



**FINAL SERVICE DELIVERY
AND BUDGET
IMPLEMENTATION PLAN
2024/2025**

**OFFICE OF THE
MUNICIPAL MANAGER
STRATEGIC SUPPORT
SERVICES**

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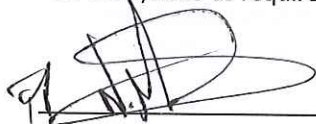
Part 1-Financial Performance Planning

1. EXECUTIVE MAYOR'S APPROVAL AND RECOMMENDATIONS TO COUNCIL

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

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

I, **Councillor Thanduxolo David Khalipha** in my capacity as the Executive Mayor of Matjhabeng Local Municipality, hereby confirm the receipt of the Service Delivery and Budget Implementation Plan for 2024/2025 as required by section 53 (1) (c) of the Municipal Finance Management Act, 56 of 2003.



COUNCILLOR TD KHALIPHA
EXECUTIVE MAYOR: MATJHABENG LOCAL MUNICIPALITY
20 JUNE 2024

2. INTRODUCTION

The purpose of this document is to present the Final Service Delivery and Budget Implementation Plan (SDBIP) of Matjhabeng Local Municipality for the 2024/2025 financial year. The development, implementation, and monitoring of an SDBIP is a requirement of the Municipal Finance Management Act, 56 of 2003.

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

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

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

The Service Delivery and Budget Implementation Plan 2024/2025 will not only ensure appropriate monitoring in the execution of the municipal budget and processes involved in the allocations of budget to achieve key strategic priorities as set by the municipality's Integrated Development Plan, but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for overall annual and quarterly organisational performance for the 2024/2025 financial year. The SDBIP also assists the executive, council, and the community in their respect for oversight responsibilities since it serves as an implementation and monitoring tool.

3. LEGISLATIVE FRAMEWORK

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

- (a) Projection for each month of: -
 - (i) Revenue to be collected, by source; and
 - (ii) Operational and capital expenditure, by vote.
- (b) Service delivery targets and performance indicators for each quarter; and
- (c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54 (1) (c).

The Municipal Finance Management Act, 56 of 2003, requires that municipalities develop a Service Delivery and Budget Implementation Plan as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with the Integrated Development Plan.

4. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

4.1. Components of the Service Delivery and Budget Implementation Plan

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

4.1.1. Monthly projections of revenue to be collected for each source.

The budget and performance report indicates that the actual revenue collected is lower than the year-to-date budget, the average revenue collection rate is at 55%. Some of the revenue received is from grants allocated by the National Treasury through the Division of Revenue allocations.

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

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

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

The Mayoral Committee has taken the initiative to hold Operation Kwala and Operation Patala meetings where management and the mayoral committee discuss the strategies implemented to collect the revenue and monitor if these strategies are working or not. Operation Kwala is held on Mondays, Tuesdays, and Thursdays and Operation Patala is held on Wednesdays and Fridays.

Matjhabeng Local Municipality Revenue Strategy;

- Implementation of the Revenue Enhancement Strategy by increasing the revenue base of the municipality.
- Financial Viability Plan.
- Budget Funding Plan.

- Rejuvenate the disconnection project (Operation Patala) with a revenue protection unit in place to monitor reconnections and disconnections.
- Installation of new meters in unmetered areas and replacement of faulty meters.
- Implementation and installation of Automated meter reading (AMR) meters.
- Review budget-related policies and all other policies.
- Implementation of the Supplementary Valuation Roll
- Reconciliation between the billing system and the valuation roll.
- Review the tariffs for services rendered to ensure that tariffs are cost-reflective.
- Roll-out of the Smart Metering Project across Matjhabeng.

FS184 Matjhabeng - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS		Budget Year 2024/25											
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June
Cash Receipts By Source													
Property rates		41,216	41,216	41,216	41,216	41,216	41,216	41,216	41,216	41,216	41,216	41,216	41,216
Service charges - electricity revenue		83,914	83,914	83,914	83,914	83,914	83,914	83,914	83,914	83,914	83,914	83,914	83,914
Service charges - water revenue		48,942	48,942	48,942	48,942	48,942	48,942	48,942	48,942	48,942	48,942	48,942	48,942
Service charges - sanitation revenue		19,885	19,885	19,885	19,885	19,885	19,885	19,885	19,885	19,885	19,885	19,885	19,885
Service charges - refuse revenue		12,768	12,768	12,768	12,768	12,768	12,768	12,768	12,768	12,768	12,768	12,768	12,768
Rental of facilities and equipment		1,743	1,743	1,743	1,743	1,743	1,743	1,743	1,743	1,743	1,743	1,743	1,743
Interest earned - external investments		430	430	430	430	430	430	430	430	430	430	430	430
Interest earned - outstanding debtors		3	3	3	3	3	3	3	3	3	3	3	3
Dividends received		1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665	1,665
Fines, penalties and forfeits		19	19	19	19	19	19	19	19	19	19	19	19
Licences and permits		61,461	61,461	61,461	61,461	61,461	61,461	61,461	61,461	61,461	61,461	61,461	61,461
Agency services		0	0	0	0	0	0	0	0	0	0	0	0
Transfers and Subsidies - Operational		271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847
Other revenue		15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298
Cash Receipts by Source		271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847	271,847
Other Cash Flows by Source													
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298	15,298
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Deparm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)		5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300	5,300
Proceeds on Disposal of Fixed and Intangible Assets		0	0	0	0	0	0	0	0	0	0	0	0
Short term loans		0	0	0	0	0	0	0	0	0	0	0	0
Borrowing long term/refinancing		0	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in consumer deposits		0	0	0	0	0	0	0	0	0	0	0	0
VAT Control (receipts)		0	0	0	0	0	0	0	0	0	0	0	0
Decrease (increase) in non-current receivables		(1,296)	(1,296)	(1,296)	(1,296)	(1,296)	(1,296)	(1,296)	(1,296)	(1,296)	(1,296)	(1,296)	(1,296)
Decrease (increase) in non-current investments		(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Total Cash Receipts by Source		291,143	291,143	291,143	291,143	291,143	291,143	291,143	291,143	291,143	291,143	291,143	291,143

FS184 Matjhabeng - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS R thousand	Budget Year 2024/25											
	July	August	Sept.	October	November	December	January	February	March	April	May	June
Cash Payments by Type												
Employee related costs	83,307	83,307	83,307	83,307	83,307	83,307	83,307	83,307	83,307	83,307	83,307	83,302
Remuneration of councillors	3,441	3,441	3,441	3,441	3,441	3,441	3,441	3,441	3,441	3,441	3,441	3,441
Interest	16,243	16,243	16,243	16,243	16,243	16,243	16,243	16,243	16,243	16,243	16,243	16,243
Bulk purchases - electricity	62,722	62,722	62,722	62,722	62,722	62,722	62,722	62,722	62,722	62,722	62,722	62,722
Acquisitions - water & other inventory	59,652	59,652	59,652	59,652	59,652	59,652	59,652	59,652	59,652	59,652	59,652	59,652
Contracted services	17,924	17,924	17,924	17,924	17,924	17,924	17,924	17,924	17,924	17,924	17,924	17,924
Transfers and subsidies - other municipalities												-
Transfers and subsidies - other												-
Other expenditure	37,466	37,466	37,466	37,466	37,466	37,466	37,466	37,466	37,466	37,466	37,466	37,465
Cash Payments by Type	280,756	280,756	280,756	280,756	280,756	280,756	280,756	280,756	280,756	280,756	280,756	280,749
Other Cash Flows/Payments by Type												
Capital assets	16,715	16,715	16,715	16,715	16,715	16,715	16,715	16,715	16,715	16,715	16,715	16,714
Repayment of borrowing	(9,167)	(9,167)	(9,167)	(9,167)	(9,167)	(9,167)	(9,167)	(9,167)	(9,167)	(9,167)	(9,167)	-
Other Cash Flows/Payments												(9,167)
Total Cash Payments by Type	288,304	288,304	288,304	288,304	288,304	288,304	288,304	288,304	288,304	288,304	288,304	288,297
NET INCREASE/(DECREASE) IN CASH HELD	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,840	2,847
Cash/cash equivalents at the month/year begin:	86,064	88,904	91,743	94,583	97,423	100,263	103,102	105,942	108,782	111,622	114,461	117,301
Cash/cash equivalents at the month/year end:	88,904	91,743	94,583	97,423	100,263	103,102	105,942	108,782	111,622	114,461	117,301	120,148

4.1.2. Monthly projections of revenue and expenditure by vote

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

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

Section 71(1)(c), (d), and (f) of MFMA requires reporting against such monthly projections in the Service Delivery and Budget Implementation Plan

FS184 Matjhabeng - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

R thousand	Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure	
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26
Revenue by Vote																
Vote 01 - Council General			32,059	32,059	32,059	32,059	32,059	32,059	32,059	32,059	32,059	32,059	32,059	32,059	384,711	1,137,343
Vote 02 - Office Of The Executive Mayor			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 03 - Office Of The Speaker			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 04 - Council Whip			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 05 - Office Of The Municipal Manager			8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000	-
Vote 06 - Corporate Services			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 07 - Finance			91,943	91,943	91,943	91,943	91,943	91,943	91,943	91,943	91,943	91,943	91,943	91,944	1,103,319	1,117,852
Vote 08 - Human Resources			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 09 - Community Services			34,113	34,113	34,113	34,113	34,113	34,113	34,113	34,113	34,113	34,113	34,113	34,113	409,355	173,131
Vote 10 - Public Safety And Transport			3,221	3,221	3,221	3,221	3,221	3,221	3,221	3,221	3,221	3,221	3,221	3,221	38,654	41,441
Vote 11 - Economic Development			205	205	205	205	205	205	205	205	205	205	205	205	2,457	178
Vote 12 - Engineering Services			9,673	9,673	9,673	9,673	9,673	9,673	9,673	9,673	9,673	9,673	9,673	9,673	116,080	4,344
Vote 13 - Water/ Sewerage			106,938	106,938	106,938	106,938	106,938	106,938	106,938	106,938	106,938	106,938	106,938	106,938	1,283,261	983,766
Vote 14 - Electricity			73,952	73,952	73,952	73,952	73,952	73,952	73,952	73,952	73,952	73,952	73,952	73,952	887,426	1,172,452
Vote 15 - Other			2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	30,187	1,241,581
Total Revenue by Vote			362,954	362,954	362,954	362,954	362,954	362,954	362,954	362,954	362,954	362,954	362,954	362,955	4,355,451	4,790,718

FS184 Matjhabeng - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

R thousand	Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure	
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26
Expenditure by Vote to be appropriated																
Vote 01 - Council General			10,065	10,065	10,065	10,065	10,065	10,065	10,065	10,065	10,065	10,065	10,065	10,065	120,782	128,402
Vote 02 - Office Of The Executive Mayor			1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	18,444	19,810
Vote 03 - Office Of The Speaker			611	611	611	611	611	611	611	611	611	611	611	611	7,330	7,781
Vote 04 - Council Whip			4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	56,963	61,009
Vote 05 - Office Of The Municipal Manager			9,097	9,097	9,097	9,097	9,097	9,097	9,097	9,097	9,097	9,097	9,097	9,097	108,188	116,397
Vote 06 - Corporate Services			6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,622	6,621	79,460	84,915
Vote 07 - Finance			28,435	28,435	28,435	28,435	28,435	28,435	28,435	28,435	28,435	28,435	28,435	28,434	341,222	357,942
Vote 08 - Human Resources			1,987	1,987	1,987	1,987	1,987	1,987	1,987	1,987	1,987	1,987	1,987	1,986	23,840	25,008
Vote 09 - Community Services			31,012	31,012	31,012	31,012	31,012	31,012	31,012	31,012	31,012	31,012	31,012	31,011	372,142	401,785
Vote 10 - Public Safety And Transport			16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,104	16,103	193,244	208,731
Vote 11 - Economic Development			2,216	2,216	2,216	2,216	2,216	2,216	2,216	2,216	2,216	2,216	2,216	2,216	26,594	28,440
Vote 12 - Engineering Services			15,567	15,567	15,567	15,567	15,567	15,567	15,567	15,567	15,567	15,567	15,567	15,567	186,806	143,510
Vote 13 - Water/ Sewerage			60,279	60,279	60,279	60,279	60,279	60,279	60,279	60,279	60,279	60,279	60,279	60,279	723,345	1,302,971
Vote 14 - Electricity			94,330	94,330	94,330	94,330	94,330	94,330	94,330	94,330	94,330	94,330	94,330	94,329	1,131,955	977,620
Vote 15 - Other			2,668	2,668	2,668	2,668	2,668	2,668	2,668	2,668	2,668	2,668	2,668	2,668	32,018	33,587
Total Expenditure by Vote			285,277	285,277	285,277	285,277	285,277	285,277	285,277	285,277	285,277	285,277	285,277	285,270	3,423,313	4,165,131
Surplus/(Deficit) before assoc.																
Income Tax			77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,685	932,138	625,587
Share of Surplus/Deficit attributable to Minorities			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions			-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)		1	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,678	77,685	932,138	625,587

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

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

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

4.1.4. Ward Information for expenditure and service delivery

It is important to recognize that councillors and the community will also benefit greatly from a further breakdown of information on services into municipal wards. Section 8 of the SDBIP provides a breakdown of Key Performance Indicators into municipal wards.

4.1.5. Detailed capital budget over three years

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

5. MONITORING OF THE IMPLEMENTATION OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

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

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

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

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

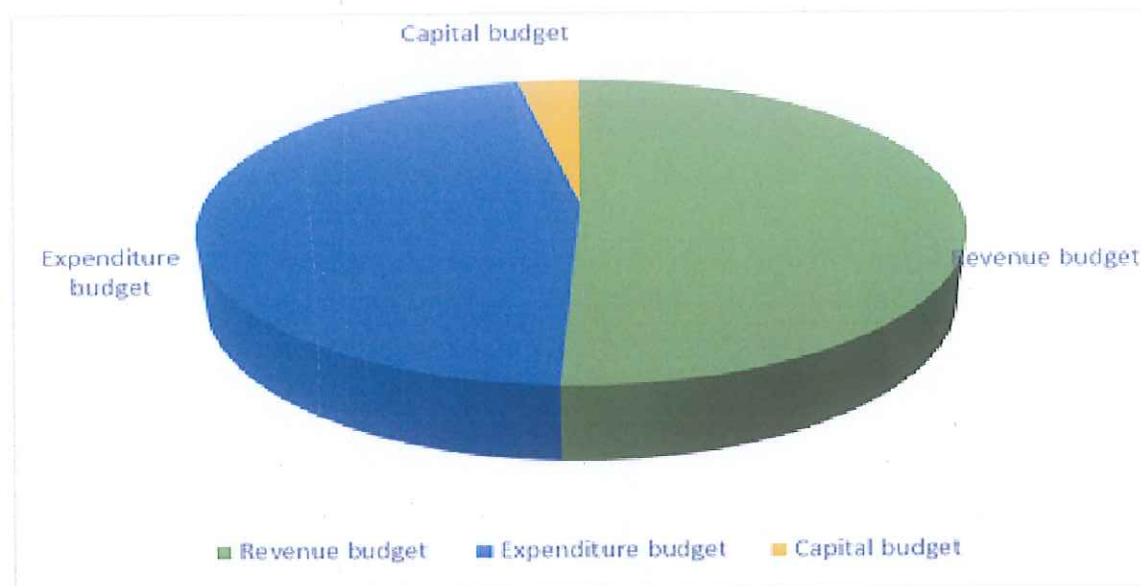
It reflects the quarterly and annual targets and the actual achievements or non-achievements of these targets are monitored quarterly. Monitoring aims to ensure that the municipality achieves its objectives.

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

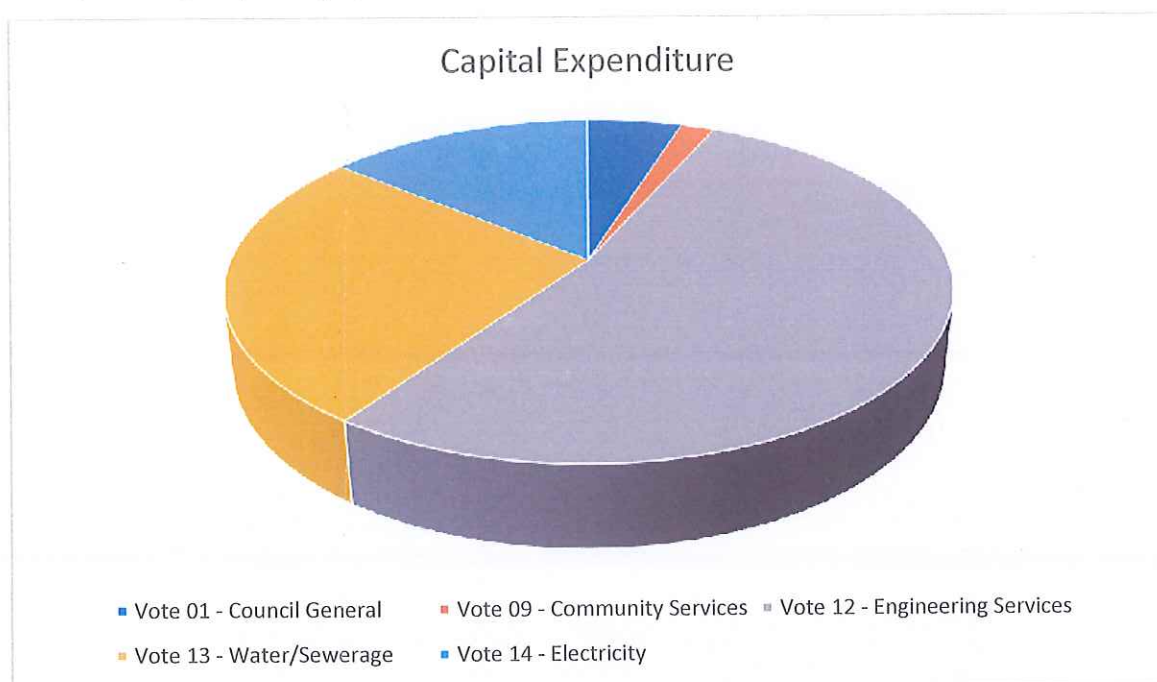
6. 2024/2025 MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK

The Council approved the Final Annual Budget on 31 May 2024.

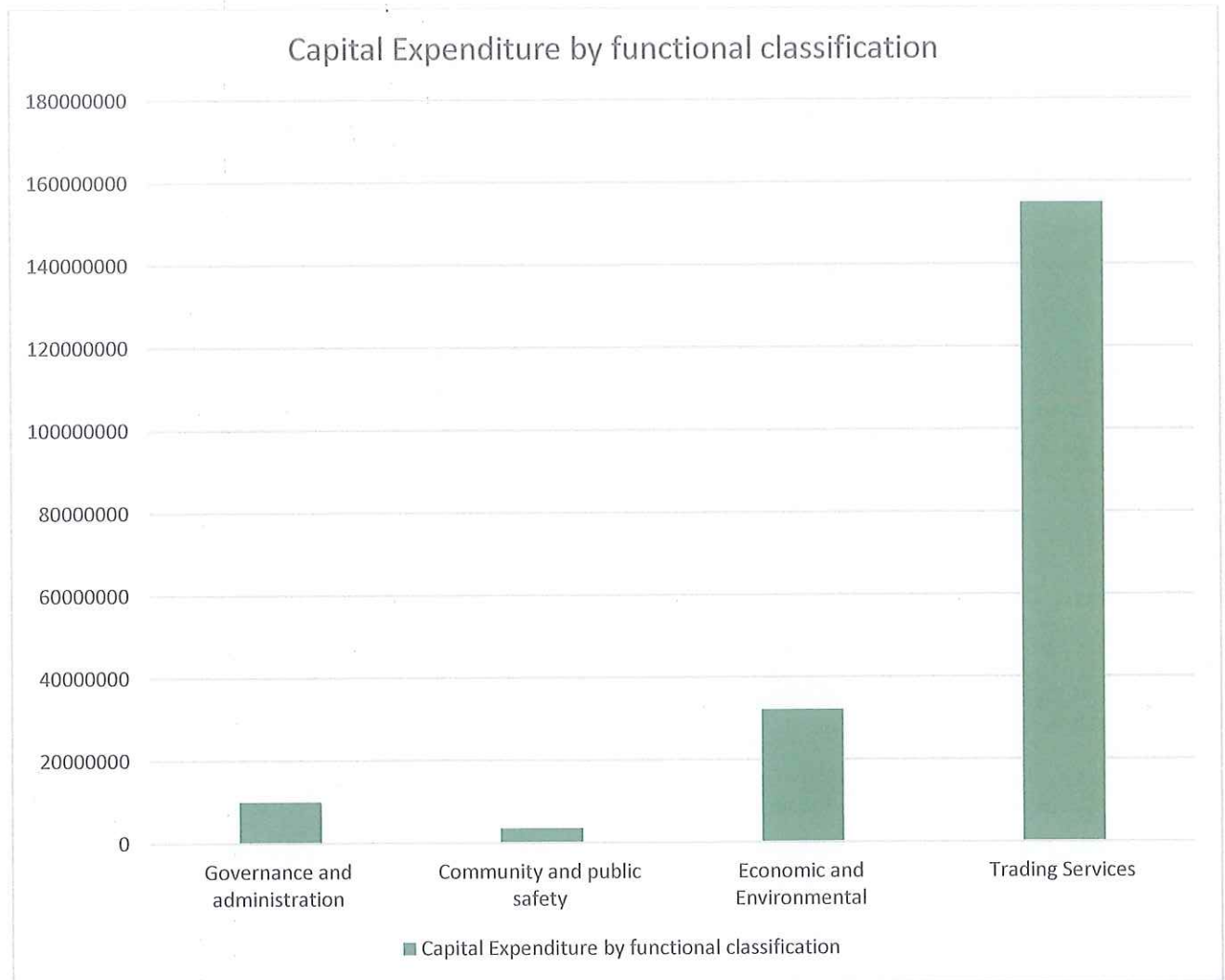
6.1 Revenue and Expenditure



6.2 Capital Budget by Vote (Expenditure)



6.3 Capital Expenditure by Functional Classification



6.4 Total Operating Revenue

The increase of 3% in revenue is mainly due to the increases in service charges and operational revenue.

FS184 Matjhabeng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand										
Revenue										
Exchange Revenue										
Service charges - Electricity	654 193 122	693 255 295	643 783 406	1 101 360 638	1 101 360 638	1 101 360 638	630 739 533	817 184 134	1 182 656 555	1 224 646 946
Service charges - Water	412 665 563	412 093 190	481 073 811	627 451 257	527 451 257	527 451 257	432 773 585	581 364 327	759 738 105	716 354 697
Service charges - Waste Water Management	164 794 341	164 663 890	174 579 147	208 283 644	208 283 644	208 283 644	192 894 105	236 216 380	234 027 503	240 338 496
Service charges - Waste Management	100 109 200	98 560 933	105 969 586	139 291 782	139 291 782	139 291 782	118 632 796	153 220 960	156 508 246	160 728 787
Sale of Goods and Rendering of Services	19 018 331	21 017 533	30 109 175	33 907 468	33 907 468	33 907 468	14 650 136	35 941 917	38 098 431	37 703 071
Agency services										
Interest										
Interest earned from Receivables	186 227 195	240 033 659	347 726 522	249 086 328	249 086 328	249 086 328	386 600 651	402 383 393	0	298 605 319
Interest earned from Current and Non Current Assets	814 805	2 390 350	10 318 303	4 870 174	4 870 174	4 870 174	3 970 867	5 162 384	5 472 127	5 415 341
Dividends	22 848	33 570	40 753	37 681	37 681	37 681	49 223	39 942	42 338	41 899
Rent on Land										
Rental from Fixed Assets	17 103 249	19 885 345	20 624 338	28 183 031	28 183 031	28 183 031	18 320 584	29 874 013	31 666 454	0
Licence and permits	193 583	183 220	256 395	217 510	217 510	217 510	285 790	230 581	244 394	0
Operational Revenue	5 075 574	3 681 290	4 349 288	499 212 749	499 212 749	499 212 749	3 227 199	529 165 516	560 915 443	555 094 626
Non-Exchange Revenue										
Property rates	424 353 316	443 339 859	408 089 508	466 596 611	466 596 611	466 596 611	398 452 450	494 592 408	514 376 104	518 827 436
Surcharges and Taxes										
Fines, penalties and forfeits	5 639 146	8 224 288	1 992 996	28 284 044	28 284 044	28 284 044	1 387 388	29 981 087	31 779 952	0
Licences or permits										
Transfer and subsidies - Operational	632 601 000	569 972 156	636 814 500	692 171 000	691 966 000	691 966 000	671 931 944	737 537 000	783 505 382	773 676 313
Interest	24 320 888	30 736 250	52 509 575	19 458 124	19 458 124	19 458 124	58 715 280	55 383 068	0	0
Fuel Levy										
Operational Revenue										
Gains on disposal of Assets	0	-36 645 149	0	60 000 000	60 000 000	60 000 000	0	63 600 000	67 416 000	66 716 400
Other Gains	52 315 324	48 440	58 212	0	0	0	0	0	0	0
Discontinued Operations										
Total Revenue (excluding capital transfers and contributions)	2 699 447 484	2 671 474 120	2 918 295 515	4 158 412 041	4 058 207 041	4 058 207 041	2 932 631 532	4 171 877 090	4 366 447 034	4 598 149 331

6.5 Total Operating Expenditure

FS184 Matjhabeng - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Expenditure										
Employee related costs	833 733 638	874 723 367	1 005 241 755	952 980 245	952 980 245	952 980 245	782 935 067	999 676 278	1 070 768 605	1 048 660 406
Remuneration of councillors	28 671 496	16 349 313	9 511 984	39 362 111	39 362 111	39 362 111	8 091 570	41 290 852	44 227 270	43 314 105
Bulk purchases - electricity	544 880 225	643 907 451	626 573 708	667 846 656	667 846 656	667 846 656	519 358 848	752 663 181	750 392 503	789 543 677
Inventory consumed	0	0	0	856 890 609	838 252 060	838 252 060	240 358 222	933 005 710	1 224 296 656	222 575 313
Debt impairment	0	0	0	457 797 792	457 797 792	457 797 792	0	485 265 661	0	0
Depreciation and amortisation	233 600 606	241 822 258	250 765 542	248 647 800	248 647 800	248 647 800	0	263 566 668	279 380 670	0
Interest	108 812 105	173 475 381	332 177 908	183 883 904	173 556 403	173 556 403	297 306	194 916 938	206 611 955	204 467 868
Contracted services	533 701 677	304 455 295	153 722 732	97 256 114	140 005 158	140 005 158	87 343 498	103 091 482	109 276 970	108 142 964
Transfers and subsidies	1 527 801	1 194 325	753 459	1 330 000	-393 226	-393 226	-393 227	1 330 000	1 494 388	1 395 170
Irrecoverable debts written off	814 216 642	815 642 914	1 116 245 618	218 852 939	218 852 939	218 852 939	31 948 053	100 000 000	0	718 843 679
Operational costs	310 305 711	396 857 946	242 905 435	249 370 731	223 675 096	223 675 096	110 181 285	264 332 972	285 726 940	277 285 290
Losses on disposal of Assets	0	26 810	0	0	0	0	0	0	0	0
Other Losses	0	-16 544 624	-99 108 346	0	0	0	0	0	0	0
Total Expenditure	3 409 449 902	3 451 910 436	3 638 789 794	3 974 218 901	3 960 583 034	3 960 583 034	1 780 121 623	4 139 139 742	3 972 175 957	3 414 228 472

Employee Related Cost & Councillor Remuneration

The budgeted employee-related cost is R999 676 278, and Councillor Remuneration is budgeted at R41 290 852.

Bulk Purchases – Electricity

The budgeted amount for bulk purchases of electricity is R752 663 181. Eskom is increasing the bulk municipal tariff by 12.75%.

Inventory

The budgeted amount for inventory is R933 005 710 for the 2024/25 financial year of which R715 827 147 is for water inventory and R217 178 563 for inventory relating to repairs and maintenance.

Repairs and maintenance

The budgeted amount for repair and maintenance for the 2024/25 financial year is R250 394 837 and increase of R18 890 274 from the 2024/25 financial year.

Contracted Services

Contracted services consist of outsourced services, consultants and professions, and contractors. Included in the contractors is a portion relating to repair and maintenance. The total budget for contracted services is R103 091 481.

Other Expenditure

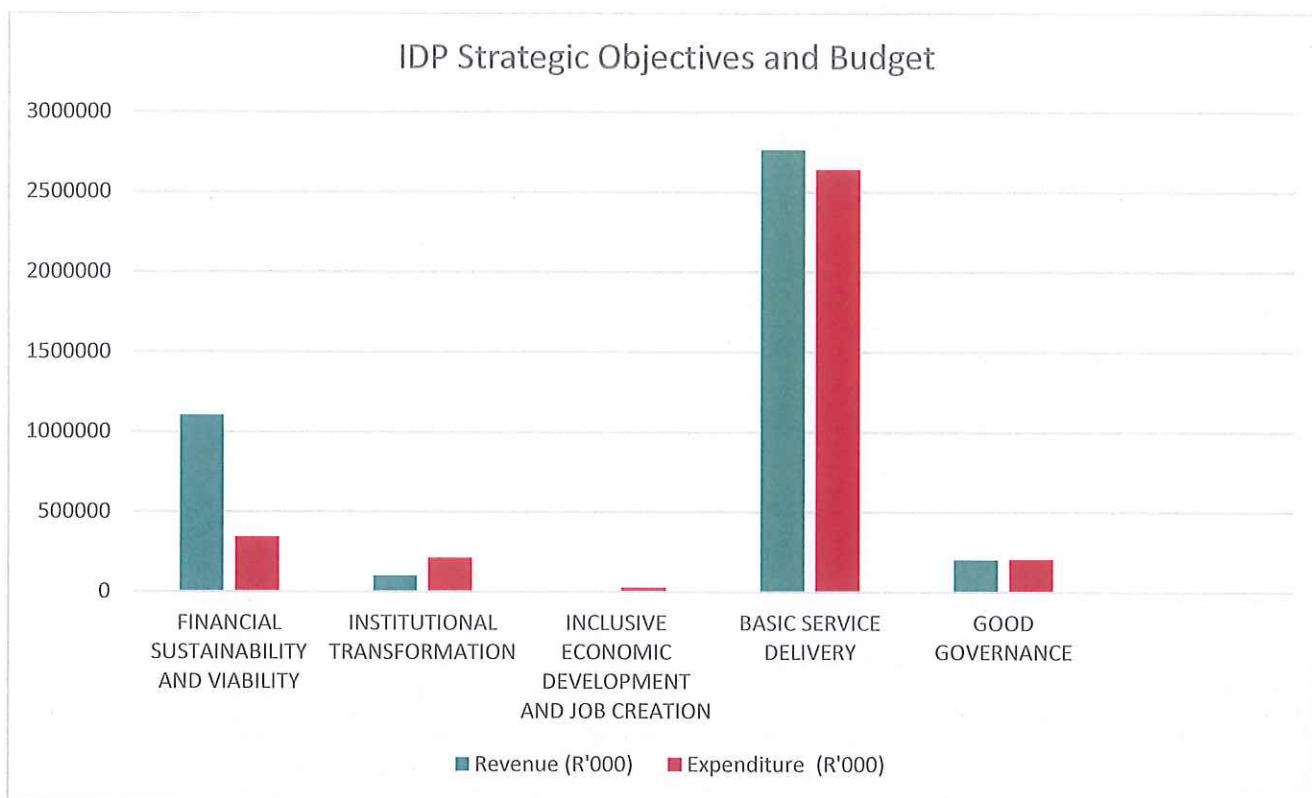
Other General Expenditure relate to operational costs of the municipality. The budgeted amount is R264 332 925

Depreciation and Debt Impairment

The budget for Debt Impairment and Irrecoverable Debts Written off is R585 265 660 and Depreciation is R263 566 668 for the 2024/2025 financial year.

The Municipality therefore has a great challenge of providing basic services to its population with limited resources.

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



7. NON-FINANCIAL PERFORMANCE PLANNING

7.1 Link with the Integrated Development Plan

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

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

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

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

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

7.3 Summary of Key Performance Areas (KPA)

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

- Basic Service
- Local Economic Development

7.5. Customer and Services

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

- Employment Equity Amendment Act
- Skills Development Act
- Skills Development Levies Act
- SAQA Act
- Medical Scheme Act,
- Pension Act, Occupational Health and Safety Act
- Labour Relations Act
- National Archives Act
- South African Local Bargaining Council Collective Agreements
- Municipal Code of Municipal Bylaws
- All Municipal Policies
- Standing Rules and Orders
- System of Delegation.
- National Road Traffic Act, Act 93 of 1996
- Occupational Health and Safety Act
- National Environment Management Act 107 of 1998
- Environmental Conservation Act 73 of 1989
- Disaster Management Act, Act 57 of 2002
- Fire Brigade Services, Act 99 of 1987
- Veld and Forest Fire Act 101 of 1998
- SANS 10900, SANS 0400

- Institutional Capacity
- Financial Management and Accounting
- Good Governance, Transparency and Accountability
- Public Participation

7.4 Mandate and Outcomes

- Section 166 of the Municipal Financial Management Act, 56 of 2003
- Municipal Planning and Performance Management Regulation of 2001
- Section 45 of the Municipal System Act, 32 of 2000
- Section 18 and 21 of the Municipal System Act, 32 of 2000
- Section 75 and 95 of the Municipal Financial Management Act, 56 of 2003
- Constitution of the republic of South Africa, Act 108 of 1996
- Municipal Systems Act, Act 32 of 2000;
- Municipal Finance Management Act, 56 of 2003
- National Youth Development Agency Act, 54 of 2008
- National Youth Policy 2009-2014
- National Policy Framework on Women's Empowerment and gender Equality
- National Policy Framework for Public Participation
- Framework for Integrated Local Government Response to HIV/AIDS
- Disability Framework for Local Government 2009-2014
- Section 62(1) c(i) of the Municipal Finance Management Act, 56 of 2003
- The Constitution of Republic of South Africa, Act 108 of 1996
- Chapters 4, 5 and 6 of the Local Government: Municipal Systems Act, 32 of 2000
- Municipal Planning and Performance Management regulation of 2001
- Municipal Systems Amendment Act, 7 of 2011
- Regulations on the Appointment of Section 56 Managers
- Municipal Structures Act
- Municipal Systems Amendment Act
- Employment Equity Act

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

7.6. Alignment of IDP/SDBIP with SDGs, NDP, FSGDS and MTSF (Outcome Indicators)

Sustainable Development Goal (SDG)	National Development Plan (NDP)	Free State Growth and Development Strategy (FSGDS)	Medium Term Strategic Framework (MTSF)	Key Performance Area	Focus area/ Priority issues	Municipal Strategic Objectives	Municipal Development Strategies
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, potable water, and that there is enough water for agriculture and industry.	Provide new basic infrastructure at the local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services	Basic Services	Water.	To increase the Number of Households with access to water.	Refurbish and upgrade all identified wastewater treatment works and pump stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA.
Ensure availability and sustainable management of water and sanitation for all.	Ensure that all people have access to clean, potable water, and that there is enough water for agriculture and industry.	Provide new basic infrastructure at the local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services	Basic Services	Sanitation.	To Increase the number of Households with access to sanitation.	Develop or review of the Water Services Development Plan Refurbish and upgrade all identified wastewater treatment works and pump stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA.
Ensure access to affordable, reliable, sustainable and modern energy for all.	Electricity Grid should rise to at least 90% by 2030, with non-grid options available for the rest.	Provide new basic infrastructure at the local level (Water, Sanitation and electricity).	Ensuring access to adequate human settlements and quality basic services.	Basic Services	Energy and electricity.	To Increase the number of Households with access to electricity.	Develop or review the electricity master. Provision and Installation of High Mast Lights. Upgrading and provision of streetlights.

Make cities and Human Settlements inclusive, safe, resilient and sustainable.	Upgrade all informal settlement on suitable well-located land by 2030.	Promote and support integrated, inclusive, sustainable human settlements.	Create sustainable Human Settlement and improved quality households.	Basic Services	Urban Planning and Human Settlement.	Sustainable human settlement and improved quality of household life.	Land and security of tenure. Allocation of sites. Verification and approval on files for sites allocated. Title deeds issued. Formalisation of informal settlements. Spatial Planning and Land Use Management. Review of Spatial Development Framework. Development of Economic corridors for economic development and integration of Matjhabeng towns.
	Environmental sustainability and resilience.	Maintain and upgrade basic infrastructure at local level.	Implement a waste management system that reduces waste going to landfills.	Basic Services	Effective Waste Management Services.	To provide effective Refuse Removal & Solid Waste Disposal to Households and commercial businesses around MLM.	Refuse removal. Waste collection from each household on a weekly basis. Proportion of landfill sites in compliance with the National Environmental Waste Management Act, 59 of 1998. Data collection of disposal waste. Landfill site. Review Integrated Environmental Management Plan and Integrated Waste Management Plan.

Industry, innovation, and infrastructure	Transforming Human Settlement	Develop and maintain an efficient road, rail and public transport network	An efficient, competitive, and responsive economic infrastructure.	Basic Services	Roads and Transport.	Supporting the delivery of municipal services to the right quality and standard.	Upgrading of old gravel roads to concrete paving blocks. Identify and construct public transportation facilities to improve and safeguard commuters' usage of public transport.
				Basic Services	Cemeteries, Sport and Recreational Facilities.	Supporting the delivery of municipal services to the right quality and standard.	Develop a Cemeteries Masterplan. Provision of green public open spaces. Upgrade, maintain existing, and build new municipal sport and recreation facilities.
Good jobs and economic growth	Economy and Employment	Economic growth, development and employment	Radical economic transformation, rapid economic growth, and job creation	Local Economic Development	Development of local economy.	Creating a conducive environment for economic development	SMME development Expansion of business, decline in unemployment and increase in tourism. Promotion and support of SMME's and Cooperatives development. Development of the pre-feasibility studies for priority projects as per LED Strategy. Promote Tourism awareness and education. To ensure that tourism marketing plan is developed.

Peace and Justice	Fighting corruption	Fighting corruption and crime	Financial Management	Budgeting and Financial reporting.	Ensuring sound financial management and accounting. Ensure improvement in financial management	To promote good governance, transparency, accountability and sound financial management and accounting. Prepare a Draft Account Payable Policy to be approved by council. Encourage suppliers to submit relevant documentation on time. Implementation of Revenue Enhancement Strategy. Develop a financial management strategy and a turnaround strategy for transformation. Implement action plans, financial accounting, and internal controls as per professional standards, financial management to form part of strategic communication. Adhere strictly to IDP/ budget timetable, MBR, MFMA, NT Circulars, review of budget related policies. Review budget related policies annually.
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Partnerships for the goals.	Nation building and social cohesion.	Effective and efficient governance and Administration.	Contributing to a better Africa and a better world.	Good Governance and Public Participation.	Mass participation.	Putting people and their concerns first.	Facilitate Social cohesion activities. Development of a Public Participation Strategy To encourage the involvement of communities in municipal budgeting and planning processes. Ensuring Functionality of ward committees.
Gender Equality	Developing a capable and Development State	Social and Human Development	Building social cohesion	Institutional capacity	Performance Management Systems.	Building institutional resilience and administrative capability. Promoting good governance, transparency, and accountability Effective communication with community & employees	Review the Organizational structure and identify critical positions to capacitate the Local Municipality. Methodology to improve performance management, monitoring, and improvement to achieve overall organizational objectives. Develop Customer Care Relations Management Brochure. Review Document Management Policy Develop a Communications Strategy Review Human Resources Management Policy

7.7 Input Indicators

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

7.8 Lower-layer Service Delivery and Budget Implementation Plan

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

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

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

The SDBIP is a layered plan with the Top-Layer and Lower-Layer.

The Top-Layer Service Delivery and Budget Implementation Plan will be reported every quarter by the Municipal Manager and Managers directly accountable to the Municipal Managers through the Performance Agreements and Plans. In aligning the pillars to the State of The Nation Address 2023 Priorities, the focus will be on the following seven priorities:

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

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

The municipal manager has access to Lower-layer detail to hold middle-level and junior-level managers responsible for various components of the service delivery plan and targets of the municipality. The Lower-layer detail will not be made public nor tabled to the council. Only the Top Layer of information of the SDBIP will be made public and tabled to the council.

8. TOP-LAYER SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN

8.1. Office of the Speaker

Key Performance Area			Public Participation										
Programme			Office of the Speaker										
Item No	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
PP1	Putting people and their concerns first	Functionality of ward committees	Number of ward plans produced	All	Council	0	36	0	0	36	0	Office of the Speaker	Ward Plans
PP2			Number of reports from ward committees produced and submitted quarterly	All	Council	104	144	36	36	36	36	Office of the Speaker	Reports from ward committees
PP3			Number of reports on community meetings held by ward councillors to address community programmes and developmental matters	All	Council	144	144	36	36	36	36	Office of the Speaker	Reports on Community Meetings held
PP4			Facilitate drafting of the oversight report for the 2023/2024 financial year	Number of oversight report submitted to Council	All	Council	1	1	0	0	1	0	Office of the Speaker
PP5		Community Participation	Number of Community Participation programs held	All	Council	2	4	1	1	1	1	Office of the Speaker	Attendance Registers Photos
PP6		Establishment of Council Committees	Number of section 79 committees meetings held	All	Council	5	12	3	3	3	3	Office of the Speaker	Attendance Register Minutes of meetings
PP7		Capacity Building	Number of councillors training conducted	All	Council	2	2	0	1	0	1	Office of the Speaker	Attendance Register Agenda Photos

Key Performance Area		Good Governance, Accountability and Transparency											
Programme		Office of the Speaker (Council Whip)											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
GGTA40	Promoting good governance, transparency, and accountability	Methodology to improve performance, management, monitoring, and improvement to achieve overall organizational objectives	Number of Troika meetings held	All	Council	2	4	1	1	1	1	Chief Whip	Minutes of Troika Meetings Attendance Registers
GGTA41			Number of Multi-Party Whippery meetings held	All	Council	2	4	1	1	1	1	Chief Whip	Minutes of Multi-Party Whippery Meetings Attendance Registers

8.2. Office of the Executive Mayor

Key Performance Area			Public Participation										
Programme			Office of the Mayor										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
pp8	Putting people and their concerns first	Facilitate Social cohesionActivities	Number of National Days' activities hosted	All	Council	6	5	2	1	1	1	Office of the Mayor	Notice Attendance Registers Pictures
pp9			Number of Youth Programmes held	All	Council	8	4	1	1	1	1	Office of the Mayor	Notice Attendance Registers Pictures
pp10			Number of Executive Mayor's Imbizos	All	Council	12	12	3	3	3	3	Office of the Mayor	Invitations Attendance Registers
pp11			Number of Moral Regeneration campaigns held	All	Council	6	2	0	1	0	1	Office of the Mayor	Invitations Attendance Registers

PP12			Number of HIV/Aids campaigns held	All	Council	4	1	0	1	0	0	0	Office of the Mayor	Invitations Attendance Registers
PP13			Number of activities for Women & Children held	All	Council	2	2	0	1	0	0	1	Office of the Mayor	Invitations Attendance Registers
PP14			Number of activities for elderly people and men held	All	Council	2	2	0	0	1	1	1	Office of the Mayor	Invitations Attendance Registers

8.3. Office of the Municipal Manager

8.3.1. Integrated Development Plan

Key Performance Area		Public Participation											
Programme		Office of the Municipal Manager (IDP)											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation: Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
PP15	Putting people and their concerns first	To encourage the involvement of communities in municipal budgeting and planning processes	Number of Draft Integrated Development Plan developed, reviewed and adopted	All	Council	1	1	0	0	1	0	Executive Director - Strategic Support Services	Adopted Draft IDP Council Resolution
PP16			Number of Integrated Development Plan developed, reviewed, and approved	All	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Adopted IDP Council Resolution
PP17			Number of Integrated Development Review Process Plan developed and adopted	All	Council	1	1	1	0	0	0	Executive Director - Strategic Support Services	Adopted Integrated Development Process Plan Council Resolution

8.3.2. Information Communication Technology

Key Performance Area		Good Governance, Accountability and Transparency											
Programme		Office of the Municipal Manager (Information Communication Technology)											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
GGTA1	Information Technology enables and drives the municipality to reach its objectives	Business Continuity and Disaster Recovery Solution Implementation	Number of Business Continuity and Disaster Recovery Solution implementation on the CLOUD	Admin	Council	0	1	0	1	0	0	Executive Director - Strategic Support Services	Report on the completed implementation of Business Continuity and Disaster Recovery Solution
GGTA2		Enterprise Financial System Upgrade	Number of system upgrades conducted on the Financial System	Admin	Council	3	3	0	1	1	1	Executive Director - Strategic Support Services	Report on systems upgrades conducted
GGTA3		LAN Optimization	Number of LAN optimization implemented	Admin	Council	1	1	0	1	0	0	Executive Director - Strategic Support Services	Report on the completed implementation of LAN optimization
GGTA4		DIGITAL Transformation sub-projects	Number of digital transformation sub-projects implemented	Admin	Council	0	3	0	0	2	1	Executive Director - Strategic Support Services	Report on the completed implementation of transformation sub-projects
GGTA5		Information Security Management	Number of Security Awareness and Training conducted and Implementation of an Information Security Architecture	Admin	Council	1	4	1	1	1	1	Executive Director - Strategic Support Services	Attendance Register Agenda/ Notice Photos

8.3.3 Communication

Key Performance Area			Good Governance, Accountability and Transparency										
Programme			Office of the Municipal Manager (Communications)										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
GGTA6	Promoting transparency, and accountability good governance, strategy	Review the Municipal Communication annually.	Number of Municipal Branding completed	All	Council	0	6	0	2	2	2	Executive Director - Strategic Support Services	Official Order Pictures
GGTA7			Number of outdoor adverts publicized	All	Council	0	6	0	2	2	2	Executive Director - Strategic Support Services	Official Order Pictures
GGTA8			Number of reports on Publications sent/shared/ released in Local, provincial, and national media internal newsletter, quarterly	All	Council	4	4	1	1	1	1	Executive Director - Strategic Support Services	Reports on publications
GGTA9			Number of established Matjhabeng external and internal newsletter	All	Council	0	1	0	0	1	0	Executive Director - Strategic Support Services	Printed MLM Newspaper
GGTA10			Number of quarterly reports on crisis and emergency communicated	All	Council	1	4	1	1	1	1	Executive Director - Strategic Support Services	Reports on crisis and emergency
GGTA11			Number of community awareness conducted	All	Council	15	7	1	2	2	2	Executive Director, - Strategic Support Services	Attendance Register/ Report Pictures

8.3.4. Risk Management

Key Performance Area			Good Governance, Accountability and Transparency										
Programme			Office of the Municipal Manager (Risk Management)										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
GGTA12	Promoting transparency, and accountability good governance,	To ensure effective risk management within the municipality	Number of Risk Management policy approved by Council	Admin	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Approved Risk Management Policy Council Resolution
GGTA13			Number of Risk Management Strategy approved by Council	Admin	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Approved Risk Management Strategy Council Resolution
GGTA14			Number of Risk Management Implementation plans approved	Admin	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Approved Risk Management Implementation Plan Audit Committee Attendance Register and Minutes
GGTA15			Number of Anti-Fraud and Anti-Corruption Policy approved	Admin	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Approved Anti- Fraud and Anti- Corruption Policy Council Resolution
GGTA16			Number of Anti-Fraud and Anti-Corruption Strategy approved	Admin	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Approved Anti- Fraud and Anti- Corruption Strategy Council Resolution
GGTA17			Number of Fraud Prevention Plan approved	Admin	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Approved Fraud Prevention Plan Audit Committee Attendance Register and Minutes
GGTA18			Number of Whistle-blowing policy approved	Admin	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Approved Whistle-Blowing Policy Council Resolution

GGTA19			Number of Risk Assessments conducted.	Admin	Council	2	2	1	0	0	1	Executive Director - Strategic Support Services	Risk Assessment Reports
GGTA20			Number of Risk Management Committee Charter approved.	Admin	Council	1	1	0	0	0	1	Executive Director - Strategic Support Services	Approved Risk Management Committee Charter Audit Committee Attendance Register and Minutes
GGTA21			Number of Risk Management Committee meetings held.	Admin	Council	4	4	1	1	1	1	Executive Director - Strategic Support Services	Attendance Registers Agenda Minutes of Risk Management Committee meetings
GGTA22			Number of risk awareness campaign conducted.	Admin	Council	1	2	1	0	0	1	Executive Director - Strategic Support Services	Attendance Registers Invitation
GGTA23			Number of Risk Registers developed and updated.	Admin	Council	5	5	5	0	0	0	Executive Director - Strategic Support Services	Risk Registers (Strategic, Operational, Fraud, ICT and Projects)
GGTA24			Number of progress reports against the Risk Management plan prepared.	Admin	Council	4	4	1	1	1	1	Executive Director - Strategic Support Services	Quarterly Progress Reports

8.3.5. Internal Audit

Key Performance Area		Good Governance, Accountability and Transparency									
Programme		Office of the Municipal Manager (Internal Audit)									
Item no	Objective	Strategy	Key Performance Indicator	Baseline indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Responsibility	Evidence
GGTA25	Promoting transparency, and accountability	Review the efficiency and effectiveness of municipal systems of internal control	Number of developed Risk Based Internal Audit plan	1	1	1	0	0	0	Executive Director -Strategic Support Services	Approved Risk Based Internal Audit Plan
GGTA26	good governance,		Number of internal audit reports compiled.	4	4	1	1	1	1	Executive Director -Strategic Support Services	Internal Audit Reports
GGTA27			Number of developed internal audit methodology	1	1	1	0	0	0	Executive Director -Strategic Support Services	Internal Audit Methodology
GGTA28			Number of Audit Committee meetings held	4	4	1	1	1	1	Executive Director -Strategic Support Services	Minutes of meetings Attendance Registers Agenda
GGTA29			Number of Internal Audit Charter developed and approved	1	1	1	0	0	0	Executive Director -Strategic Support Services	Approved Internal Audit Charter
GGTA30			Number of Internal Audit reports on implementation of the coverage plan	4	4	1	1	1	1	Executive Director -Strategic Support Services	Internal Audit Progress Reports
GGTA31			Number of reviewed quality assurance and improvement program.	1	1	1	0	0	0	Executive Director -Strategic Support Services	Quality assurance program

GGTA32			Number of Audit Committee Charter developed and approved	Admin	Council	1	1	1	0	0	0	Executive Director -Strategic Support Services	Approved Audit Committee Charter
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8.3.6. Performance Management Systems

Key Performance Area			Good Governance, Accountability and Transparency										
Programme			Office of the Municipal Manager (Performance Management Systems)										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
GGTA33	Promoting transparency, and accountability	good governance,	Number of SDBIP developed and approved by the Executive Mayor.	Admin	Council	1	1	1	0	0	0	Executive Director -Strategic Support Services	Approved SDBIP MAYCO Resolution
GGTA34			Number of adjusted SDBIP developed and approved by Council.	Admin	Council	1	1	0	0	1	0	Executive Director -Strategic Support Services	Approved adjusted SDBIP. Council Resolution
GGTA35			Number of performance agreements for Section 56/57 managers coordinated and signed	Admin	Council	8	8	8	0	0	0	0	Executive Director -Strategic Support Services
GGTA36			Number of performance assessments conducted for Section 56/57 managers.	Admin	Council	2	2	0	0	2	0	Executive Director -Strategic Support Services	Performance Assessment Report Attendance Register Minutes
GGTA37			Number of annual reports developed, submitted to AGSA, and tabled to council for approval.	Admin	Council	1	1	0	0	1	0	Executive Director -Strategic Support Services	2023-2024 Annual Performance Report Council Resolution

8.4. Directorate Corporate Support Services

8.4.1 Organizational Planning

Key Performance Area			Institutional Capacity										
Programme			Organizational Planning										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline Indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC1	Building institutional resilience and administrative capability	Review Organizational structure and identify critical positions to capacitate the Local Municipality	Number of approved organizational structure	Admin	Council	1	1	0	0	0	1	Executive Director - Corporate Services	Approved Organizational Structure Council Resolution

8.4.2. Human Resource Planning

Key Performance Area			Institutional Capacity										
Programme			Human Resource Planning										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC2	Building institutional resilience and administrative capability	Review job descriptions	Number of job descriptions reviewed	Admin	Council	8	300	50	100	100	50	Executive Director - Corporate Services	Job Descriptions Reviewed
IC3		Cascading of individual performance management system	Number of performance agreements developed for incumbents in positions from level 1 to level 7/6	Admin	Council	0	150	38	38	38	36	Executive Director - Corporate Services	Signed Performance Agreements

8.4.3. Recruitment, selection, and placement

Key Performance Area			Institutional Capacity										
Programme			Recruitment, selection, and placement										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC4	Building institutional resilience and administrative capability	Recruit and select in line with the approved Organizational Structure and Budget	Percentage of advertised positions filled	All Wards	Council	100%	100%	0	0	0	100%	Executive Director - Corporate Services	Appointment Letters Adverts

8.4.4. Employment Equity

Key Performance Area			Institutional Capacity										
Programme			Employment Equity										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC5	Building institutional resilience and administrative capability	Design and implementation of Employment Equity Plan	Number of Employment Equity Plans reviewed and approved	Admin	Council	1	1	0	1	0	0	Executive Director - Corporate Services	Employment Equity Plan Council Resolution

8.4.5. Training and Development

Key Performance Area			Institutional Capacity										
Programme			Training and development										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline Indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC6	Building institutional resilience and administrative capability	Implementation of Training interventions in line with the Workplace Skills Plan	Number of beneficiaries trained	All Wards	Council	70	160	40	40	40	40	Executive Director - Corporate Services	Approved submissions
IC7		Workplace Integrated Learning (interns/apprentices)	Number of learners placed in the municipality.	All Wards	Council	50	60	15	15	15	15	Executive Director - Corporate Services	Endorsed Placement Requests

8.4.6. Employee Wellness

Key Performance Area		Institutional Capacity											
Programme		Employee Wellness											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC8	Building institutional resilience and administrative capability	Develop a revised Health and Wellness Plan	Number of Health and Wellness Plan revised	Admin	Council	0	1	0	0	0	1	Executive Director - Corporate Services	Approved Wellness Plan EXCO Resolution
IC9		Conduct 24 Life Skill Awareness Programme sessions/campaigns	Number of awareness sessions or campaigns conducted	Admin	Council	24	24	6	6	6	6	Executive Director - Corporate Services	Attendance Register Photos
IC10		Provide at least pauper burial services to destitute people and unknown corpses	Number of reports on destitute people and unknown corpses provided with pauper Burials, quarterly	Admin	Council	4	4	1	1	1	1	Executive Director - Corporate Services	Report on Pauper Burials provided Approved applications

8.4.7. Legal Services Management

Key Performance Area			Institutional Capacity										
Programme			Legal Services										
Item No	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC11	Building institutional resilience and administrative capability	Dispose of litigation cases in the Litigation Register	Percentage of cases disposed of and finalized	All Wards	Council	45%	50%	10%	20%	40%	50%	Executive Director - Corporate Services	Litigation register

8.4.8. Occupational Health and Safety

Key Performance Area			Institutional Capacity										
Programme			Occupational Health and Safety										
Itemno	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline Indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC12	Building institutional resilience and administrative capability	Conduct safety awareness programmes	Number of safety awareness programmes conducted	All Wards	Council	12	16	4	4	4	4	Executive Director - Corporate Services	Attendance Registers Photos
IC13		Conduct safety inspections	Number of safety inspections conducted	All Wards	Council	98	160	40	40	40	40	Executive Director - Corporate Services	Inspection Reports
IC14			Percentage of incidents reported to Department of Labour	All Wards	Council	0%	100%	0	0	0	100%	Executive Director - Corporate Services	Incident Register Incidents Reported to Dep of Labour

8.4.9. Customer Care Services

Key Performance Area			Institutional Capacity										
Programme			Customer Care Services										
Itemno	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC15	Building institutional resilience and administrative capability	Develop electronic Customer Care Management System	Number of Electronic Customer Care Management System developed, installed and functional	All Wards	Council	0	1	0	0	0	1	Executive Director - Corporate Services	Progress Report

8.4.10. Document Management

Key Performance Area			Institutional Capacity										
Programme			Document Management										
Itemno	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline Indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
IC16	Building institutional resilience and administrative capability	Review Document Management Policy	Number of Reviewed Document Management Policy	All Wards	Council	0	1	0	1	0	0	Executive Director - Corporate Services	Reviewed Document Management Policy

8.5. Directorate Engineering Services

8.5.1. Sewer Networks and Wastewater Treatment Works Developmental and Maintenance

Key Performance Area		Basic Services											
Programme		Sewer networks and Wastewater Treatment Works Developmental and Maintenance Programs (PMU PROJECTS)											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS1	Supporting the delivery of municipal services to the right quality and standard	Refurbish and upgrade all identified WASTEWATER TREATMENT WORKS and pump stations as well as bulk sewer networks to ensure that systems are functional in line with Green Drop regulations and MEMA	Percentage of refurbishment work completed at Kutlwanong Wastewater Treatment Works by 30 June 2025	18	MIG	66%	100%	84%	100%	0%	0%	Executive Director - Infrastructure	Practical Completion Certificate Progress Reports
BS2		Identify and replace 300 damaged or stolen manhole covers without resale value to cover open manholes and reduce risk of damage to the public and equipment.	Number of manholes covers replaced around all six towns.	All	Council	65	70	17	17	17	19	Executive Director - Infrastructure	Job Cards
BS3		Refurbish maintenance and upgrade all identified pump stations and ancillary works to ensure that systems are functional in line with Green Drop regulations and MEMA as well as to address new developments	Percentage works completed on the refurbishment and upgrading of two sewer pump-stations in Virginia and Meloding by 30 June 2025	4 and 9	MIG	66%	100%	0%	0%	80%	100%	Executive Director - Infrastructure	Practical Completion Certificate Progress Reports

8.5.2. Water Networks and Maintenance Programs

Key Performance Area			Basic Services										
Programme			Water networks and maintenance programs										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS4	Supporting the delivery of municipal services to the right quality and standard	Refurbishment of aging infrastructure	Number of dysfunctional water meters replaced.	All	Council	750	2000	500	500	500	500	Executive Director - Infrastructure	Job Cards
BS5			Percentage of existing water meters not in the finance system reported, investigated and registered.	All	Council	0%	100%	30%	40%	60%	100%	Executive Director - Infrastructure	Report on meters not in the finance system reported, investigated and registered

8.5.3. Roads, Ancillaries and Developmental Maintenance

Key Performance Area			Basic Services										
Programme			Roads and ancillaries developmental and maintenance programs										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS6	Supporting the delivery of municipal services to the right quality and standard	Construction of 3km paved roads and stormwater drainage	Kilometers of Ward 2 paved roads and stormwater drainage constructed	2	MIG	0km	3km	0km	0km	0km	Executive Director - Infrastructure	Practical Completion Certificate	
BS7			Kilometers of Ward 13 paved roads and stormwater drainage constructed	13	MIG	0km	3km	0km	0km	0km	Executive Director - Infrastructure	Practical Completion Certificate	
BS8			Kilometers of Ward 12 paved roads and stormwater drainage constructed	12	MIG	0km	3km	0km	0km	0km	Executive Director - Infrastructure	Practical Completion Certificate	
BS9			Kilometers portion of Constantia Road rebuilt between road 200 and Moshoeshoe road in Thabong to improve traffic flow.	13 and 14	Council	0km	1.2km	0km	1.2km	0km	0km	Executive Director - Infrastructure	Practical Completion Certificate
BS10	Rebuild portion of Constantia Road that has been damaged by sewer between Moshoeshoe road and Dr A Phakathi road in Thabong to improve traffic flow.	Rebuild portion of Constantia Road that has been damaged by sewer between Moshoeshoe road and Dr A Phakathi road in Thabong to improve traffic flow.	Kilometers portion of Constantia Road rebuilt between Moshoeshoe road and Dr A Phakathi road in Thabong to improve traffic flow.	14	Council	0km	0.6km	0.6km	0km	0.6km	Executive Director - Infrastructure	Practical Completion Certificate	

Key Performance Area Programme			Basic Services										
			Roads and ancillaries developmental and maintenance programs										
			Service Delivery Budget Implementation Plan Quarterly Targets										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Responsibility	Evidence
BS11	Supporting the delivery of municipal services to the right quality and standard	Rebuild portion of Ndaki road that has been damaged by stormwater in Thandanani (2010) Thabong and provide the necessary stormwater drainage	Kilometers portion of Ndaki road rebuilt in Thandanani (2010) Thabong and Kilometers of stormwater drainage system built to improve traffic flow.	25	Council	0km	0.9km	0km	0km	0.9km	0km	Executive Director - Infrastructure	Practical Completion Certificate
BS12		Reseal portion of Ndaki road next to Tosa College in Thabong	Kilometers portion of Ndaki road rebuilt next to Tosa College in Thabong	25	Council	0km	1km	0km	0km	1km	0km	Executive Director - Infrastructure	Practical Completion Certificate
BS13		Rehabilitate portion of Du Plessis Street in kutlwanong	Kilometers portion of Du Plessis Street rehabilitated	10,18,20,21, and 22	Council	0km	3.2km	0km	0km	3.2km	0km	Executive Director - Infrastructure	Practical Completion Certificate

Key Performance Area Programme			Basic Services										
			Roads and ancillaries developmental and maintenance programs										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS14	Supporting the delivery of municipal services to the right quality and standard	Patch 15 800 m ² of potholes in formal roads to reduce deterioration and ensure safe usage thereof m ²	Square meters of potholes in formal roads at Matjhabeng Central patched to reduce deterioration and ensure safe usage thereof	All	Council	7727 m ²	7900 m ²	2000 m ²	2000 m ²	2000 m ²	1900 m ²	Executive Director - Infrastructure	Job Cards
BS15			Square meters of potholes in formal roads at Matjhabeng West patched to reduce deterioration and ensure safe usage thereof	All	Council	1197.2 m ²	3950m ²	1000 m ²	1000 m ²	950 m ²	1000m ²	Executive Director - Infrastructure	Job Cards
BS16			Square meters of potholes in formal roads at Matjhabeng East patched to reduce deterioration and ensure safe usage thereof	All	Council	4489.2 m ²	3950 m ²	1000 m ²	1000 m ²	1000 m ²	950 m ²	Executive Director - Infrastructure	Job Cards

Key Performance Area		Basic Services											
Programme		Roads and ancillaries developmental and maintenance programs											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS17	Supporting the delivery of municipal services to the right quality and standard	Blade and re-gravel 60km of gravel and dirt roads to enhance driving comfort.	Kilometres of gravelled and dirt roads bladed and re-gravelled in Matjhabeng Central to enhance driving comfort	All	Council	40.7km	30km	5km	5km	10km	10km	Executive Director - Infrastructure	Job Cards
BS18			Kilometres of gravelled and dirt roads bladed and re-gravelled in Matjhabeng West to enhance driving comfort	All	Council	5.68km	15km	3.75km	3.75km	3.75km	3.75km	Executive Director - Infrastructure	Job Cards
BS19			Kilometres of gravelled and dirt roads bladed and re-gravelled in Matjhabeng East to enhance driving comfort	All	Council	0km	15km	3.75km	3.75km	3.75km	3.75km	Executive Director - Infrastructure	Job Cards

Key Performance Area			Basic Services										
Programme			Roads and ancillaries developmental and maintenance programs										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS20	Supporting the delivery of municipal services to the right quality and standard	Clean 7.1km of lined storm water.	Kilometers of stormwater lined channels cleaned in Matjhabeng Central.	All	Council	11.3km	3.55km	1km	1km	0.55km	Executive Director - Infrastructure	Job Cards	
BS21			Kilometers of stormwater lined channels cleaned in Matjhabeng West	All	Council	3.4km	1.775km	0km	0.5km	0.775km	Executive Director - Infrastructure	Job Cards	
BS22			Kilometers of stormwater lined channels cleaned in Matjhabeng East.	All	Council	0km	1.775km	0km	0.5km	0.775km	Executive Director - Infrastructure	Job Cards	

Key Performance Area Programme			Basic Services										
			Roads and ancillaries developmental and maintenance programs										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS23	Supporting the delivery of municipal services to the right quality and standard	Clean 5.6km of unlined storm water canals in Matjhabeng Central twice a year.	Kilometres of unlined stormwater canals cleaned in Matjhabeng Central	All	Council	3km	2.8km	1km	1km	0km	0.8km	Executive Director - Infrastructure	Job Cards
BS24			Kilometres of unlined stormwater canals cleaned in Matjhabeng West	All	Council	0.82km	1.4km	0.4km	0.5km	0.5km	0km	Executive Director - Infrastructure	Job Cards
BS25			Kilometres of unlined stormwater canals cleaned in Matjhabeng East	All	Council	0.82km	1.4km	0.4km	0.5km	0.5km	0km	Executive Director - Infrastructure	Job Cards
BS26		Clean and maintain 13km of existing stormwater drainage pipes.	Kilometer of existing stormwater drainage pipes cleaned and maintained.	All	Council	0.004km	13km	3.25km	3.25km	3.25km	3.25km	Executive Director - Infrastructure	Job Cards
BS27		Construction of stormwater drainage at the entrance of Thabong in Ward 30.	Kilometers of stormwater drainage constructed at entrance of Thabong.	30	Council	0km	0.08km	0km	0km	0.08km	0km	Executive Director - Infrastructure	Job Cards

Key Performance Area			Basic Services										
Programme			Roads and ancillaries developmental and maintenance programs										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS28	Supporting the delivery of municipal services to the right quality and standard	Refurbish the Phomolong Community Hall	Percentage of refurbishments on Phomolong Community Hall completed	2	Council	0%	100%	0%	50%	70%	100%	Executive Director – Infrastructure	Practical Completion Certificates Progress Reports
BS29		Refurbish the Mmamahabane Community Hall	Percentage of refurbishments on Mmamahabane Community Hall completed	1	Council	0%	100%	0%	50%	70%	100%	Executive Director – Infrastructure	Practical Completion Certificates Progress Reports
BS30		Refurbishment of Toronto Recreation Hall	Percentage of refurbishments on Toronto Recreation Hall completed	32	Council	0%	100%	0%	50%	70%	100%	Executive Director – Infrastructure	Practical Completion Certificates Progress Reports
BS31		Refurbish the Nyalakallong Community Hall in Allanridge	Percentage of refurbishments on Nyalakallong Community Hall completed	19 and 36	Council	0%	100%	0%	50%	70%	100%	Executive Director – Infrastructure	Practical Completion Certificates Progress Reports
BS32		Refurbish the Kutlwanong Community Hall.	Percentage of refurbishments on Kutlwanong Community Hall. completed	18 and 20	Council	0%	100%	0%	50%	70%	100%	Executive Director – Infrastructure	Practical Completion Certificates Progress Reports
BS33		Refurbish the Ventersburg Community Hall.	Percentage of refurbishments on Ventersburg Community Hall completed	1	Council	0%	100%	0%	50%	70%	100%	Executive Director – Infrastructure	Practical Completion Certificates Progress Reports
BS34		Refurbishment of Old Far East Community Hall in Thabong Ward 15.	Percentage of refurbishments on Old Far East Community Hall in Thabong Ward 15 completed	15	Council	0%	100%	0%	50%	70%	100%	Executive Director – Infrastructure	Practical Completion Certificates Progress Reports
BS35		Refurbish the Flamingo Recreation Hall in Welkom.	Percentage of refurbishments on Flamingo Recreation Hall completed	34	Council	0%	100%	0%	50%	70%	100%	Executive Director – Infrastructure	Practical Completion Certificates Progress Reports

BS36	Refurbishment of Ferdi Meyer/TS Du Plessis/ Ballroom halls.	Percentage of refurbishments on Ferdi Meyer/TS Du Plessis/ Ballroom halls completed.	32	Council	0%	100%	0%	50%	70%	100%	Executive Director - Infrastructure	Practical Completion Certificates Progress Reports
BS37	Refurbish the Meloding Community Hall.	Percentage of refurbishments on Meloding Community Hall completed.	5	Council	0%	100%	0%	50%	70%	100%	Executive Director - Infrastructure	Practical Completion Certificates Progress Reports
BS38	Refurbish 4th Street municipal Stores and office block.	Percentage of refurbishment at 4th Street Stores completed.	32	Council	0%	100%	0%	50%	70%	100%	Executive Director - Infrastructure	Practical Completion Certificates Progress Reports

8.5.4. Electrical Distribution

Key Performance Area			Basic Services										
Programme			Electrical Distribution										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS39	Supporting the delivery of municipal services to the right quality and standard	Welkom- Provide and install 20MVA 132KV transformer at Urania Substation. (multiyear project)	Percentage of work completed for the provision and installation of substation (Phase 3)	11	INEP	0%	70%	20%	30%	50%	70%	Executive Director - Infrastructure	Progress Report Practical Completion Certificate
BS40		Welkom- Install thirteen (13) High mast lights	Number of high mast lights installed in Welkom	27, 32, 33 and 34	MIG	0	13	3	3	3	4	Executive Director - Infrastructure	Practical Completion Certificate
BS41		Provision of new high mast lights in Meloding, Hani Park and Bronville	Number of high mast lights installed in Meloding, Hani Park and Bronville	4, 5, 6, 7, 11, 23 and 24	MIG	0	10	2	2	2	4	Executive Director - Infrastructure	Practical Completion Certificate

BS42	Provision and Installation of Street lights along Constantia Road	Number of streetlights installed in Constantia Road.	27 and 32	MIG	0	10	2	2	2	2	Executive Director - Infrastructure	Practical Completion Certificate
BS43	Upgrading and provision of streetlights along Mothusi road.	Number of streetlights upgraded in Mothusi Road.	30 and 31	MIG	0	10	2	2	2	2	Executive Director - Infrastructure	Practical Completion Certificate
BS44	Repair and maintenance of streetlights to full functionality	Number of streetlights repaired and maintained	All	Council	1537	1300	325	325	325	325	Executive Director - Infrastructure	Job cards
BS45	Repair and maintenance of high mast lights to full functionality	Number of high mast lights repaired and maintained	All	Council	141	170	40	40	40	50	Executive Director - Infrastructure	Job Cards

8.6. Directorate Community Services

8.6.1. Cemeteries, Parks, Sport and Recreation

Key Performance Area		Basic Services											
Programme		Cemeteries, Sport and Recreational Facilities											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS46	Supporting the delivery of municipal services to the	Fencing of municipal cemeteries	Number of cemeteries fenced	17 and 3	Council	0	2	0	0	0	2	Executive Director - Community Services	Practical Completion Certificate
BS47	Right quality and standard	Provision of Ablution Facilities for Municipal Cemeteries	Number of ablution facilities provided for municipal cemeteries	17 and 3	Council	0	2	0	0	0	2	Executive Director - Community Services	Practical Completion Certificate
BS48	Maintenance of Public Park and Green Open Spaces		Number of public parks maintained	32 and 9	Council	0	2	0	0	0	2	Executive Director - Community Services	Job Cards Progress Reports
BS49			Number of trees cared for	All	Council	1028	2000	500	500	500	500	500	Executive Director - Community Services

8.6.2. Waste Management

Key Performance Area			Basic Services										
Programme			Waste Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS50	Supporting the delivery of municipal services to the	Solid Waste collection from each household on a weekly basis.	Percentage of 126 709 households with access to basic level solid waste removal	All	Council	0	100%	100%	100%	100%	Executive Director - Community Services	Job cards Progress report	
BS51	Right quality and standard	Solid Waste collection from business at least thrice a week.	Percentage of 100 000 businesses with access to basic level solid waste removal	All	Council	0	100%	100%	100%	100%	Executive Director - Community Services	Job cards Progress report	

BS52	Procurement and Installation of Street Bins in all Town's CBDs	Number of street bins procured	All	Council	60	500	125	125	125	125	Executive Director - Community Services	Delivery Notes, Pictures and Reports
BS53	Establishment of 2 Community Compost Centers in Welkom	Number of compost sites established	All	Council	0	2	0	0	0	2	Executive Director - Community Services	Progress Reports Practical Completion Certificates

8.6.3. Disaster Management and Fire Services

Key Performance Area			Basic Services										
Programme			Disaster Management and Fire Services										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS54	Supporting the delivery of municipal services to the	Upgrading of existing control rooms	Number of existing control rooms upgraded.	9 and 35	Council	0	2	0	0	1	1	Executive Director - Community Services	Practical Completion Certificate Progress Report(Photos)
BS55	right quality and standard	Renovation of existing fire stations	Number of existing fire stations refurbished.	27	Council	0	1	0	0	1	0	Executive Director - Community Services	Practical Completion Certificate Progress Report(Photos)

8.6.4. Fleet Management

Key Performance Area			Basic Services										
Programme			Fleet Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS56	Supporting the delivery of municipal services to the right quality and standard	Establishment of a Fleet Control Room with a Comprehensive Fleet Management System	Number of control rooms established	27	Council	0	1	0	0	0	1	Executive Director - Community Services	Delivery Notes Official Order Photos

8.6.5. Traffic Management and Security Services

Key Performance Area			Basic Services										
Programme			Traffic Management and Security Services										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS57	Supporting the delivery of municipal services to the right quality and standard	Road safety awareness campaigns.	Number of awareness campaigns hosted	1, 2, 3, 4, 5, 6, 7, 27, 32, 33, 34, 19 and 36	Council	3	4	1	1	1	1	Executive Director - Community Services	Attendance Register/Photos
BS58		Upgrading and maintenance of a vehicle pound	Number of established vehicle pound	27, 32, 33 and 34	Council	0	1	0	0	0	1	Executive Director - Community Services	Practical completion Certificate Progress reports
BS59		Traffic reports submitted to Finance	Number of traffic reports submitted to finance department	All	Council	0	4	1	1	1	1	Executive Director - Community Services	Traffic Reports
BS60		Compliance with the National Road Traffic Act Conduct k78 roadblocks	Number of roadblocks conducted.	27, 32, 33, 34, 28, 25, 31, 8, 9, 1, 2 and 3	Council	0	20	5	5	5	5	Executive Director - Community Services	Attendance register Photos Reports
BS61		Guarding and protection of municipal buildings and infrastructure	Number of electronic systems installed at municipal infrastructure	All	Council	67	100	0	0	50	50	Executive Director - Community Services	Job Cards and Reports

8.7. Directorate: Human Settlement

8.7.1. Human Settlement

Key Performance Area			Basic Services									
Programme			Human Settlement								Responsibility	Evidence
Item no	Objective	Strategy	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets					
							Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS62	Supporting the delivery	Implementation of the social compact guide	All	Council	0	2	0	1	0	1	Executive Director Human Settlements and Planning	Social Compact Reports
BS63		Monitoring of incomplete subsidy houses in all 6 Matjhabeng towns	All	Council	0	2	0	1	0	1	Executive Director Human Settlements and Planning	Report on the incomplete subsidy houses
BS64		Rectification of wrongly registered title deeds	All	Council	2	4	1	1	1	1	Executive Director Human Settlements and Planning	Listings
BS65		Capacitation on affordable housing projects	All	Council	2	4	1	1	1	1	Executive Director Human Settlements and Planning	Minutes of meetings Attendance Register
BS66		Disposal of 3000 sites	All	Council	0	3000	0	0	0	3000	Executive Director Human Settlements and Planning	Register of disposed and allocated sites.

8.7.2. Development Planning

Key Performance Area			Basic Services										
Programme			Development Planning										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS67	Supporting the delivery of municipal services to the right quality and standard	Land audit for municipal and privately owned land	Number of land audit reports on the municipal and privately owned land	All	Council	0	1	0	0	0	1	Executive Director Human Settlements and Planning	Reports on the municipal and private owned land
BS68		Review of the SDF 2022/2023-2027/2028.	Number of Spatial Development Plans reviewed and approved by Council.	All	Council	1	1	0	0	0	1	Executive Director Human Settlements and Planning	Approved Spatial Development Plans Council Resolution
BS69		Formalization of informal settlements by means of land development applications (In-situ upgrading, subdivision, rezoning, amendment of general plan and/or township establishment)	Number of approved land development applications	13	Council	0	2	0	0	0	2	Executive Director Human Settlements and Planning	MPT Approval of the Township Establishment
BS70		Registrations of all townships where the township registers were not vet opened	Number of townships registered	All		0	3	0	0	0	3	Executive Director Human Settlements and Planning	Progress report on formalized Township

8.7.3. Development Control

Key Performance Area		Basic Services											
Programme		Development Control											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
B571	Creating a conducive Environment for economic development	Municipal Planning Tribunal Meetings	Number of Municipal Planning Tribunal Meetings held	All	Council	4	4	1	1	1	1	Executive Director Human Settlements and Planning	Attendance Register Invitation Minutes of meetings

BS72	Contravention Notices	Number of reports on contravention notices issued	All	Council	4	4	1	1	1	1	1	Executive Director Human Settlements and Planning	Report on contravention notices Notice letters
BS73	Land use development applications	Number of reports on land use development applications approved	All	Council	4	4	1	1	1	1	1	Executive Director Human Settlements and Planning	Reports on land use development applications approved

8.7.4. Building Control

Key Performance Area		Basic Services											
Programme		Building Control											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
BS74	Supporting the delivery of municipal services to	Conducting building inspections	Number of reports on building inspections conducted	All	Council	4	4	1	1	1	1	Executive Director - Human Settlement	Reports on building inspections conducted Inspections Forms
BS75	the right quality and standard	Issuing contravention notices	Number of reports on contravention notices issued	All	Council	4	4	1	1	1	1	Executive Director - Human Settlement	Report on building contravention notices issued Notices issued
BS76		Approval of building plans applications	Number of reports on approved building plans applications	All	Council	4	4	1	1	1	1	Executive Director - Human Settlement	Reports on building plans applications approved (Letters of approval)
BS77		Approval of outdoor advertising applications	Number of reports on the approval of outdoor advertising applications	All	Council	0	4	1	1	1	1	Executive Director - Human Settlement	Reports on the approved outdoor advertising applications

8.8. Directorate Financial Management

8.8.1. Asset Management

Key Performance Area			Financial Management										
Programme			Assets Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM1	Ensuring sound financial management and accounting	To ensure that the Asset register is Generally Recognized Accounting Practices compliant and reconcile with the General Ledger	Number of GRAP-compliant asset register	All	Council	1	1	0	0	0	1	Chief Financial Officer	GRAP - Compliant Asset Register
FM2			Number of verifications conducted on the asset register	All	Council	1	1	0	0	0	1	Chief Financial Officer	List/Report on verified assets
FM3			Number of reconciliations completed between the fixed asset register and the general ledger	All	Council	1	1	0	0	0	1	Chief Financial Officer	Reconciliation report/register

8.8.2. Accounting Services

Key Performance Area			Financial Management											
Programme			Accounting Services											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence	
								Quarter 1	Quarter 2	Quarter 3	Quarter 4			
FM4	Ensuring sound financial management and accounting	Submit draft AFS for audit	Number of the draft annual financial statements submitted to auditor general for audit by 31 August 2024	All	Council	1	1	1	0	0	0	0	Chief Financial Officer	Draft Annual Financial Statements
FM5		To ensure promote good governance, accountability and	Number of mSCOA compliant draft budget submitted to provincial Treasury	All	Council	1	1	0	0	1	0	0	Chief Financial Officer	Draft Budget Council Resolution

FM6		sound financial management and accounting	Number of mSCOA compliant final budget submitted to provincial Treasury	All	Council	1	1	0	0	0	1	Chief Financial Officer	Final Budget Proof of Submission to Treasury
FM7			Number of mSCOA compliant adjustment budget submitted to provincial Treasury	All	Council	1	1	0	0	1	0	Chief Financial Officer	Adjusted Budget Proof of Submission to Treasury
FM8			Number of section 71 reports submitted to provincial Treasury	All	Council	12	12	3	3	3	3	Chief Financial Officer	Section 71 Reports Proof of Submission to Treasury
FM9			Number of section 52 (d) reports submitted to provincial Treasury	All	Council	4	4	1	1	1	1	Chief Financial Officer	Section 52(d) Financial Report Proof of Submission to Treasury
FM10			Number of Mid-year Budget and Performance Assessment reports submitted to provincial Treasury	All	Council	1	1	0	0	0	1	Chief Financial Officer	Section 72 Report

8.8.3. Supply Chain Management

Key Performance Area			Financial Management										
Programme			Supply Chain Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM11	Ensuring sound financial management and accounting	To ensure that all procurement processes are done in accordance with legislation	Number of quarterly updates on the suppliers database	All	Council	4	4	1	1	1	1	Chief Financial Officer	List/Report on updates
FM12			Number of Supply Chain Management deviation reports submitted	All	Council	4	4	1	1	1	1	Chief Financial Officer	SCM deviation report
FM13			Number of Supply Chain Management contracts registers updated	All	Council	4	4	1	1	1	1	Chief Financial Officer	SCM Updated Contract Register

FM14			Number of procurement plan developed and approved	All	Council	0	1	0	0	0	1	Chief Financial Officer	Approved Procurement Plan
FM15			Number of reports on the implementation of the procurement plan	All	Council	0	1	0	0	0	1	Chief Financial Officer	Report on the implementation of the procurement plan
FM16			Number of irregular expenditure register updated	All	Council	1	1	0	0	0	1	Chief Financial Officer	Irregular Expenditure Register

8.8.4. Revenue / Credit Control Management

Financial Management													
Revenue and Credit Control Management													
Programme	Key Performance Indicator	Strategy	Objective	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
Item no								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
FM17		To ensure that all revenue due to the municipality is collected, well managed and accounted for.	Ensuring sound financial management and accounting	All	Council	55%	75%	75%	75%	75%	75%	Chief Financial Officer	Payment Rate on monthly billing report
FM18				All	Council	12	12	3	3	3	3	Chief Financial Officer	Revenue Related Policies Council Resolution
FM19				All	Council	12	12	3	3	3	3	Chief Financial Officer	Quarterly Collection Rate Report
FM20				All	Council	1	1	0	0	0	1	Chief Financial Officer	Valuation roll report

8.9. Local Economic Development

8.9.1. Trade and Investment

Key Performance Area			Local Economic Development										
Programme			Trade and Investment										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED1	Creating a conducive environment for economic development	Improve private sector stakeholder relation and confidence	Number of Indabas held to improve the stakeholder relations by 30 June 2025	All	Council	2	1	0	0	0	1	Executive Director - Local Economic Development	Attendance Register Photos
LED2		Facilitate Foreign or Local Direct Investment in Municipality	Number of foreign investment pledge facilitated by 30 June 2025	All	Council	1	1	0	0	0	1	Executive Director - Local Economic Development	Investment Pledge Form
LED3		Enhance public private partnerships on development programmes	Number forums established to enhance public private partnerships on development programmes by 30 June 2025	All	Council	1	1	0	0	0	1	Executive Director - Local Economic Development	Attendance Register Report Photos
LED4		Scale-up catalytic project implementation	Number of catalytic projects facilitated by 30 June 2025	All	Council	0	1	0	0	0	1	Executive Director - Local Economic Development	Signed Memorandum of Agreement
LED5		LED Strategy review	Number of LED Strategy reviewed by 30 June 2025	Admin	Council	0	1	0	0	0	1	Executive Director - Local Economic Development	Approved LED strategy Council Resolution
LED6			Number of Businesses assisted with investment incentives by 30 June 2025	All	Council	0	1	0	0	0	1	Executive Director - Local Economic Development	Memorandum of Agreement
LED7		Facilitate the development of Special Economic Zone (SEZ) for industrialization of Gas energy	Number of phases completed SEZ establishment by 30 June 2025	All	Council	2	2	0	1	0	1	Executive Director - Local Economic Development	Council Resolution Cabinet Approval

8.9.2. Small Medium, Micro Enterprise Development

Key Performance Area		Local Economic Development											
Programme		Small Medium, Micro Enterprise Development											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline Indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED8	Creating a conducive environment for economic development	Development of small, medium, and micro enterprise (SMME)	Number of SMMEs funding support facilitated by 30 June 2025	All	Council	4	2	0	0	0	2	Executive Director - Local Economic Development	Photos Attendance Registers
LED9		Facilitate capacity development of SMMEs	Number of training workshops facilitated by 30 June 2025	All	Council	8	8	2	2	2	2	Executive Director - Local Economic Development	Attendance Register Agenda Photos
LED10			Number of exhibitions held by 30 June 2025	All	Council	2	2	0	0	1	1	Executive Director - Local Economic Development	Attendance Register Photos

8.9.3. Agriculture and Rural Development

Key Performance Area		Local Economic Development											
Programme		Agriculture and Rural Development											
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED11	Creating a conducive environment for economic development	Improve access to market for emerging farmers	Number of emerging farmers assisted with access to markets by 30 June 2025	All	Council	1	1	0	0	0	1	Executive Director - Local Economic Development	Signed Memorandum of Agreement
LED12		Facilitation of agricultural education programs	Number of programs facilitated for Beneficiaries by 30 June 2025	All	Council	2	2	0	0	0	2	Executive Director - Local Economic Development	Attendance Register Agenda Photos
LED13		Farmers supported program for agro-processing	Number of farmers supported for agro-processing by 30 June 2025	All	Council	0	1	0	0	0	1	Executive Director - Local Economic Development	Progress Report Photos Attendance Register

LED14	Council owned farm maintenance	Number of farms maintained by 30 June 2025	All	Council	0	2	0	0	0	0	2	Executive Director - Local Economic Development	Report on the farms maintained
LED15	Allocation of agricultural land to farmers	Number of beneficiaries allocated farms by 30 June 2025	All	Council	5	5	0	2	2	1	1	Executive Director - Local Economic Development	Signed Lease Agreement
LED16	Commonage Policy review	Number of Policy developed by 30 June 2025	All	Council	0	1	0	0	0	1	1	Executive Director - Local Economic Development	Commonage Policy Council Resolution
LED17	Agricultural Development Strategy	Number of strategies developed by 30 June 2025	All	Council	0	1	0	0	0	1	1	Executive Director - Local Economic Development	Agricultural Development Strategy Council Resolution

8.9.4. Minerals and Energy

Key Performance Area			Local Economic Development										
Programme			Minerals and Energy										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline Indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED18	Creating a conducive environment for economic development	Optimize the utilization of Social Labour Plan (SLP) and Corporate Social Responsibility Funding for economic diversification programmes	Number of SLP projects facilitated by 30 June 2025	All	Council	2	2	0	1	0	1	Executive Director - Local Economic Development	Approved Project Letter Memorandum of Agreement
LED19			Number of Corporate Social Responsibility projects facilitated by 30 June 2025	All	Council	2	2	0	1	0	1	Executive Director - Local Economic Development	Approved Project Letter Memorandum of Agreement
LED20		Small scale mining	Number of small-scale mining Facilitated by 30 June 2025	All	Council	1	1	0	0	0	1	Executive Director - Local Economic Development	Letter of Support

8.9.5. Tourism

Key Performance Area			Local Economic Development										
Programme			Tourism										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan QuarterlyTargets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED21	Creating a conducive environment for economic development	Enhance the implementation of the Tourism Strategy	Number of tourism events facilitated by 30 June 2025	All	Council	3	2	0	0	1	1	Executive Director -Local Economic Development	Attendance Registers Photos
LED22		Tourism Marketing Strategy Development	Number of Tourism Marketing Strategies developed by 30 June 2025	All	Council	0	1	0	0	0	1	Executive Director -Local Economic Development	Tourism Marketing Strategy
LED23		Tourism development	Number of tourism awareness campaigns conducted by 30 June 2025	All	Council	2	1	0	0	0	1	Executive Director -Local Economic Development	Attendance Registers Photos

8.9.6. LED Facility Management

Key Performance Area			Local Economic Development										
Programme			Facility Management										
Item no	Objective	Strategy	Key Performance Indicator	Ward	Funding Source	Baseline indicator	Annual Target	Service Delivery Budget Implementation Plan Quarterly Targets				Responsibility	Evidence
								Quarter 1	Quarter 2	Quarter 3	Quarter 4		
LED24	Creating a conducive environment for economic development	Refurbishment of Municipal Commercial facilities	Number of facilities refurbished by 30 June 2025	30	Council	0	1	0	0	0	1	Executive Director - Local Economic Development	Invoices Memorandum of Agreement Practical Completion Certificate

9. Resourcing of the strategic activities of the municipality (Table SA25)

FS184 Matjhabeng - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2024/25											
		July	August	Sept.	October	November	December	January	February	March	April	May	June
R thousand													
Revenue													
Exchange Revenue													
Service charges - Electricity		68 099	68 099	68 099	68 099	68 099	68 099	68 099	68 099	68 099	68 099	68 099	68 099
Service charges - Water		48 447	48 447	48 447	48 447	48 447	48 447	48 447	48 447	48 447	48 447	48 447	48 447
Service charges - Waste Water Management		19 685	19 685	19 685	19 685	19 685	19 685	19 685	19 685	19 685	19 685	19 685	19 685
Service charges - Waste Management		12 768	12 768	12 768	12 768	12 768	12 768	12 768	12 768	12 768	12 768	12 768	12 768
Sale of Goods and Rendering of Services		2 995	2 995	2 995	2 995	2 995	2 995	2 995	2 995	2 995	2 995	2 995	2 995
Agency services													
Interest													
Interest earned from Receivables		33 532	33 532	33 532	33 532	33 532	33 532	33 532	33 532	33 532	33 532	33 532	33 532
Interest earned from Current and Non Current Assets		430	430	430	430	430	430	430	430	430	430	430	430
Dividends		3	3	3	3	3	3	3	3	3	3	3	3
Rent on Land													
Rental from Fixed Assets		2 490	2 490	2 490	2 490	2 490	2 490	2 490	2 490	2 490	2 490	2 490	2 490
Licences and permits		19	19	19	19	19	19	19	19	19	19	19	19
Operational Revenue		44 097	44 097	44 097	44 097	44 097	44 097	44 097	44 097	44 097	44 097	44 097	44 097
Non-Exchange Revenue													
Property rates		41 216	41 216	41 216	41 216	41 216	41 216	41 216	41 216	41 216	41 216	41 216	41 216
Surcharges and Taxes													
Fines, penalties and forfeits		2 498	2 498	2 498	2 498	2 498	2 498	2 498	2 498	2 498	2 498	2 498	2 498
Licences or permits													
Transfer and subsidies - Operational		61 461	61 461	61 461	61 461	61 461	61 461	61 461	61 461	61 461	61 461	61 461	61 461
Interest		4 615	4 615	4 615	4 615	4 615	4 615	4 615	4 615	4 615	4 615	4 615	4 615
Fuel Levy													
Operational Revenue													
Gains on disposal of Assets		5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300	5 300
Other Gains													
Discontinued Operations													
Total Revenue (excluding capital transfers and cost)		347 656	347 656	347 656	347 656	347 656	347 656	347 656	347 656	347 656	347 656	347 656	347 656
Expenditure													
Employee related costs		63 307	63 307	63 307	63 307	63 307	63 307	63 307	63 307	63 307	63 307	63 307	63 307
Remuneration of councillors		3 441	3 441	3 441	3 441	3 441	3 441	3 441	3 441	3 441	3 441	3 441	3 441
Bulk purchases - electricity		62 722	62 722	62 722	62 722	62 722	62 722	62 722	62 722	62 722	62 722	62 722	62 722
Inventory consumed		18 098	18 098	18 098	18 098	18 098	18 098	18 098	18 098	18 098	18 098	18 098	18 098
Debt impairment		40 439	40 439	40 439	40 439	40 439	40 439	40 439	40 439	40 439	40 439	40 439	40 439
Depreciation and amortisation		21 964	21 964	21 964	21 964	21 964	21 964	21 964	21 964	21 964	21 964	21 964	21 964
Interest		16 243	16 243	16 243	16 243	16 243	16 243	16 243	16 243	16 243	16 243	16 243	16 243
Contracted services		8 591	8 591	8 591	8 591	8 591	8 591	8 591	8 591	8 591	8 591	8 591	8 591
Transfer and subsidies		111	111	111	111	111	111	111	111	111	111	111	111
Irrecoverable debts written off		8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333	8 333
Operational costs		22 028	22 028	22 028	22 028	22 028	22 028	22 028	22 028	22 028	22 028	22 028	22 028
Losses on disposal of Assets													
Other Losses													
Total Expenditure		286 277	286 277	286 277	286 277	286 277	286 277	286 277	286 277	286 277	286 277	286 277	1 001 097
Surplus/(Deficit)		62 380	62 380	62 380	62 380	62 380	62 380	62 380	62 380	62 380	62 380	62 380	(633 440)
Transfer and subsidies - capital (monetary allocations)		15 298	15 298	15 298	15 298	15 298	15 298	15 298	15 298	15 298	15 298	15 298	15 298
Transfer and subsidies - capital (in-kind)													
Surplus/(Deficit) after capital transfers & contributions		77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	(633 142)
Income Tax													
Surplus/(Deficit) after income tax		77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	(633 142)
Share of Surplus/Deficit attributable to Joint Venture													
Share of Surplus/Deficit attributable to Minorities													
Surplus/(Deficit) attributable to municipality		77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	(633 142)
Share of Surplus/Deficit attributable to Associate													
Surplus/(Deficit) for the year	1	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	77 678	(633 142)

10. Expenditure Classification

Expenditure Classification	Anticipated Expenditure
Personnel Expenditure	999 676 000
General Expenses	264 333 000
Repairs and Maintenance	250 395 000
Contracted Services	42 851 000
Total	1 557 255 000

11. Municipal Staffing

Staffing and Budget	Number of Posts	Rand Value
Management	76	
Professionals	163	
Technicians and Trade Workers	162	
Community and Personal Services Workers	378	
Clerical and Administrative Workers	221	
Machine Operators and Drivers	94	
Craft & Related Trades	10	
General Workers	951	
Total	2055	999 676 000

12. Recommendations and Approval

Recommended and submitted by the Municipal Manager to the Executive Mayor for consideration and approval on 20 June 2024.



ADVOCATE LONWABO NGOQO
MUNICIPAL MANAGER: MATJHABENG LOCAL MUNICIPALITY



COUNCILLOR TD KHALIPHA
EXECUTIVE MAYOR: MATJHABENG LOCAL MUNICIPALITY

13. ANNEXURE A – MFMA CIRCULAR 88 (2024/2025)

C88 Code	Output Indicators for Quarterly Reporting	Baseline	Annual target
EE1.11	Number of dwellings provided with connections to mains electricity supply by the municipality	8	60
EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes	97%	100%
EE3.21	Percentage of planned maintenance performed	47%	100%
HS2.22	Average number of days taken to process building plan applications of less than 500 square meters	26.58	30
TR4.21	Percentage of municipal bus services 'on time'	0%	0%
TR5.31	Percentage of scheduled municipal bus trips that are universally accessible	0%	0%
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	0%	0%
TR6.13	KMs of new municipal road network	0	0
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time	0%	100%
WS1.11	Number of new sewer connections meeting minimum standards	136	136
WS2.11	Number of new water connections meeting minimum standards	136	136
WS3.11	Percentage of callouts responded to within 48 hours (sanitation/wastewater)	71%	75%
WS3.21	Percentage of callouts responded to within 48 hours (water)	70%	75%
FD1.11	Percentage compliance with the required attendance time for structural firefighting incidents	70%	80%
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	100%	100%
LED1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	3105	3200
LED2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services	44%	50%
LED3.11	Average time taken to finalise business license applications	0	21
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	4194	4680
LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	100%	1%
GG1.21	Staff vacancy rate	48%	10%
GG1.22	Percentage of vacant posts filled within 3 months	0%	100%
GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	100%	100%
GG2.12	Percentage of wards that have held at least one councillor-convened community meeting	246%	100%
GG2.31	Percentage of official complaints responded to through the municipal complaint management system	0%	100%

GG5.11	Number of active suspensions longer than three months	3	6
GG5.12	Quarterly salary bill of suspended officials	0	R1m
FM1.11	Total Capital Expenditure as a percentage of Total Capital Budget	58%	95%
FM1.12	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	99%	90%
FM1.13	Total Operating Revenue as a percentage of Total Operating Revenue Budget	82%	90%
FM1.14	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	87%	90%
FM1.21	Funded budget (Y/N) (Municipal)	0	2
FM3.11	Cash/Cost coverage ratio	-0.44	2.1
FM3.13	Trade payables to cash ratio	0.063	1.5
FM3.14	Liquidity ratio	0.17	1.5
FM4.31	Creditors payment period	935.473	30
FM5.11	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	50%	80%
FM6.12	Percentage of awarded tenders [over R200k], published on the municipality's website	100%	100%
FM6.13	Percentage of tender cancellations	0	0
FM7.11	Debtors' payment period	854.463	30
FM7.12	Collection rate ratio	54%	81%

C88 Code	COMPLIANCE INDICATORS FOR QUARTERLY REPORTING	Baseline
C1	Number of signed performance agreements by the MM and section 56 managers:	8
C2	Number of ExCo or Mayoral Executive meetings held:	42
C3	Number of Council portfolio committee meetings held:	14
C4	Number of MPAC meetings held:	10
C6	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:	0
C7	Number of formal (minuted) meetings - to which all senior managers were invited- held:	42
C8	Number of councillors completed training:	0
C9	Number of municipal officials completed training:	0
C10	Number of work stoppages occurring:	0
C11	Number of litigation cases instituted by the municipality:	16
C12	Number of litigation cases instituted against the municipality:	109
C13	Number of forensic investigations instituted:	0
C14	Number of forensic investigations concluded:	0
C15	Number of days of sick leave taken by employees:	13938
C17	Number of temporary employees employed:	0
C18	Number of approved demonstrations in the municipal area:	0
C19	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings:	Not applicable to MLM

C20	Number of permanent environmental health practitioners employed by the municipality:	0
C22	Number of Council meetings held:	20
C23	Number of disciplinary cases for misconduct relating to fraud and corruption:	4
C24	Number of council meetings disrupted	0
C25	Number of protests reported	0
C26	R-value of all tenders awarded	Panel
C27	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:	17
C28	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:	R10 329 300,00
C29	Number of approved applications for rezoning a property for commercial purposes:	0
C30	Number of business licenses approved:	10
C32	Number of positions filled with regard to municipal infrastructure:	615
C33	Number of tenders over R200 000 awarded:	33
C34	Number of months the Municipal Managers' position has been filled (not Acting):	4
C35	Number of months the Chief Financial Officers' position has been filled (not Acting):	5
C36	Number of vacant posts of senior managers:	1
C38	Number of filled posts in the treasury and budget office:	153
C40	Number of filled posts in the development and planning department	58
C42	Number of registered engineers employed in approved posts	0
C43	Number of engineers employed in approved posts:	0
C44	Number of disciplinary cases in the municipality:	4
C45	Number of finalised disciplinary cases:	0
C47	Number of waste management posts filled:	285
C49	Number of electricians employed in approved posts:	22
C51	Number of filled water and wastewater management posts:	3
C56	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	0
C57	Number of registered electricity consumers with a mini grid-based system in the municipal service area	0
C58	Total non-technical electricity losses in MWh (estimate)	26205828
C59	Number of municipal buildings that consume renewable energy	0
C61	Total number of chemical toilets in operation	0
C63	Total volume of water delivered by water trucks	0
C64	R-value of all direct municipal vehicle operational costs for public transport	0
C65	Total number of scheduled public transport access points	0
C67	Number of paid full-time firefighters employed by the municipality	58
C68	Number of part-time and firefighter reservists in the service of the municipality	0
C69	Number of 'displaced persons' to whom the municipality delivered assistance	0
C71	Number of procurement processes where disputes were raised	0
C73	Number of structural fires occurring in informal settlements	184
C74	Number of dwellings in informal settlements affected by structural fires (estimate)	184

C76	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	0
C77	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	0
C78	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	0
C79	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	0
C81	Number of new business license applications	27
C83	Number of building plans approved after first review	531
C84	Number of building plans submitted for review	531
C85	Number of business licenses renewed	0
C86	Number of households in the municipal area registered as indigent	21786
C89	Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum	42
C92	Number of agenda items deferred to the next council meeting	0
C93	Number of awards made in terms of SCM Reg 32	0
C94	Number of requests approved for deviation from approved procurement plan	0
C98	Number of building plan applications approved	531
C99	Number of electricity connection applications received	0

C88 Code	OUTPUT INDICATORS FOR ANNUAL REPORTING
EE4.12	Installed capacity of approved embedded generators on the municipal distribution network
EE4.12(1)	(1) Sum of all embedded generation installation capacities among municipal customer base
ENV1.12	Percentage of AQ monitoring stations providing adequate data over a reporting year
ENV1.12(1)	(1) Number of fully operational AQ monitoring stations
ENV1.12(2)	(2) Total number of government owned (all spheres) monitoring stations within municipal area
ENV3.11	Percentage of known informal settlements receiving basic refuse removal services
ENV3.11(1)	(1) Number of informal settlements receiving waste handling services
ENV3.11(2)	(2) The total number of recognised informal settlements
ENV4.11	Percentage of biodiversity priority area within the municipality
ENV4.11(1)	(1) Total land area in hectares classified as "biodiversity priority areas"
ENV4.11(2)	(2) Total municipal area in hectares
ENV4.21	Percentage of biodiversity priority areas protected
ENV4.21(1)	(1) Area of priority biodiversity area in hectares which is protected
ENV4.21(2)	(2) Total area identified as a priority biodiversity area in hectares
ENV4.21(3)	(2) Total area identified as a priority biodiversity area
HS1.12	Number of serviced sites
HS1.12(1)	(1) Number of all sites serviced receiving all three of the basic services.

HS1.31	Number of informal settlements assessed (enumerated and classified)
HS1.31(1)	(1) Number of informal settlements enumerated and classified according to the UISP categorisation, or equivalent.
HS2.21	Number of residential properties developed through state-subsidised human settlements programmes entering the municipal valuation roll
HS2.21(1)	(1) Number of all residential properties that have benefited from state-subsidised human settlements programmes that have entered the municipal valuation roll
TR5.11	Number of scheduled public transport access points added
TR5.11(1)	(1) Number of scheduled public transport service access points added
TR6.11	Percentage of unsurfaced road graded
TR6.11(1)	(1) Kilometres of municipal road graded
TR6.11(2)	(2) Kilometres of unsurfaced road network
WS5.31	Percentage of total water connections metered
WS5.31(1)	(1) Number of water connections metered
WS5.31(2)	(2) Number of connections unmetered
GG3.12	Percentage of councillors who have declared their financial interests
GG3.12(1)	(1) Number of councillors that have declared their financial interests
GG3.12(2)	(2) Total number of municipal councillors
FM2.21	Cash backed reserves reconciliation at year end
FM2.21(1)	(1) Actual Cash and Cash Equivalents
FM2.21(2)	(2) Long Term Investment
FM2.21(3)	(3) Unspent grants
FM2.21(4)	(4) Statutory requirement
FM2.21(5)	(5) Working capital requirements
FM2.21(6)	(6) Other provisions
FM2.21(7)	(7) Long term investment committed
FM2.21(8)	(8) Reserves to be cash backed
FM3.12	Current ratio (current assets/current liabilities)
FM3.12(1)	(1) Current assets
FM3.12(2)	(2) Current liabilities
FM4.11	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure
FM4.11(1)	(1) Irregular expenditure
FM4.11(2)	(2) Fruitless and Wasteful expenditure
FM4.11(3)	(3) Unauthorised expenditure
FM4.11(4)	(4) Total Operating Expenditure
FM5.12	Percentage of total capital expenditure funded from capital conditional grants
FM5.12(1)	(1) Total Capital Transfers (provincial and national capital conditional grants)
FM5.12(2)	(2) Total Capital Expenditure
FM5.21	Percentage of total capital expenditure on renewal/upgrading of existing assets
FM5.21(1)	(1) Total costs of Renewal and Upgrading of Existing Assets
FM5.21(2)	(2) Total Capital Expenditure
FM5.22	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment

FM5.22(1)	(1) Total costs of Renewal and Upgrading of Existing Assets
FM5.22(2)	(2) Depreciation
FM5.22(3)	(3) Asset impairment)
FM5.31	Repairs and Maintenance as a percentage of property, plant, equipment and investment property
FM5.31(1)	(1) Total Repairs and Maintenance Expenditure
FM5.31(2)	(2) Property, Plant and Equipment
FM5.31(3)	(3) Investment Property (Carrying Value)
FM7.31	Net Surplus /Deficit Margin for Electricity
FM7.31(1)	(1) Total Electricity Revenue
FM7.31(2)	(2) Total Electricity Expenditure
FM7.32	Net Surplus /Deficit Margin for Water
FM7.32(1)	(1)Total Water Revenue
FM7.32(2)	(2) Total Water Expenditure
FM7.33	Net Surplus /Deficit Margin for Wastewater
FM7.33(1)	(1) Total Sanitation and Waste Water Revenue
FM7.33(2)	(2) Total Sanitation and Waste Water Expenditure
FM7.34	Net Surplus /Deficit Margin for Refuse
FM7.34(1)	(1) Total Refuse Revenue
FM7.34(2)	(2) Total Refuse Expenditure
	OUTCOME INDICATORS FOR ANNUAL REPORTING
EE4.4	Percentage total electricity losses
EE4.4(1)	(1) Electricity Purchases in kWh
EE4.4(2)	(2) Electricity Sales in kWh
ENV5.2	Recreational water quality (inland)
ENV5.2(1)	(1) Number of inland water sample tests within the 'targeted range' for intermediate contact recreational water use
ENV5.2(2)	(2) Total number of sample tests undertaken
HS3.5	Percentage utilisation rate of community halls
HS3.5(1)	(1) Sum of hours booked across all community halls in the period of assessment
HS3.5(2)	(2) Sum of available hours for all community halls in the period of assessment.
HS3.6	Average number of library visits per library
HS3.6(1)	(1) Total number of library visits
HS3.6(2)	(2) Count of municipal libraries
HS3.7	Percentage of municipal cemetery plots available
HS3.7(1)	(1) Number of available municipal burial plots in active municipal cemeteries
HS3.7(2)	(2) Total capacity of all burial plots in active municipal cemeteries
TR6.2	Number of potholes reported per 10kms of municipal road network
TR6.2(1)	(1) Number of potholes reported
TR6.2(2)	(2) Kilometres of surfaced municipal road network
WS3.1	Frequency of sewer blockages per 100 KMs of pipeline
WS3.1(1)	(1) Number of blockages in sewers that occurred
WS3.1(2)	(2) Total sewer length in KMs

WS3.2	Frequency of water mains failures per 100 KMs of pipeline
WS3.2(1)	(1) Number of water mains failures (including failures of valves and fittings)
WS3.2(2)	(2) Total mains length (water) in KMs
WS3.3	Frequency of unplanned water service interruptions
WS3.3(1)	(1) Number of unplanned water service interruptions
WS3.3(2)	(2) Total number of water service connections
WS4.1	Percentage of drinking water samples complying to SANS241
WS4.1(1)	(1) Number of water sample tests that complied with SANS 241 requirements
WS4.1(2)	Total number of water sample tests undertaken
WS4.2	Percentage of wastewater samples compliant to water use license conditions
WS4.2(1)	(1) Number of wastewater samples tested per determinant that meet compliance to specified water use license requirements
WS4.2(2)	(2) Total wastewater samples tested for all determinants over the municipal financial year
WS5.1	Percentage of non-revenue water
WS5.1(1)	(1) Number of Kilolitres Water Purchased or Purified
WS5.1(2)	(2) Number of kilolitres of water sold
WS5.2	Total water losses
WS5.2(1)	(1) System input volume
WS5.2(2)	(2) Authorised consumption
WS5.2(3)	(3) Number of service connections
WS5.4	Percentage of water reused
WS5.4(1)	(1) 1.a Direct use of treated municipal wastewater (not including irrigation)
WS5.4(2)	(2) 1.b Direct use of treated municipal wastewater for irrigation purposes
WS5.4(3)	(3) System input volume
GG1.1	Percentage of municipal skills development levy recovered
GG1.1(1)	(1) R-value of municipal skills development levy recovered
GG1.1(2)	(2) R-value of the total qualifying value of the municipal skills development levy
GG1.2	Top management stability
GG1.2(1)	(1) 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)
GG1.2(2)	(2) Aggregate working days for all S56 and S57 Posts
GG2.1	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)
GG2.1(1)	(1) Functional ward committees
GG2.1(2)	(2) Total number of wards
GG4.1	Percentage of councillors attending council meetings
GG4.1(1)	(1) The sum total of councillor attendance of all council meetings
GG4.1(2)	(2) The total number of council meetings
GG4.1(3)	(3) The total number of councillors in the municipality
FM1.1	Percentage of expenditure against total budget
FM1.1(1)	(1) Total expenditure (operating + capital)
FM1.1(2)	(2) Total budget (operating + capital)

FM2.1	Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)
FM2.1(1)	(1) Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease)
FM2.1(2)	(2) Total Operating Revenue
FM2.1(3)	(3) Operating Conditional Grant
FM2.2	Percentage change in cash backed reserves reconciliation
FM2.2(1)	(1) Cash backed reserves (previous year)
FM2.2(2)	(2) Cash backed reserves (current year)
FM3.1	Percentage change in cash and cash equivalent (short term)
FM3.1(1)	(1) Cash and cash equivalent (Current year)
FM3.1(2)	(2) Cash and cash equivalent (Previous year)
FM4.1	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure
FM4.1(1)	(1) Irregular expenditure (previous year)
FM4.1(2)	(2) Fruitless and Wasteful expenditure (previous year)
FM4.1(3)	(3) Unauthorised expenditure (previous year)
FM4.1(4)	(4) Irregular expenditure (current year)
FM4.1(5)	(5) Fruitless and Wasteful expenditure (current year)
FM4.1(6)	(6) Unauthorised expenditure (current year)
FM4.2	Percentage of total operating expenditure on remuneration
FM4.2(1)	(1) Employee Related Costs
FM4.2(2)	(2) Councillors' Remuneration
FM4.2(3)	(3) Total Operating Expenditure
FM4.3	Percentage of total operating expenditure on contracted services
FM4.3(1)	(1) Contracted Services
FM4.3(2)	(2) Total Operating Expenditure
FM5.1	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure
FM5.1(1)	(1) Internally Generated Funds (current year)
FM5.1(2)	(2) Borrowings (current year)
FM5.1(3)	(3) Internally Generated Funds (previous year)
FM5.1(4)	(4) Borrowings (previous year)
FM5.2	Percentage change of renewal/upgrading of existing Assets
FM5.2(1)	(1) Total costs of Renewal and Upgrading of Existing Assets (current year)
FM5.2(2)	(2) Total costs of Renewal and Upgrading of Existing Assets (previous year)
FM5.3	Percentage change of repairs and maintenance of existing infrastructure
FM5.3(1)	(1) Repairs and maintenance expenditure (current year)
FM5.3(2)	(2) Repairs and maintenance expenditure (previous year)
FM7.1	Percentage change in Gross Consumer Debtors' (Current and Non-current)
FM7.1(1)	(1) Gross consumer debtors (previous year)
FM7.1(2)	(2) Gross consumer debtors (current year)
FM7.2	Percentage of Revenue Growth excluding capital grants
FM7.2(1)	(1) Total Revenue Excluding Capital Grants (current year)

FM7.2(2)	(2) Total Revenue Excluding Capital Grants (previous year)
FM7.3	Percentage of net operating surplus margin
FM7.3(1)	(1) Total Operating Revenue
FM7.3(2)	(2) Total Operating Expenditure
	COMPLIANCE INDICATORS FOR ANNUAL REPORTING
C5	Number of recognised traditional leaders within your municipal boundary
C21	Number of approved environmental health practitioner posts in the municipality
C31	Number of approved posts in the municipality with regard to municipal infrastructure:
C37	Number of approved posts in the treasury and budget office:
C39	Number of approved posts in the development and planning department:
C41	Number of approved engineer posts in the municipality:
C46	Number of approved waste management posts in the municipality:
C48	Number of approved electrician posts in the municipality:
C50	Number of approved water and wastewater management posts in the municipality:
C52	Number of maintained sports facilities
C53	Square meters of maintained public outdoor recreation space
C54	Number of municipality-owned community halls
C60	Total number of sewer connections
C62	Total number of Ventilation Improved Pit Toilets (VIPs)
C80	Date of the last Council adopted Development Charges policy
C82	Value of Commercial Projects Constructed by adding all of the estimated costs of construction values on building permits
C95	Number of residential properties in the billing system
C96	Number of non-residential properties in the billing system
C97	Number of properties in the valuation roll
	COMPLIANCE QUESTIONS FOR ANNUAL REPORTING
Q1.	Does the municipality have an approved Performance Management Framework?
Q2.	Has the IDP been adopted by Council by the target date?
Q3.	Does the municipality have an approved LED Strategy?
Q4.	What are the main causes of work stoppage in the past quarter by type of stoppage?
Q5.	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?
Q6.	When was the last scientifically representative community feedback survey undertaken in the municipality?
Q7.	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.
Q8.	Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:
Q9.	Does the municipality have an Internal Audit Unit?
Q10.	Is there a dedicated position responsible for internal audits?
Q11.	Is the internal audit position filled or vacant?
Q12.	Has an Audit Committee been established? If so, is it functional?
Q13.	Has the internal audit plan been approved by the Audit Committee?

Q14.	Has an Internal Audit Charter and Audit Committee charter been approved and adopted?
Q15.	Does the internal audit plan set monthly targets?
Q16.	How many monthly targets in the internal audit plan were not achieved?
Q17.	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?
Q19.	Is the municipal supplier database aligned with the Central Supplier Database?
Q20.	What is the number of steps a business must comply with when applying for a construction permit before final document is received?
Q22	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:
Q23.	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.
Q25.	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?