expenditure.
	BTO.J Percentage change of renewal/upgrading of existing Assets	This indicator measures the year-on-year percentage change of assets renewal / upgrading. It also assess whether the municipality has improved its investment towards asset renewal as required. Renewal/Upgrading of Existing Assets refers to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as restoration of the service potential of the asset.
	BTO.K Percentage change of repairs and maintenance of existing infrastructure	This indicator measures the extent to which the municipality spent on repairs and maintenance of infrastructure assets. Repairs and maintenance is a group of accounts consisting of labour costs, material costs, secondary costs and etc.
BTO8. Improved revenue and debtors management	BTO.L Percentage change in Gross Consumer Debtors' (Current and Non-current)	Consumer debt is non-payment of property rates, charges for services provided and other various financial obligations such as traffic fines or rental of facilities
	BTO.M Percentage of Revenue Growth excluding capital grants	This Ratio measures the overall Revenue Growth excluding Capital Grants. In addition, this ratio will assist in determining if the increase in Expenditure will be funded by the increased Revenue Base or by some other means.
	BTO.N Percentage of net operating surplus margin	The indicator assesses the extent to which the municipality generates operating surplus. Operating surplus is the difference between operating revenue and operating expenditure.
OMM2. Improved municipal responsiveness	OMM.B Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	The percentage of ward committees that are deemed to be 'functional' out of all wards in the municipality. Functional is defined as- they have an agreed annual ward committee action plan by end of Q1 of the year under review and had at least four quorate meetings in that year.
	OMM.C Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)	The rate of attendance of recognised traditional and Khoi-San leaders at municipal council proceedings within a municipality as a percentage of all recognised traditional and Khoi-San leaders for each council meeting. A traditional leader is any person who, in terms of customary law of the traditional community concerned, holds a traditional leadership position, and is recognised in terms of Traditional and Khoi-San Leadership Act No. 3 of 2019. A Khoi-San leader is a person recognised as a senior Khoi-San leader or a branch head in terms of section 10 and includes a regent, acting Khoi-San leader

		and deputy Khoi-San leader. "Recognised leaders" refer to those groups which are officially recognised within the municipal area as set out in the provincial government gazette.
OMM3. Improved council functionality	OMM.D Percentage of councillors attending council meetings	The average percentage of members of the municipal council that attended council meetings.

**E. Compliance Indicators**

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual target for 2022/2023	1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target
<b>QUARTERLY COMPLIANCE INDICATORS</b>								
C1 (CSS)	Number of signed performance agreements by the MM and section 56 managers:	<i>(1) Simple count of number of signed performance agreements</i>	New					
C2 (CSS)	Number of Executive Committee or Mayoral Executive meetings held	<i>(1) Simple count of the number of Exco or Mayoral committee meetings held</i>	New					
C3 (CSS)	Number of Council portfolio committee meetings held	<i>(1) Simple count of the number of Council portfolio committee meetings held</i>	New					
C4 (OMM)	Number of MPAC meetings held	<i>(1) Simple count of the number of MPAC meetings held</i>	New					
C6 (OMM)	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	<i>(1) Simple count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM were held</i>	New					
C7 (CSS)	Number of formal (minuted) meetings - to which all senior managers were invited- held	<i>(1) Simple count of the number of formal (minuted) meetings to which all senior managers were invited</i>	New					
C8 (OMM)	Number of councillors completed training	<i>(1) Simple count of the number of councillors that have received training</i>	New					
C9 (CSS)	Number of municipal officials completed training	<i>(1) Simple count of the number of municipal officials that have received training</i>	New					
C10 (OMM)	Number of work stoppages occurring	<i>(1) Simple count of number of work stoppages</i>	New					
C11 (CSS)	Number of litigation cases instituted by the municipality	<i>(1) Simple count of litigation cases initiated by the municipality</i>	New					



Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual target for 2022/2023	1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target
C12 (CSS)	Number of litigation cases instituted against the municipality	<i>(1) Simple count of the number of cases of disputes initiated against the municipality</i>	New					
C13 (OMM)	Number of forensic investigations instituted	<i>(1) Simple count of the number of forensic investigations instituted by the municipality</i>	New					
C14 (OMM)	Number of forensic investigations conducted	<i>(1) Simple count of the number of forensic investigations instituted by the municipality</i>	New					
C15 (CSS)	Number of days of sick leave taken by employees	<i>(1) Sum of the number of days of sick leave taken by each municipal employee</i>	New					
C16 (CSS)	Number of permanent employees employed	<i>(1) Simple count of the number of permanent employees</i>	New					
C17 (CSS)	Number of temporary employees employed	<i>(1) Simple count of the number of temporary employees</i>	New					
C18 (CD)	Number of approved demonstrations in the municipal area	<i>(1) Simple count of the number of approved demonstrations in the municipal area</i>	New					
C19 (OMM)	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	<i>(1) Sum of the number of traditional leaders in attendance at each council meeting held</i>	New					
C20 (CSS)	Number of permanent environmental health practitioners employed by the municipality	<i>(1) Simple count of the number of permanent environmental health practitioners employed by the municipality</i>	New					
C22 (CSS)	Number of Council meetings held	<i>(1) Simple count of the number of Council meetings held</i>	New					
C23 (OMM)	Number of disciplinary cases for misconduct relating to fraud and corruption	<i>(1) Simple count of the number of disciplinary cases for misconduct related to fraud and corruption</i>	New					
C24 (CSS)	Number of council meetings disrupted	<i>(1) Simple count of all Council meetings where a disruption occurred</i>	New					
C25 (CD)	Number of protests reported	<i>(1) Simple count of all unauthorised protest incidents reported</i>	New					

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual target for 2022/2023	1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target
C26 (BTO)	R-value of all tenders awarded	<i>(1) Sum of the R-value of all tenders awarded by a municipality</i>	New					
C27 (BTO)	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	<i>(1) Simple count of the number of tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations</i>	New					
C28 (BTO)	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	<i>(1) Sum of the R-value of all tenders awarded in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations</i>	New					
C29 (HSP)	Number of approved applications for rezoning a property for commercial purposes	<i>(1) Simple count of the number of applications for rezoning a property for commercial purposes approved</i>	New					
C30 (LED)	Number of business licenses approved	<i>(1) Simple count of the number of business licenses approved</i>	New					
C32 (CSS)	Number of positions filled with regard to municipal infrastructure	<i>(1) Simple count of the number of municipal infrastructure positions filled</i>	New					
C33 (BTO)	Number of tenders over R200 000 awarded	<i>(1) Simple count of the number of tenders over R200 000 awarded</i>	New					
C34 (CSS)	Number of months the Municipal Managers' position has been filled (not Acting)	<i>(1) Simple count of the number of continuous months the Municipal Managers' position has been filled (not Acting)</i>	New					
C35 (CSS)	Number of months the Chief Financial Officers' position has been filled (not Acting)	<i>(1) Simple count of the number of months the Chief Financial Officer's position has been filled (not Acting)</i>	New					
C36 (CSS)	Number of vacant posts of senior managers	<i>(1) Simple count of the number of vacant posts for senior managers</i>	New					
C38 (CSS)	Number of filled posts in the treasury and budget office	<i>(1) Simple count of the number of filled posts in the treasury and budget office</i>	New					
C40 (CSS)	Number of filled posts in the development and planning department	<i>(1) Simple count of the number of filled posts in the treasury and budget office</i>	New					

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual target for 2022/2023	1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target
C42 (CSS)	Number of registered engineers employed in approved posts	<i>(1) Simple count of the number of registered engineers employed in approved posts</i>	New					
C43 (CSS)	Number of engineers employed in approved posts	<i>(1) Simple count of the number of engineers employed in approved posts</i>	New					
C44 (CSS)	Number of disciplinary cases in the municipality	<i>(1) Simple count of the number of disciplinary cases</i>	New					
C45 (OMM)	Number of finalised disciplinary cases	<i>(1) Simple count of the number of finalised disciplinary cases</i>	New					
C47 (CSS)	Number of waste management posts filled	<i>(1) Simple count of the number of filled waste management posts</i>	New					
C49 (CSS)	Number of electricians employed in approved posts	<i>(1) Simple count of the number of electricians employed in approved posts</i>	New					
C51 (CSS)	Number of filled water and wastewater management posts	<i>(1) Simple count of the number of filled water and wastewater management posts</i>	New					
C56 (ITS)	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	<i>(1) Simple count of the number of customers provided with alternative energy supply within the municipal area</i>	New					
C57 (ITS)	Number of registered electricity consumers with a mini grid-based system in the municipal service area	<i>(1) Simple count of the number of registered consumers with a connection to a mini grid-based system, in a municipal service area</i>	New					
C58 (ITS)	Total non-technical electricity losses in MWh (estimate)	<i>(1) The amount of non-technical electricity loss (in kWh) in a municipal service area</i>	New					
C59 (ITS)	Number of municipal buildings that consume renewable energy	<i>(1) Simple count of the number of municipal buildings that generate their own renewable energy or are supplied by embedded generation.</i>	New					
C61 (ITS)	Total number of chemical toilets in operation	<i>(1) Simple count of the total number of chemical toilets in operation within a municipal service area</i>	New					

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual target for 2022/2023	1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target
C63 (ITS)	Total volume of water delivered by water trucks	<i>(1) Sum of the volume of water (in kilolitres) delivered by water truck within the municipal area</i>	New					
C67 (PSFFM)	Number of paid full-time firefighters employed by the municipality	<i>(1) Simple count of the number of paid full-time firefighters employed by the municipality</i>	New					
C68 (PSFFM)	Number of part-time and firefighter reservists in the service of the municipality	<i>(1) Simple count of the number of part-time firefighters and firefighter reservists in the municipality</i>	New					
C69 (PSFFM)	Number of 'displaced persons' to whom the municipality delivered assistance	<i>(1) Simple count of the number of displaced persons to whom the municipality delivered assistance</i>	New					
C71 (BTO)	Number of procurement processes where disputes were raised	<i>(1) Simple count of the number of procurement processes where disputes were raised</i>	New					
C73 (PSFFM)	Number of structural fires occurring in informal settlements	<i>(1) Simple count of the number of fire incidents occurring in informal settlement affecting structures in that area</i>	New					
C74 (PSFFM)	Number of dwellings in informal settlements affected by structural fires (estimate)	<i>(1) Estimated number of dwellings occurring in informal settlement affected by structural fires</i>	New					
C76 (LED)	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	<i>(1) Simple count of the number of SMMEs and informal businesses registered for municipal digitisation support programmes within the municipal area</i>	New					
C77 (BTO)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	<i>(1) Total R-value of B-BBEE Procurement Spend on suppliers that are at least 51% black owned based</i>	New					
C78 (BTO)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	<i>(1) Total R-value of B-BBEE Procurement Spend on suppliers that are at least 30% black women owned</i>	New					

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual target for 2022/2023	1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target
C79 (BTO)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	<i>(1) Total R-value of B-BBEE Procurement Spend on all suppliers</i>	New					
C86 (BTO)	Number of households in the municipal area registered as indigent	<i>Simple count of the number households on the municipality's indigent register at the time of reporting.</i>	New					
C89 (OMM)	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum	<i>(1) Simple count of the number of ExCo or Mayoral committee meetings that were postponed for lack of quorum</i>	New					
C92 (CSS)	Number of agenda items deferred to the next council meeting	<i>(1) Sum total number of all council agenda items deferred to the next meeting</i>	New					
C93 (BTO)	Number of awards made in terms of SCM Reg 32	<i>Simple count of the number of awards made by means of "piggy back" contracts in terms of MFMA SCM Reg 32 which refers to procurement of goods and services secured by other organs of state.</i>	New					
C94 (BTO)	Number of requests approved for deviation from approved procurement plan	<i>Simple count of the number of requests approved for deviation from the municipality's approved procurement plan.</i>	New					

**ANNUAL COMPLIANCE INDICATORS**

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual target for 2022/2023	1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target
C5 (OMM)	Number of recognised traditional leaders within your municipal boundary	<i>(1) Simple count of the number of recognised traditional leaders within a municipal boundary</i>	New					
C21 (CD)	Number of approved environmental health practitioner posts in the municipality	<i>(1) Simple count of the number of permanent environmental health practitioner posts in the municipality</i>	New					
C31 (CSS)	Number of approved posts in the municipality with regard to municipal infrastructure	<i>(1) Simple count of the number of approved posts in the municipality with regard to municipal infrastructure</i>	New					
C37 (CSS)	Number of approved posts in the treasury and budget office	<i>(1) Simple count of the number of approved post in the treasury and budget office</i>	New					
C39 (CSS)	Number of approved posts in the development and planning department	<i>(1) Simple count of the number of approved post in the development and planning department</i>	New					
C41 (CSS)	Number of approved engineer posts in the municipality	<i>(1) Simple count of the number of approved engineer posts</i>	New					
C46 (CSS)	Number of approved waste management posts in the municipality	<i>(1) Simple count of the number of approved waste management posts in the municipality</i>	New					
C48 (CSS)	Number of approved electrician posts in the municipality	<i>(1) Simple count of the number of approved electrician posts in the municipality</i>	New					
C50 (CSS)	Number of approved water and wastewater management posts in the municipality	<i>(1) Simple count of the number of approved water and wastewater management posts in the municipality</i>	New					
C52 (CD)	Number of maintained sports fields and facilities	<i>(1) Simple count of the number of sports fields or facilities maintained by the municipality</i>	New					
C53 (CD)	Square meters of maintained public outdoor recreation space	<i>(1) Sum of the total land area (in square meters) of public outdoor recreation space maintained by the municipality, in the reporting period</i>	New					

Ref No.	Performance indicator	Data element	Baseline (Annual Performance of 2021/22 estimated)	Annual target for 2022/2023	1st Quarter Planned Target	2nd Quarter Planned Target	3rd Quarter Planned Target	4th Quarter Planned Target
C54 (PSFFM)	Number of municipality-owned community halls	<i>(1) Simple count of the number of community halls owned by the municipality, in the reporting period</i>	New					
C60(ITS)	Total number of sewer connections	<i>(1) Simple count of the total number of sewer connections within the municipal area</i>	New					
C62 (ITS)	Total number of Ventilation Improved Pit Toilets (VIPs)	<i>(1) Simple count of the total number of VIPs within a municipal service area</i>	New					
C95 (BTO)	Number of residential properties in the billing system	<i>Simple count of the number of residential properties in the billing system</i>	New					
C96 (BTO)	Number of non-residential properties in the billing system	<i>Simple count of the number of non-residential properties in the billing system</i>	New					
C97 (BTO)	Number of properties in the valuation roll	<i>Simple count of the properties on the official municipal valuation roll</i>	New					

**F. Alignment of National Government, North-West Province, Bojanala Platinum District Model and Madibeng Local Municipality**

No.	National Government Key Performance Areas	North-West Province Eight (8) Priorities	District Development Model		Madibeng Local Municipality					
			Focus Area	Strategies	Priorities	Department	Budget 2022/23	Budget 2023/24	Budget 2024/25	Strategic Objectives
1	Good governance and public participation	Show Political and administrative commitment to do the right things	Few economic infrastructure projects that require unblocking	Governance and Financial Management strategies		Office of Municipal Manager	OPEX	OPEX	OPEX	OMM2. Improved municipal responsiveness OMM3. Improved council functionality OMM4. Zero tolerance of fraud and corruption
2	Financial viability					Budget and Treasury Office	OPEX	OPEX	OPEX	BTO2. Enhanced municipal budgeting and budget implementation BTO3. Improved financial sustainability and liability management BTO4. Improved liquidity management BTO5. Improved expenditure management BTO6. Improved asset management



No.	National Government	North-West Province	District Development Model		Madibeng Local Municipality					Strategic Objectives
	Key Performance Areas	Eight (8) Priorities	Focus Area	Strategies	Priorities	Department	Budget 2022/23	Budget 2023/24	Budget 2024/25	
										BTO7. Improved supply chain management BTO8. Improved revenue and debtors management
3	Spatial Rationale	Conduct open, fair, and transparent procurement of goods and services anchored on localization, with special focus on youth and women		Integrated Service Provisioning strategies	Land and Housing	Planning and Human Settlement	-	-	-	PHS1. Improved access to adequate housing
			Spatial restructuring and environmental sustainability	Spatial Restructuring and Environmental strategies						
4	Local economic development		Key projects that are aimed at stimulating and diversifying the economy	Economic Positioning strategies	Local Economic Development	Local Economic Development (Economic Development, Agriculture and Tourism)	2 500 000,00	-	2 000 000,00	AA2. Growing inclusive local economies AA3. Improved levels of economic activity in municipal economic spaces BTO1. Improved ease of doing business within the municipal area
5	Basic service delivery and infrastructure	Focus on those areas of our delivery with more directly benefits to people's daily lives	Key catalytic projects	Infrastructure Engineering strategies	Electricity	Infrastructure and Technical Service	33 500 000,00	55 000 000,00	38 000 000,00	ITS1. Improved access to electricity ITS2. Improved reliability of electricity service

No.	National Government	North-West Province	District Development Model		Madibeng Local Municipality					Strategic Objectives
	Key Performance Areas	Eight (8) Priorities	Focus Area	Strategies	Priorities	Department	Budget 2022/23	Budget 2023/24	Budget 2024/25	
										EE4. Improved energy sustainability
		Clean our Towns			Social Services	Public Safety, Fleet and Facilities Management	27 758 370,00	-	1 500 000,00	PSFFM1. Mitigated effects of fires and disasters
						Community Development	11 500 000,00	11 800 000,00	40 000 000,00	AA1. Increased access to and utilisation of social and community facilities
		Fix Potholes			Roads and StormWater		153 807 012,61	151 278 956,63	87 770 000,00	ITS4. Improved quality of municipal road network
		Provide safe drinking water			Water and Sanitation	Infrastructure and Technical Service	75 500 000,00	125 000 000,00	150 000 000,00	ITS6. Improved quality of water (incl. wastewater)
										ITS7. Improved water sustainability
	ITS9. Improved access to water									
	Fix our Sewer and sanitation infrastructure					ITS5. Improved quality of water and sanitation services				
						ITS8. Improved access to sanitation				
6	Municipal transformation and institutional development	Listen & Give Feedback to the people	Immediate LG stabilization and institutional strengthening actions	Demographic change and People Development		Corporate Support Services	OPEX	OPEX	OPEX	CSS1. Improved municipal capability
										OMM1. Improved municipal administration

No.	National Government	North-West Province	District Development Model		Madibeng Local Municipality					
	Key Performance Areas	Eight (8) Priorities	Focus Area	Strategies	Priorities	Department	Budget 2022/23	Budget 2023/24	Budget 2024/25	Strategic Objectives
<b>Total MIG before PMU Operation Management</b>							<b>309 065 382,61</b>	<b>314 578 956,63</b>	<b>316 270 000,00</b>	
PMU Operation Management							9 464 066,27	10 409 964,49	10 703 000,00	
<b>Total MIG</b>							<b>318 529 448,88</b>	<b>324 988 921,12</b>	<b>326 973 000,00</b>	
LETLHABILE ELECTRICITY SUBSTATION							45 500 000,00	25 000 000,00	26 123 000,00	
LETLHABILE BLOCK H ELECTRIFICATION							2 000 000,00	33 000 000,00	-	
DAMONSVILLE UPGRADE OF ELECTRICITY SUPPLY LINE							3 000 000,00	-	-	
MELODIE UPGRADE OF ELECTRICITY SUPPLY LINE							3 500 000,00	-	-	
REHABILITATION AND RESEALING OF TAXI ROUTE- HARTEBESPOORT							1 500 000,00	-	-	
UPGRADING OF RIETFontein WASTE WATER TREATMENT PLANT							15 000 000,00	-	-	
UPGRADING OF BRITS WASTE WATER TREATMENT PLANT							13 300 000,00	-	-	
UPGRADING OF LETLHABILE WASTE WATER TREATMENT PLANT							12 500 000,00	-	-	
REPLACEMENT OF ASBESTOS WATER RETICULATION							-	-	15 000 000,00	
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase 1							15 000 000,00	-	-	
AUGMENTATION OF WATER SUPPLY THROUGH EXPLORATION OF UNDERGROUND WATER Phase2							-	15 000 000,00	-	
<b>TOTAL CAPITAL EXPENDITURE</b>							<b>429 829 448,88</b>	<b>397 988 921,12</b>	<b>368 096 000,00</b>	

**THE END**